









“Factors affecting organizational citizenship behavior of budget hotel employees in Indonesia: Examining the mediating role of work engagement and affective commitment”

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# FACTORS AFFECTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF BUDGET HOTEL EMPLOYEES IN INDONESIA: EXAMINING THE MEDIATING ROLE OF WORK ENGAGEMENT AND AFFECTIVE COMMITMENT

## Abstract

Organizational citizenship behavior pertains to the voluntary actions undertaken by individuals inside an organization to enhance its overall efficacy, especially in the absence of express acknowledgment from the formal incentive system. This study aims to investigate the role of work engagement and affective commitment in mediating the effect of perceived organizational support on organizational citizenship behavior. This quantitative design uses survey methodologies by sending questionnaires to frontline staff in budget hotels in Medan, Indonesia. The sample includes 225 frontline employees with at least a year of experience working in budget hotels in Medan, Indonesia. Data were collected through a Likert scale questionnaire and analyzed using SEM-PLS processed with SmartPLS 4.0 software. The findings suggest a significant relationship between perceived organizational support, work engagement, affective commitment, and organizational citizenship behavior ( $p < 0.05$ ). In addition, the influence of perceived organizational support on work engagement and affective commitment is noteworthy ( $p < 0.05$ ). Organizational citizenship behavior is affected by perceived organizational support through work engagement ( $p < 0.05$ ) and affective commitment ( $p < 0.05$ ). The results have significant ramifications for organizations. Organizations should establish frameworks that foster employee engagement and dedication. In addition, organizations should actively promote and incentivize employees to dedicate their time, exertion, and innovative thoughts for the betterment of their colleagues and the organization.

## Keywords

organizational behavior, human resources, SEM-PLS, budget hotels, Indonesia

## JEL Classification

D23, L84, O15

## INTRODUCTION

In the age of globalization, economic circumstances are ever-evolving, necessitating economic and industrial participants to adjust to the challenges they encounter. Along with globalization and rapid changes in economic conditions, competition has become increasingly fierce in all fields, including the hotel industry. The increasing competition for budget hotels in Medan, Indonesia, requires them to improve their service quality to compete with other hotels. Achieving quality and service excellence will make customers satisfied and loyal. Customer satisfaction and loyalty depend on employee attitudes, performance, and behavior, so companies must improve the quality of their resources to improve service.

In addition to performing their primary duties, qualified employees exhibit organizational citizenship behavior (OCB). For organizations to endure and thrive, their members must exhibit good OCB by participating in diverse constructive behaviors. The evolution of OCB is directly linked to how much an organization prioritizes and takes care of its employees and their contributions. The employees firmly assert that the level of support they receive from the company substantially affects their overall work experience. This belief creates a sense of indebtedness toward the organization, making them feel obligated to repay it. The influence of organizational support on workers' civic behavior is heightened when they possess a strong commitment to their work. Elevated levels of work engagement can also positively influence employee psychology; such individuals will approach their tasks with fervor and enthusiasm, resulting in a perception that time passes very quickly.

Furthermore, the corporation endeavors to enhance employee OCB by focusing on characteristics promoting such behavior, such as organizational commitment. An employee with affective commitment demonstrates consistent dedication by consistently exerting additional efforts, displaying loyalty, and persisting in their job. The prosperity and prestige of a firm are intrinsically linked to the emotional dedication of its personnel.

## 1. LITERATURE REVIEW AND HYPOTHESES

Organizational citizenship behavior (OCB) refers to the actions undertaken by employees outside of work that contribute to the smooth functioning of the company (Robbins & Judge, 2015). OCB is commonly described as behavior beyond formal duties (additional roles) not directly tied to compensation. In other words, an individual who exhibits OCB does not anticipate compensation in the form of monetary rewards or specific bonuses. OCB mainly pertains to the social conduct of individuals, wherein they go above and beyond their usual duties, such as voluntarily assisting colleagues during breaks or outside of regular working hours (Organ et al., 2006). OCB includes positive behavior carried out voluntarily and generally exceeds normal expectations. It is observed when employees go above and beyond their responsibilities (Özdem, 2012). Organizational citizenship is an action that exceeds expectations in the workplace and contributes to the efficient functioning of the organization (Robbins & Mary, 2010). OCB is defined as a worker's contribution that goes beyond the formal job description and includes a variety of actions, such as supporting others, willingly taking on additional chores, and conforming to workplace regulations and procedures (Luthans, 2016). OCB refers to conduct exhibited by personnel beyond the scope of their assigned duties and routines (Humphrey, 2012). According to Greenberg and Baron (2014), OCB is the term

