

PERCEIVED SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN HOSPITALITY: A STRUCTURAL EQUATION MODELING APPROACH

¹Uddagiri Yojitha*

PhD Research Scholar, DEPT. OF MANAGEMENT STUDIES,
Vignan's Foundation for Science, Technology and Research, Guntur-522213.

²Dr. P. Lakshmi Narayanamma

Associate Professor, DEPT. OF MANAGEMENT STUDIES,
Vignan's Foundation for Science, Technology and Research, Guntur-522213.

<https://doie.org/10.65985/APER.2026689502>

Abstract

This study examines how perceived organizational support and perceived supervisor support influence Organizational Citizenship Behavior (OCB) in the hospitality sector, with particular attention to the mediating roles of organizational commitment and work engagement. Using a quantitative research design, survey data were collected from 120 employees working in hospitality organizations across India. Structural Equation Modeling (SEM) was employed to test the hypothesized relationships and to examine both direct and indirect effects among the study variables. The results indicate that perceived organizational support and perceived supervisor support positively influence organizational commitment and work engagement. Organizational commitment fully mediates the relationship between perceived support and OCB, whereas work engagement does not exert a significant direct effect on OCB when commitment is included in the model. Supervisor support demonstrates a stronger influence on organizational commitment than organizational support, highlighting the critical role of immediate leaders in shaping employee attitudes and discretionary behavior. The findings contribute to hospitality and organizational behavior literature by clarifying the distinct psychological mechanisms through which supportive work environments translate into extra-role behavior. From a practical perspective, the study emphasizes the importance of strengthening supervisor–employee relationships and implementing commitment-focused human resource practices to foster sustained organizational citizenship behavior in service-intensive hospitality organizations.

Keywords: Organizational citizenship behavior; perceived organizational support; perceived supervisor support, organizational commitment, work engagement

1. Introduction

In the labor-intensive and service-driven hospitality industry, employee behavior plays a crucial role in shaping service quality, customer satisfaction, and organizational competitiveness. Among such behaviors, Organizational Citizenship Behavior (OCB)—discretionary actions that are not formally rewarded but contribute to organizational effectiveness—has received growing scholarly attention. Behaviors such as assisting colleagues, voluntarily undertaking additional responsibilities, and proactively supporting organizational goals are particularly vital in hospitality contexts, where service encounters are highly interpersonal and emotionally demanding. Consequently, understanding the factors that foster OCB has become both an academic concern and a managerial priority.

A substantial body of research indicates that supportive organizational environments encourage employees to engage in citizenship behaviors. In this regard, Perceived Organizational Support

(POS) and Perceived Supervisor Support (PSS) have been identified as critical antecedents of positive employee attitudes and behaviors. Grounded in Social Exchange Theory (SET), perceptions of support create reciprocal obligations, prompting employees to respond with increased loyalty, commitment, and discretionary effort. However, empirical evidence suggests that the effects of perceived support on OCB are often indirect, operating through employees' internal psychological states rather than through direct behavioral responses.

Two psychological mechanisms that have received particular attention in explaining this process are organizational commitment and work engagement. Organizational commitment reflects employees' emotional attachment to and identification with their organization, while work engagement captures the extent to which employees experience vigor, dedication, and absorption in their work. Both constructs are considered critical in translating supportive workplace experiences into sustained extra-role behaviors. Nevertheless, prior research reports mixed findings regarding the relative importance of commitment and engagement in predicting OCB, especially within service-intensive industries such as hospitality.

Despite the strong theoretical grounding provided by SET, several gaps remain in the existing literature. First, many studies examine organizational commitment and work engagement separately, offering limited insight into their simultaneous mediating roles. Second, hospitality-specific evidence, particularly from emerging economies like India, remains relatively scarce, despite the sector's high dependence on frontline employees and its challenges related to turnover, emotional labor, and performance consistency. Addressing these gaps is essential for developing a more comprehensive understanding of how perceived support influences discretionary employee behavior in hospitality organizations.

Against this backdrop, the present study employs Structural Equation Modeling (SEM) to examine the relationships between perceived organizational support, perceived supervisor support, organizational commitment, work engagement, and Organizational Citizenship Behavior in the Indian hospitality sector. By testing these relationships within an integrated framework, the study seeks to clarify the psychological pathways through which supportive work environments foster citizenship behaviors.

Research Objectives

The objectives of the present study are to:

- Examine the influence of perceived organizational support and perceived supervisor support on Organizational Citizenship Behavior in the hospitality sector.
- Analyze the effects of perceived organizational support and perceived supervisor support on organizational commitment and work engagement.
- Investigate the mediating role of organizational commitment in the relationship between perceived support and Organizational Citizenship Behavior.
- Examine whether work engagement mediates the relationship between perceived organizational and supervisor support and Organizational Citizenship Behavior.

2. Literature Review

2.1 Organizational Citizenship Behavior in the Hospitality Sector

Organizational Citizenship Behavior (OCB) refers to discretionary and voluntary employee behaviors that are not formally rewarded but collectively enhance organizational effectiveness (Organ, 1988). These behaviors commonly include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. In the hospitality sector—characterized by intensive customer interaction, emotional labor, and service variability—OCB plays a crucial role in shaping service quality, customer satisfaction, and organizational reputation (Park, 2024).

Hospitality employees frequently engage in extra-role behaviors such as assisting colleagues during peak service periods, responding proactively to guest needs, and safeguarding the organization's image (Chaudhary M. N., 2024);(Hermawan, 2020). However, the expression of OCB in this sector is often influenced by contextual factors such as role ambiguity, inconsistent supervision, and high emotional demands (Jain, 2013). As a result, identifying organizational conditions that foster sustained citizenship behavior remains a critical research priority.

Prior studies suggest that OCB is more likely to emerge in supportive work environments characterized by trust, fairness, and developmental leadership. Leadership style and team dynamics, in particular, play a significant role in either nurturing or constraining discretionary employee effort (Ahmad, 2022). This underscores the importance of examining workplace support mechanisms in explaining OCB within hospitality settings.

2.2 Perceived Organizational Support and Perceived Supervisor Support

Perceived Organizational Support (POS) refers to employees' beliefs that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Complementing this construct, Perceived Supervisor Support (PSS) reflects the extent to which employees perceive their immediate supervisors as supportive, fair, and concerned about their welfare. Both forms of support are grounded in Social Exchange Theory (SET), which posits that supportive relationships create reciprocal obligations, motivating employees to respond with positive attitudes and behaviors (Blau, 1964).

In service-intensive industries such as hospitality, POS and PSS are particularly influential in shaping discretionary behaviors. Empirical studies demonstrate that employees who perceive high levels of organizational and supervisor support are more likely to exhibit OCB, as they feel valued and respected by their organization and leaders (Bhattacharya, 2003). Supervisor support, in particular, fosters psychological safety and trust, which encourages employees to exceed formal role requirements (Kim H. , 2023).

Given the immediacy of daily interactions in hospitality work, employees often rely more heavily on supervisor support than on broader organizational policies (Kim M. K., 2023). India-specific studies further reinforce this view, showing that approachable and supportive supervisors significantly enhance frontline employees' morale and extra-role behavior (Ramesh, 2022). These findings suggest that POS and PSS are critical antecedents of OCB, though their effects may operate through deeper psychological mechanisms.

2.3 Organizational Commitment as a Psychological Mediator

Organizational Commitment (OC) represents an employee's psychological attachment to their organization and is commonly conceptualized as affective, continuance, and normative commitment (Meyer & Allen, 1991). Among these dimensions, affective commitment—reflecting emotional attachment and identification with the organization—has been most consistently associated with OCB (Ghosh, 2020).

Research indicates that perceived organizational and supervisor support significantly predict organizational commitment, which in turn mediates their influence on discretionary behaviors (Rana, 2022). Employees who feel supported are more likely to internalize organizational values and goals, leading to stronger commitment and increased willingness to contribute beyond formal job requirements. In high-pressure hospitality environments, organizational commitment also serves as a buffer against job stress and emotional exhaustion, thereby sustaining employee involvement (Gupta, 2023).