used to describe the extra (voluntary) efforts made by employees outside their regular duties to advance the firm's goals. Hence, the employee's job description does not specifically include OCB. Nevertheless, this outcome is predictable as it benefits the organization's long-term viability (Organ, 1988). OCB significance is expanding in a global and business environment undergoing rapid change (Liu & Cohen, 2010).

Perceived organizational support measures how much workers believe their company values their well-being and recognizes their contributions (Brotherton, 2006). It is the term used to describe workers' interest in the company's appreciation of their achievements and commitment to their future progress (Robbins & Judge, 2011). Moreover, perceived organizational support refers to the comprehensive convictions held by workers on the degree to which organizations prioritize their welfare and appreciate their efforts (Wang, 2014). It refers to an organization's support for employees' social and emotional well-being, as well as their commitment, loyalty, and hard work (Jain et al., 2013). According to Duffy and Lilly (2013), perceived organizational support represents employees' perceptions of how much the company values their efforts and prioritizes their well-being. As Caesens and Stinglhamber (2014) stated, the concept of organizational support, also known as perceived organizational support, is founded on the social exchange approach. The aim is to clarify the relationship between workers and the company. Workers recognize the assistance they

receive from the company and exhibit a valuable dedication due to this beneficial treatment. The level of employee trust in the support provided by the organization will be impacted by their assessment of their encounters and observations of how the organization treats its employees (Kurtessis et al., 2017).

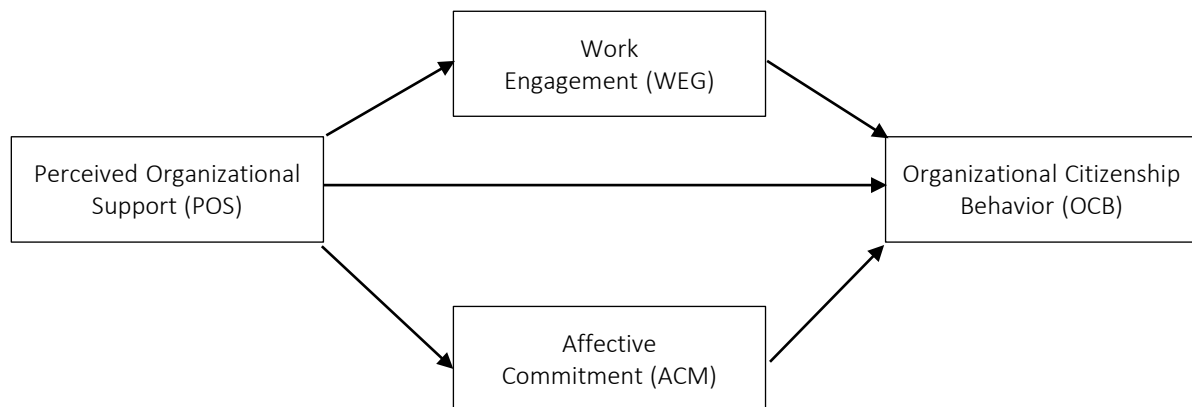
Employees exhibit their competence in job duties by their degree of involvement. They are fully dedicated to their work and demonstrate their commitment through physical, cognitive, and emotional expression throughout their performance. Employees are required to exert physical effort while performing their tasks. Conversely, the cognitive aspect pertains to the employees' impressions about the company, its executives, and the work environment. The emotional aspect of a company is intricately linked to the sentiments that employees hold toward it, regardless of whether those sentiments are favorable or unfavorable (Kahn, 1990). Additionally, as stated by Saks (2006), employee dedication and enthusiasm for their work and the company's goals are key to the business management concept known as work engagement. Work engagement pertains to employee participation, contentment, and eagerness. Work engagement has been an increasingly popular concept in organizational behavior over the past few years. One of the foremost research organizations has defined organizational citizenship as a strong emotional attachment an employee develops toward their employer, which motivates that individual to dedicate more and more effort to their professional responsibilities (Risher, 2010). The strong correlation between work engagement and company performance makes it a highly desirable concept. Work engagement encompasses a worker's overall mental, physical, and emotional well-being, stemming from their active involvement in their work (Sun & Bunchapattanasakda, 2019). Bakker (2017) states that employees who have work engagement will tend to be productive, have a higher desire to work, and are more sensitive and adaptable to new things. Bakker and Leiter (2010) also emphasize that with work engagement, employees will be happier and enjoy work without pressure or coercion.