In the Indian context, organizational commitment is further shaped by cultural characteristics such as collectivism, power distance, and long-term orientation (Sharma, 2020). These cultural

influences highlight the importance of examining commitment as a central psychological mechanism through which support translates into citizenship behavior in hospitality organizations.

2.4 Work Engagement as a Behavioral Mechanism

Work Engagement (WE) is defined as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Unlike job satisfaction, which reflects an evaluative attitude, work engagement represents an active investment of personal energy and enthusiasm in work roles (Sahni, 2022).

Several studies suggest that work engagement mediates the relationship between perceived support and favorable outcomes such as organizational commitment and OCB (Bansal, 2020). Engaged employees are typically more resilient, proactive, and collaborative, particularly in emotionally demanding hospitality roles. However, empirical findings regarding the direct impact of work engagement on OCB remain inconsistent. Some studies indicate that engagement predicts OCB primarily when accompanied by strong organizational commitment (Saks, 2006); (Gupta M. , 2017).

These mixed findings suggest that while work engagement is an important psychological resource, it may not independently drive discretionary behavior in all contexts. Instead, its effectiveness in fostering OCB may depend on its interaction with deeper attitudinal constructs such as organizational commitment.

2.5 Research Gap and Theoretical Integration

Although prior research has established the importance of perceived organizational and supervisor support in shaping employee behavior, several gaps remain. First, much of the existing literature examines organizational commitment and work engagement independently, offering limited insight into their simultaneous mediating roles. Second, hospitality-specific research in emerging economies such as India remains relatively underdeveloped, despite the sector's reliance on frontline employees and its exposure to high emotional labor demands.

Moreover, the interrelationships among perceived support, commitment, engagement, and OCB have not been sufficiently examined within a unified analytical framework. Addressing these gaps is essential for advancing both theory and practice in hospitality management.

Accordingly, the present study integrates Social Exchange Theory to examine how perceived organizational support and perceived supervisor support influence Organizational Citizenship Behavior through the mediating roles of organizational commitment and work engagement in the hospitality sector. By testing these relationships simultaneously, the study seeks to provide a more comprehensive understanding of the psychological pathways that translate supportive work environments into discretionary employee behavior.

3. Data and Research Methods

3.1 Research Method

This study adopts a positivist, quantitative research design to examine the relationships between perceived workplace support and Organizational Citizenship Behavior (OCB) in the hospitality sector. Grounded in Social Exchange Theory (SET), the study posits that when employees perceive support from their organization and supervisors—conceptualized as Perceived Organizational Support (POS) and Perceived Supervisor Support (PSS)—they develop reciprocal attitudes that foster discretionary, extra-role behaviors. It is further proposed that these relationships operate indirectly through two key psychological mechanisms: organizational commitment and work engagement.

To test the proposed relationships, Structural Equation Modeling (SEM) was employed as the primary analytical technique. SEM is particularly suitable for this study as it allows the

simultaneous estimation of multiple relationships among latent constructs while accounting for measurement error. The analysis was conducted using JASP (version 0.19.3.0), an open-source statistical software widely used for structural modeling.

The SEM procedure involved two stages. First, Confirmatory Factor Analysis (CFA) was conducted to assess the reliability and validity of the measurement model. Second, the structural model was evaluated to examine the hypothesized direct and indirect relationships among POS, PSS, organizational commitment, work engagement, and OCB. Mediation effects were tested using standardized path coefficients and bootstrapped confidence intervals. Model fit was assessed using multiple indices, including the Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR).

3.2 Data Collection and Sample

Data were collected using a structured questionnaire administered to employees working across various segments of the hospitality sector in India, including hotels, resorts, and service establishments. The survey targeted frontline staff, supervisors, and managerial employees to ensure representation across hierarchical levels.

A total of 120 valid responses were obtained using stratified random sampling, ensuring diversity in job roles, organizational size, and experience levels. All measurement items were adapted from previously validated scales and measured using a five-point Likert scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

The questionnaire also collected demographic information, including age, gender, job role, educational qualification, years of experience in the hospitality sector, and organizational size. These characteristics were used to provide contextual understanding of the sample and to support the interpretation of results. The demographic profile of respondents is summarized in Table I. The inclusion of respondents from small, medium, and large hospitality organizations enhances the representativeness of the sample and supports the generalizability of findings within the sector. Overall, the data collection process and sampling strategy provide a robust empirical basis for examining the proposed SEM-based mediation model.

Table I Summary of Respondent Demographics

Variable	Category	Count (n)	%
Age	Below 25	30	25.0
	26–35	21	17.5
	36–45	22	18.3
	46–55	22	18.3
	Above 55	25	20.8
Gender	Male	56	46.7
	Female	64	53.3
Experience in Hospitality	Less than 1 year	24	20.0
	1–3 years	22	18.3
	4–6 years	36	30.0

	More than 6 years	38	31.7
Job Role	Frontline Staff	33	27.5
	Supervisor	37	30.8
	Manager	25	20.8
	Other	25	20.8
Education	High School / Diploma	46	38.3
	Bachelor's Degree	44	36.7
	Master's Degree	30	25.0
Organization Size	Small (<50 employees)	42	35.0
	Medium (50–250 employees)	35	29.2
	Large (>250 employees)	43	35.8

4. Results

This section presents the empirical results of the study, reporting findings from reliability assessment, correlation analysis, structural equation modeling, and mediation analysis.

4.1 Reliability Analysis

The internal consistency of the measurement scales was assessed using Cronbach's alpha (α) and McDonald's coefficient omega (ω) in JASP (version 0.19.3.0). These indices are widely recommended for evaluating scale reliability and unidimensionality, particularly in latent variable modeling.

As presented in Table II, the reliability estimates demonstrate excellent internal consistency. McDonald's omega was 0.958 (95% CI: 0.941–0.972), and Cronbach's alpha was 0.945 (95% CI: 0.918–0.963), both exceeding the recommended threshold of 0.70 (McDonald, 1999).

The average inter-item correlation was 0.769, indicating a strong degree of internal coherence among the items, consistent with a unidimensional construct. The mean score ($M = 3.882$) and standard deviation ($SD = 0.625$) suggest adequate variability in responses without excessive dispersion.

Overall, the results confirm that the measurement scale exhibits high internal consistency and reliability, supporting its suitability for subsequent structural equation modeling analyses.

To assess potential common method bias, Harman's single-factor test was conducted. The results indicated that no single factor accounted for the majority of the variance, suggesting that common method bias is unlikely to be a serious concern in this study.

Table II. Unidimensional Reliability Statistics

Statistic	Estimate	Std. Error	95% CI Lower	95% CI Upper
Coefficient Omega (ω)	0.958	0.008	0.941	0.972

Cronbach's Alpha (α)	0.945	0.012	0.918	0.963
Average Inter-item Correlation	0.769	0.040	0.685	0.841
Mean	3.882	0.057	3.770	3.994
Variance	0.390	0.051	0.307	0.512
Standard Deviation (SD)	0.625	0.051	0.554	0.716

4.2 Correlation Analysis

To examine the strength and direction of relationships among the study variables—perceived organizational support (POS), perceived supervisor support (PSS), organizational commitment (OC), work engagement (WE), and organizational citizenship behavior (OCB)—Pearson's correlation coefficients were computed using JASP (version 0.19.3.0) to assess linear associations among the constructs.

As reported in Table III, all study variables are positively and significantly correlated ($p < .001$). These findings indicate that higher levels of perceived organizational and supervisor support are associated with stronger organizational commitment, greater work engagement, and enhanced organizational citizenship behavior.