Affective commitment highlights the strong emotional connection that workers form with a company. This connection fuels their desire to align themselves with the organization and actively par-

ticipate in its activities. Furthermore, an employee's affective commitment level can significantly influence their dedication and loyalty (Grego-Planer, 2019). Affective commitment is closely tied to individuals' emotional connection with their organization. It encompasses their sense of belonging, identification, and active engagement in the organization's activities (Mercurio, 2015). Affective commitment embodies the deep emotional allegiance, robust sense of identification, and active participation that an employee cultivates within an organization. Employees who establish a deep emotional bond with their employer are more inclined to maintain their employment, driven by their intrinsic motivation to contribute to the organization's goals. Emotional sentiments, intrinsic motivation, and normative commitment are closely tied to affective commitment. It is important to note the impact of feelings of pressure and obligation on employees (Wang et al., 2022). A strong emotional connection between employees and the organization catalyzes heightened enthusiasm, unwavering commitment, and exceptional service performance, culminating in outstanding job outcomes (van Gelderen & Bik, 2016). Affective commitment is also linked to diverse behaviors in the workplace (Tang & Vandenberghe, 2020; Lee et al., 2018). In public companies, employee commitment influences the formulation of OCB (Hanaysha et al., 2022).

A comprehensive examination of the relationship between perceived organizational support and employee engagement, affective commitment, and OCB remains a significant area of research (Alshaabani et al., 2021). Koodamara et al. (2019), Theodorus et al. (2021), and Ivani et al. (2019) state that perceived organizational support influences work engagement. Koodamara et al. (2019) and Srimulyani and Hermanto (2022) state that perceived organizational support influences employee engagement. Jehanzeb (2020), Firmansyah et al. (2022), and Srimulyani and Hermanto (2022) state that perceived organizational support influences OCB. Aodton et al. (2021), Priscilla et al. (2021), and Putri et al. (2021) state that work engagement influences OCB.

The current study delves into the intricate relationship between perceived organizational support and organizational citizenship behavior, ex-



**Figure 1.** Research framework

examining the mediating roles of work engagement and affective commitment. Figure 1 depicts the research framework. The subsequent hypotheses are deduced from the model:

- H1: Perceived organizational support can improve work engagement.*
- H2: Perceived organizational support can improve affective commitment.*
- H3: Perceived organizational support can improve organizational citizenship behavior.*
- H4: Work engagement can improve organizational citizenship behavior.*
- H5: Affective commitment can improve organizational citizenship behavior.*
- H6: Perceived organizational support can improve organizational citizenship behavior mediated by work engagement.*
- H7: Perceived organizational support can improve organizational citizenship behavior mediated by affective commitment.*

## 2. METHODOLOGY

The study was conducted among personnel working at budget hotels in Medan, Indonesia. The surge in affordable hotel options, which fueled heightened competition within the hospitality sector, motivated the choice of this research topic. The survey was conducted online between May and August 2023, targeting both human resource

development staff and respondents familiar with providing information. This is a result of limited time availability. To gather comprehensive data, a survey was administered to 225 individuals, and the collected responses were subsequently distributed to 135 budget hotels in Medan, Indonesia. Out of the 225 surveys, 45 were determined to need to be completed. Additionally, no outlier data, which may have affected the test findings, were identified.

Organizational citizenship behavior was assessed using nine instruments (Huang & You, 2011). Eight instruments developed by Meyer and Allen (1991) evaluated affective commitment. Work engagement was assessed employing the nine-criterion Utrecht Work Engagement Scale (UWES) devised by Schaufeli (2012). Eight criteria outlined by Rhoades and Eisenberger (2002) are used to evaluate perceived organizational support.

A self-administered Likert scale questionnaire was distributed through Google Forms for data collection. A five-point Likert scale was employed to evaluate the variables under consideration, ranging from one (strongly disagree) to five (strongly agree). The partial least squares (PLS) approach was adopted due to its suitability for scenarios involving non-normal data distributions, limited sample sizes, and the exploration of innovative concepts (Hair et al., 2014).

## 3. RESULTS

Discriminant validity pertains to the distinctiveness of a construct from other constructs, as determined through empirical measures. The cross-



loading value is employed to evaluate discriminant validity by measuring the correlation between each construct and its indicators and with indicators from other constructs within the same group. Discriminant validity is achieved when the relationship between a concept and its related measurements is stronger than the relationship between those measurements and measurements related to different concepts. To assess discriminant validity, it is necessary to consider the cross-loadings and parameters specified in the Fornell-Larcker criterion.

**Table 1.** Cross-loadings

| Indicator | ACM   | WEG   | OCB   | POS   |
|-----------|-------|-------|-------|-------|
| POS1      | 0.544 | 0.508 | 0.556 | 0.888 |
| POS2      | 0.554 | 0.504 | 0.554 | 0.916 |
| POS3      | 0.564 | 0.505 | 0.568 | 0.878 |
| POS4      | 0.526 | 0.496 | 0.555 | 0.883 |
| POS5      | 0.528 | 0.473 | 0.511 | 0.843 |
| POS6      | 0.501 | 0.422 | 0.480 | 0.875 |
| POS7      | 0.463 | 0.416 | 0.475 | 0.822 |
| POS8      | 0.476 | 0.475 | 0.517 | 0.722 |
| OCB1      | 0.672 | 0.825 | 0.850 | 0.524 |
| OCB2      | 0.794 | 0.638 | 0.767 | 0.459 |
| OCB3      | 0.673 | 0.838 | 0.869 | 0.526 |
| OCB4      | 0.753 | 0.868 | 0.918 | 0.592 |
| OCB9      | 0.760 | 0.636 | 0.717 | 0.484 |
| OCB10     | 0.763 | 0.620 | 0.763 | 0.411 |
| OCB5      | 0.755 | 0.867 | 0.919 | 0.594 |
| OCB6      | 0.738 | 0.757 | 0.810 | 0.509 |
| OCB7      | 0.728 | 0.749 | 0.813 | 0.499 |
| OCB8      | 0.751 | 0.605 | 0.716 | 0.430 |
| WEG1      | 0.675 | 0.841 | 0.835 | 0.521 |
| WEG8      | 0.677 | 0.840 | 0.816 | 0.523 |
| WEG2      | 0.697 | 0.946 | 0.810 | 0.515 |
| WEG3      | 0.686 | 0.939 | 0.807 | 0.503 |
| WEG4      | 0.677 | 0.806 | 0.737 | 0.424 |
| WEG5      | 0.630 | 0.806 | 0.690 | 0.411 |
| WEG6      | 0.672 | 0.724 | 0.614 | 0.385 |
| WEG7      | 0.678 | 0.736 | 0.626 | 0.397 |
| ACM1      | 0.784 | 0.670 | 0.727 | 0.527 |
| ACM8      | 0.791 | 0.628 | 0.711 | 0.472 |
| ACM2      | 0.789 | 0.616 | 0.721 | 0.523 |
| ACM3      | 0.811 | 0.663 | 0.727 | 0.473 |
| ACM4      | 0.791 | 0.637 | 0.765 | 0.438 |
| ACM5      | 0.799 | 0.620 | 0.682 | 0.410 |
| ACM6      | 0.844 | 0.667 | 0.716 | 0.535 |
| ACM7      | 0.780 | 0.647 | 0.708 | 0.507 |

*Note:* POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Based on Table 1, the cross-loading value is greater than other indicator values. Upon analyzing these assessments, it is evident that each indicator exhibits satisfactory discriminant validity values, demonstrating their distinctness and relevance to the respective constructs. The discriminant validity test was fulfilled and declared valid from the analysis.