Specifically, perceived organizational support exhibited a moderate positive correlation with perceived supervisor support ($r = 0.45$) and strong positive correlations with organizational commitment ($r = 0.58$), work engagement ($r = 0.54$), and OCB ($r = 0.59$). Perceived supervisor support demonstrated strong associations with organizational commitment ($r = 0.62$), work engagement ($r = 0.60$), and organizational citizenship behavior ($r = 0.66$), highlighting the importance of supervisor-level support in influencing employee attitudes and discretionary behaviors. The strongest correlation was observed between organizational commitment and OCB ($r = 0.72$), followed by the relationship between work engagement and OCB ($r = 0.68$). These results suggest that both commitment and engagement are closely associated with discretionary behavior. To further examine these relationships and account for measurement error, structural equation modeling was subsequently employed.

Overall, the correlation analysis provides preliminary empirical support for the hypothesized relationships and justifies further testing through structural equation modeling and mediation analysis.

Table III. Correlation Matrix for POS, PSS, OC, WE, and OCB

Variable	POS	PSS	OC	WE	OCB
1. POS	—				
2. PSS	0.45***	—			
3. OC	0.58***	0.62***	—		
4. WE	0.54***	0.60***	0.65***	—	
5. OCB	0.59***	0.66***	0.72***	0.68***	—

Note: $p < .001$

4.3 Structural Equation Modeling Results

Structural Equation Modeling (SEM) was employed to test the hypothesized relationships among perceived organizational support (POS), perceived supervisor support (PSS), organizational commitment (OC), work engagement (WE), and organizational citizenship behavior (OCB). SEM

enables the simultaneous estimation of multiple relationships while accounting for measurement error.

The model fit indices indicate an acceptable overall fit (Table IV). The Comparative Fit Index (CFI = 0.955), Incremental Fit Index (IFI = 0.956), and Normed Fit Index (NFI = 0.953) exceed recommended thresholds, while the Standardized Root Mean Square Residual (SRMR = 0.022) indicates excellent fit. Although the chi-square statistic is significant ($\chi^2 = 52.756$, $df = 3$, $p < .001$) and the RMSEA value is high (0.372), RMSEA was not emphasized in evaluating model fit given the very low degrees of freedom, as RMSEA is known to be inflated in highly constrained models (Kenny et al., 2015). Accordingly, greater interpretive weight was placed on incremental fit indices and SRMR, which suggest that the structural model is adequate for hypothesis testing. Overall, the fit indices suggest that the structural model demonstrates an adequate fit. The structural paths and standardized coefficients are reported in **Table V**. Perceived supervisor support exerted a strong and significant influence on organizational commitment ($\beta = 0.885$, $p < .001$) and work engagement ($\beta = 0.821$, $p < .001$). Perceived organizational support also demonstrated significant but comparatively weaker effects on organizational commitment ($\beta = 0.174$, $p < .001$) and work engagement ($\beta = 0.199$, $p < .001$).

Organizational commitment emerged as a strong predictor of organizational citizenship behavior ($\beta = 1.024$, $p < .001$), whereas the direct effect of work engagement on OCB was negative and statistically non-significant ($\beta = -0.034$, $p = 0.143$). These findings indicate that commitment, rather than engagement, plays a central role in driving discretionary employee behavior in the hospitality context.

The model demonstrates substantial explanatory power. POS and PSS together explain 93.8% of the variance in organizational commitment and 84.6% of the variance in work engagement. Organizational commitment and work engagement jointly explain a substantial proportion of variance in organizational citizenship behavior ($R^2 = 0.986$), indicating strong explanatory capacity of the model. (**Table VI**).

The standardized SEM path diagram is presented in **Figure 1**, illustrating the strong indirect influence of perceived supervisor support on OCB through organizational commitment, as well as the comparatively weaker role of perceived organizational support. All reported coefficients in the structural model are unstandardized estimates obtained using maximum likelihood estimation.