The Fornell-Larcker criterion is the second method used to measure discriminant validity. This criterion evaluates each construct's average variance extracted (AVE) and the connection between a specific construct and another construct in the study model. This study considers a scenario where the average variance extracted (AVE) for each construct is greater than the correlation coefficients between constructs, as determined by the Fornell-Larcker criterion.

**Table 2.** Fornell-Larcker criterion

| Variable | ACM   | WEG   | OCB   | POS   |
|----------|-------|-------|-------|-------|
| ACM      | 0.799 |       |       |       |
| WEG      | 0.806 | 0.833 |       |       |
| OCB      | 0.901 | 0.912 | 0.817 |       |
| POS      | 0.610 | 0.558 | 0.619 | 0.855 |

*Note:* POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 2 displays the discriminant validity values for each variable assessed by the Fornell-Larcker criterion. This implies that each variable has a higher degree of correlation with itself than it does with other variables. It is critical to take into account the indicators connected with each variable. This confirms that the indicator location for each variable is correct.

Cronbach's alpha assesses the internal consistency reliability of scales comprising several items. The ultimate value must exceed 0.70. Composite reliability is another method for analyzing reliability, a statistical technique employed to validate the true value of variables. This approach necessitates continually surpassing Cronbach's alpha by the reliability value of composite reliability.

**Table 3.** Instrument reliability

| Variable | Cronbach's Alpha | Composite Reliability |
|----------|------------------|-----------------------|
| ACM      | 0.919            | 0.934                 |
| WEG      | 0.936            | 0.947                 |
| OCB      | 0.944            | 0.952                 |
| POS      | 0.947            | 0.956                 |

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

According to Table 3, the composite dependency value for affective commitment is 0.934, for work engagement is 0.947, for organizational citizenship behavior is 0.952, and for perceived organizational support is 0.956. Cronbach's alpha for affective commitment is 0.919, for employee engagement is 0.936, for organizational citizenship behavior is 0.944, and for perceived organizational support is 0.947. The composite reliability scores and Cronbach's alpha for all four variables surpassed 0.6, indicating that all factors are reliable and can be regarded as dependable measuring instruments.

Furthermore, the AVE value can be used to evaluate convergent validity. According to Fornell and Larcker (1981), the AVE value must exceed 0.50 to satisfy convergent validity and reliability criteria. Table 4 presents the analytical results for Average Variance Extracted (AVE).

**Table 4.** Average variance extracted (AVE)

| Variable | AVE   |
|----------|-------|
| ACM      | 0.638 |
| WEG      | 0.694 |
| OCB      | 0.668 |
| POS      | 0.732 |

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 4 indicates that the dimensions of affective commitment, work engagement, organizational citizenship behavior, and perceived organizational support have an Average Variance Extracted (AVE) value over 0.50. The indicators employed in the study are deemed valid since they have satisfied the criteria for convergent validity.

The *R*-squared test results demonstrate the ability of the endogenous variables in the structural

model to make predictions. The *R*-square value indicates the model's strength, which may be classed as moderate, strong, or weak, with *R*-square values of 0.19, 0.33, and 0.67, respectively (Hair et al., 2021). Table 5 shows the findings of the *R*-square values.

**Table 5.** *R*-square values

| Variable | <i>R</i> -square | Adjusted <i>R</i> -square |
|----------|------------------|---------------------------|
| ACM      | 0.372            | 0.368                     |
| WEG      | 0.311            | 0.307                     |
| OCB      | 0.913            | 0.911                     |

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 5 demonstrates that work engagement, affective commitment, and perceived organizational support significantly influence organizational citizenship behavior, as indicated by the high *R*-squared value of 0.913. This discovery suggests that variations in work engagement, perceived organizational support, and affective commitment can account for 91.3% of the variability in organizational citizenship behavior values. The correlation between perceived organizational support and work engagement is 0.311, suggesting that changes in perceived organizational support may explain 31.1% of the fluctuations in work engagement values. This indicates that although other factors affect 8.7% of the outcome, the impact of perceived organizational support on work engagement is significant. The correlation between affective commitment and perceived organizational support is statistically significant, as seen by the *R*-square value of 0.372. This indicates that the variance in perceived organizational support can explain 37.2% of the variation in affective commitment, while the remaining 62.8% is attributed to other factors.

The evaluation of hypotheses is assessed using the *p*-value and *T*-statistic. The *T*-statistics value test determines the relationship between variables in a concept (construct). The significance level for the *T*-value employed in this study is 0.005, and it is 1.96. The hypothesis is deemed valid if the *T*-statistic value exceeds 1.96 and the *p*-value is below 0.05 (Di Leo & Sardanelli, 2020).

**Table 6.** Path coefficient

| Path      | T-Statistics | P-Values | Decision |
|-----------|--------------|----------|----------|
| POS → WEG | 7.751        | 0.000    | Accepted |
| POS → ACM | 8.435        | 0.000    | Accepted |
| POS → OCB | 1.990        | 0.047    | Accepted |
| WEG → OCB | 6.177        | 0.000    | Accepted |
| ACM → OCB | 5.461        | 0.000    | Accepted |

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

Table 6 shows that perceived organizational support affects work engagement, affective commitment, and organizational citizenship behavior, as indicated by the statistical values ( $t = 7.751$ ,  $p = 0.000$ ;  $t = 8.435$ ,  $p = 0.000$ ;  $t = 1.990$ ,  $p = 0.047$ ). Thus, H1, H2, and H3 are accepted. In addition, work engagement has a strong and positive impact on OCB, as evidenced by the statistically significant result ( $t = 6.177$ ,  $p = 0.000$ ). Therefore, H4 is accepted. In addition, the impact of affective commitment on organizational citizenship behavior was significant and favorable ( $t = 5.461$ ,  $p = 0.000$ ), thereby confirming H5.

**Table 7.** Indirect effects

| Path            | T-Statistics | P-Values | Decision |
|-----------------|--------------|----------|----------|
| POS → WEG → OCB | 4.270        | 0.000    | Accepted |
| POS → ACM → OCB | 4.726        | 0.000    | Accepted |

Note: POS = perceived organizational support; OCB = organizational citizenship behavior; WEG = work engagement; ACM = affective commitment.

The analysis presented in Table 7 investigates the mediation effect, demonstrating a statistically significant and positive correlation between perceived organizational support and organizational citizenship behavior when work engagement acts as a mediator ( $t = 4.270$ ,  $p = 0.000$ ). Thus, H6 is accepted. The acceptance of H7 is supported by the impact of perceived organizational support on OCB, which is further explained by affective commitment ( $t = 4.726$ ,  $p = 0.000$ ).

## 4. DISCUSSION

The first hypothesis testing revealed a statistically significant positive correlation between perceived organizational support and work engagement ( $t = 7.751$ ,  $p < 0.05$ ). This suggests that employees enhance their work engagement when they perceive

their organization as supportive, valuing their contributions, and prioritizing their well-being. Perceived organizational support influences work engagement obtained through the assessment or perception of employees toward their leaders. The assessment or perception made by employees toward their leaders provides an increase in the job resources they feel or receive so that they can balance job demands. This is because perceived organizational support is a job resource that motivates employees to complete their achievements, which leads to job outcomes, namely work engagement (Bonaiuto et al., 2022). This positive impact of perceived organizational support on work engagement is further corroborated by existing research. Caesens and Stinglhamber (2014) found that perceived organizational support positively influences employee engagement, while Imran et al. (2020) demonstrated a significant association between perceived organizational support and employee engagement levels.

The second hypothesis testing revealed a robust and statistically significant positive relationship between perceived organizational support and affective commitment ( $t = 8.435$ ,  $p < 0.05$ ). These findings indicate that perceived organizational support positively influences affective commitment among employees at budget hotels in Medan, Indonesia. Perceived organizational support is the organization's cooperation or support to enable employees to perform their jobs effectively (Astuty & Udin, 2020). When an organization fulfills employees' social and emotional needs, such as the desire for approval, appreciation, and belonging (Tjahjono et al., 2020), employees develop a sense of obligation to reciprocate and demonstrate increased commitment to the organization (Sadaf et al., 2022). Affective commitment, a type of commitment fostered by perceptions of organizational relationships, represents how employees remain with the organization out of personal attachment rather than external pressures or coercion (Sadaf et al., 2022). Affective commitment encourages employees to exceed their standard roles and reduces withdrawal behaviors (Kurtessis et al., 2017). These findings highlight the crucial role of perceived organizational support in shaping employee affective commitment.

The third hypothesis test revealed a statistically significant positive association between perceived



organizational support and organizational citizenship behavior ( $t = 1.990, p < 0.05$ ). The findings demonstrate that perceived organizational support positively enhances organizational citizenship behavior, indicating that employees who perceive fair treatment, support, and appreciation for their work are likelier to engage in organizational citizenship behaviors. In other words, the sense of pride, care, appreciation, attention, consideration of goals, and assistance the company provides will encourage organizational citizenship behavior in employees. Perceived organizational support can increase employee work interest by increasing feelings of suitability and competence. Meanwhile, organizational citizenship behavior owned by employees is a form of reciprocity given to repay the support from the organization that has been received (Pohl et al., 2013). Therefore, the basic components of perceived organizational support, namely valuing work and providing concern for employee welfare, will be able to influence organizational citizenship behavior (Testa et al., 2020). These results align with previous research, such as Jehanzeb (2020), who found a significant positive relationship between perceived organizational support and organizational citizenship behavior, and Firmansyah et al. (2022), who reported a positive correlation between the two constructs. Jain et al. (2013) similarly concluded that employees treated favorably by their organization reciprocate through organizational citizenship behavior. This positive association between perceived organizational support and organizational citizenship behavior has also been established by Jain et al. (2013) and Chiang and Hsieh (2012).

The fourth hypothesis testing revealed a strong and positive relationship between work engagement and organizational citizenship behavior ( $t = 6.177, p = 0.000$ ). This finding suggests that elevated levels of work engagement promote increased organizational citizenship behavior within the organizational context. Conversely, low levels of work engagement may contribute to diminished organizational citizenship behavior. Employees who exhibit high levels of work engagement are more likely to go above and beyond their prescribed job duties and engage in organizational citizenship behavior, demonstrating their commitment to the organization. The ability of employees to join a company depends on the goals the organi-

zation wants to achieve. Employee contribution to the organization will be higher if the organization can provide what employees want. This positive relationship between work engagement and organizational citizenship behavior aligns with previous research findings. For instance, Jufrizen et al. (2023) demonstrated a significant association between work engagement and organizational citizenship behavior.

The fifth hypothesis testing revealed a significant positive relationship between affective commitment and organizational citizenship behavior ( $t = 5.461, p < 0.05$ ). This finding provides strong empirical support for the notion that affective commitment is a robust predictor of prosocial workplace behaviors. The study demonstrated that affective commitment positively and significantly influences organizational citizenship behavior among budget hotel employees in Medan, Indonesia. Affective commitment shows the strong desire of employees to continue working in the company because they want and agree to do so. Employees with a high commitment to the company will always try to participate in every activity to advance the company to be even better, such as doing more work without coercion but only for the company's progress. Affective commitment instills in employees a holistic approach to work, making them less susceptible to the influence of transactional factors (Grego-Planer, 2022). It represents a deep-rooted connection forged through emotional values and affinity. Individuals with high affective commitment exhibit a strong emotional attachment to their organization, prompting them to prioritize their interests proactively (Prayitno et al., 2022). Jufrizen et al. (2023) and Alshaabani et al. (2021) also established a positive correlation between affective commitment and organizational citizenship behavior.

The sixth finding revealed a significant mediating role of work engagement in the relationship between perceived organizational support and organizational citizenship behavior ( $t = 4.270, p < 0.05$ ). This implies that work engagement significantly influences the impact of perceived organizational support on organizational citizenship behavior. Employees with higher levels of work engagement exhibited a stronger tendency to engage in organizational citizenship behavior, demonstrating their

willingness to go beyond their prescribed job duties. Consequently, the research hypothesis is upheld, confirming that work engagement mediates the positive relationship between perceived organizational support and organizational citizenship behavior among budget hotel employees in Medan, Indonesia. These findings provide empirical validation to the theoretical framework supporting the idea that organizational citizenship behavior is influenced by perceived organizational support, with work engagement as a crucial mediating factor. Moreover, the current study aligns with Alshaabani et al. (2021), who also identified work engagement as a mediating factor in the relationship between perceived organizational support and organizational citizenship behavior.

Further analysis revealed that affective commitment serves as a mediating factor in the relationship between perceived organizational support and organizational citizenship behavior ( $t = 4.726$ ,  $p < 0.05$ ). This suggests that when employees see their organization supportive, they are more inclined to form strong emotional connections with the organization, resulting in a higher likelihood of engaging in organizational citizenship behavior. This discovery aligns with prior investigations conducted by Firmansyah et al. (2022), who demonstrated a positive correlation between perceived organizational support and OCB mediated by affective commitment. Affective commitment plays a crucial role in fostering organizational citizen-

ship behavior within an organizational setting. High levels of affective commitment lead employees to feel a sense of belonging and emotional attachment to the organization, motivating them to go beyond their prescribed duties to contribute to their organization's success. This supports the idea that dedicated employees are more inclined to participate in voluntary actions that benefit the firm. The findings of this study contribute to a deeper understanding of the complex interplay between perceived organizational support, affective commitment, and organizational citizenship behavior among budget hotel employees in Medan, Indonesia. The results align with Alshaabani et al. (2021) and Liu (2009), who found that affective commitment indirectly mediates the relationship between perceived organizational support and organizational citizenship behavior.

The findings could assist human resource departments within the budget hotel sector in Indonesia. Furthermore, the discoveries can be useful for forthcoming investigations in this field. This study emphasizes a rise in employees' organizational citizenship behavior that is not only attributed to affective commitment, work engagement, and perceived organizational support but also to many factors. However, it is imperative to continue researching to uncover the root causes and aid human resource managers in enhancing the organizational citizenship behavior of budget hotel employees.

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## CONCLUSION

This study delves into the influence of perceived organizational support on the organizational citizenship behavior of budget hotel employees in Medan, Indonesia, with particular attention paid to work engagement and affective commitment. This study synthesizes various perspectives and explains the theoretical underpinnings for improving employees' organizational citizenship behavior. The findings revealed that perceived organizational support, work engagement, and affective commitment positively and significantly influence organizational citizenship behavior ( $p < 0.05$ ). Perceived organizational support has a direct influence on work engagement ( $p < 0.05$ ) and affective commitment ( $p < 0.05$ ). Furthermore, the relationship between perceived organizational support and organizational citizenship behavior of budget hotel employees in Medan, Indonesia, was mediated by work engagement and affective commitment ( $p < 0.05$ ). These findings suggest that hospitality companies in Indonesia should implement HR strategies that can increase perceived organizational support, work engagement and affective commitment, as these factors are crucial in driving the increase of organizational citizenship behavior of employees.

This study has determined that job engagement and affective commitment are critical elements that affect the connection between perceived organizational support and organizational citizenship behavior.

Furthermore, work engagement and affective commitment extend their benefits beyond organizational citizenship behavior, potentially enhancing employee loyalty, creativity, productivity, and innovative conduct. These findings underscore the importance for budget hotel human resource managers to prioritize fostering work engagement and affective commitment among their employees, as these qualities directly correlate with organizational citizenship behavior.

Limitations of the current study include its focus on budget hotels in Medan, Indonesia, and its exploration of a single aspect of human resource management: predicting work engagement, affective commitment, and organizational citizenship behavior through perceived organizational support assessment. The distribution of questionnaires was carried out indirectly to respondents through Google Forms, so it could allow respondents to be more honest or more careful in filling out the questionnaire. It is hoped that future researchers can distribute directly to respondents so that there is no bias in the results of data analysis. Future research should investigate the impact of diverse human resource strategies, such as compensation, workplace conditions, organizational culture, and leadership, on employee behavior and organizational outcomes.

## AUTHOR CONTRIBUTIONS

Conceptualization: Jufrizen.

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