Table IV Model fit indices

Fit Index	Value	Interpretation
Chi-Square (χ^2 , $df = 3$)	52.756 (p < .001)	Significant; suggesting poor exact fit, but common with large models
Comparative Fit Index (CFI)	0.955	Acceptable fit (above 0.90)
Tucker-Lewis Index (TLI)	0.866	Moderate fit; slightly below the 0.90 threshold

Normed Fit Index (NFI)	0.953	Good fit
Incremental Fit Index (IFI)	0.956	Good fit
RMSEA (90% CI)	0.372 (0.288–0.463)	Indicates poor fit (well above 0.08)
SRMR	0.022	Excellent fit (below 0.08)
AIC / BIC	-35.637 / -10.550	Useful for model comparison; lower values preferred

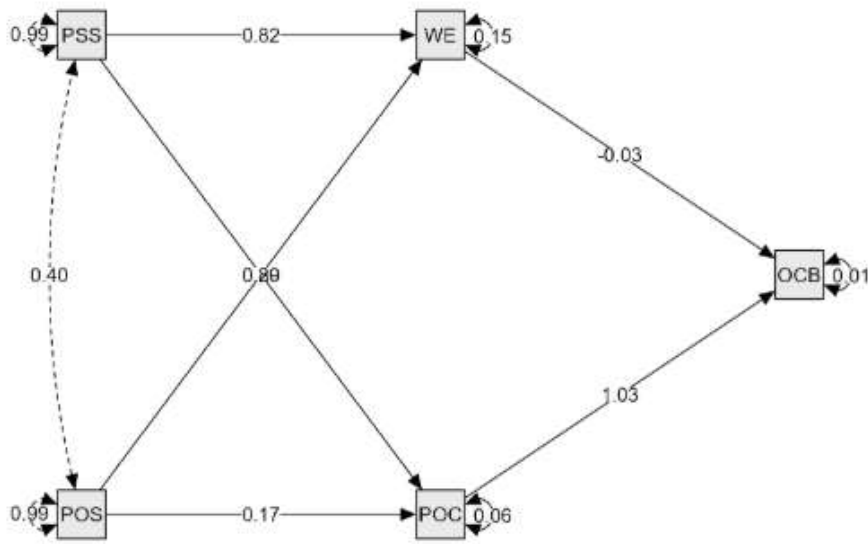
Table V. Structural Path Coefficients

Path	B	p-value
POS → OC	0.174	< .001
PSS → OC	0.885	< .001
POS → WE	0.199	< .001
PSS → WE	0.821	< .001
OC → OCB	1.024	< .001
WE → OCB	-0.034	0.143

Table VI R² values

Construct	R ²	Interpretation
OC	0.938	POS and PSS explain 93.8% of the variance in POC
WE	0.846	POS and PSS explain 84.6% of the variance in WE
OCB	0.986	POC and WE explain 98.6% of the variance in OCB

Figure 1 SEM Path Diagram



4.3 Mediation Analysis

To examine the mediating roles of organizational commitment (OC) and work engagement (WE) in the relationships between perceived organizational support (POS), perceived supervisor support (PSS), and organizational citizenship behavior (OCB), a mediation analysis was conducted using the Maximum Likelihood (ML) estimation method in JASP (version 0.19.3.0). The analysis assessed direct, indirect, and total effects, along with corresponding standard errors, z-values, p-values, and 95% confidence intervals.

The mediation results are summarized in Table VII, which reports all direct, indirect, and total effects within a single consolidated framework.

As shown in Table VII, the direct effects of both POS ($\beta = 0.022$, $p = 0.152$) and PSS ($\beta = 0.015$, $p = 0.683$) on OCB are statistically non-significant when the mediators are included in the model. This indicates that perceived support does not exert a direct influence on OCB, thereby justifying the examination of indirect pathways.

In contrast, the indirect effects through organizational commitment are positive and statistically significant for both POS ($\beta = 0.195$, $p < .001$) and PSS ($\beta = 0.854$, $p < .001$). These findings provide strong evidence that organizational commitment fully mediates the relationships between perceived support and organizational citizenship behavior. Conversely, the indirect pathways through work engagement are non-significant for both POS and PSS, indicating that WE does not function as an effective mediator in this context.

The total effects of POS ($\beta = 0.209$, $p < .001$) and PSS ($\beta = 0.838$, $p < .001$) on OCB remain statistically significant, confirming that perceived support influences citizenship behavior entirely through indirect mechanisms. Notably, the total effect of PSS is substantially stronger than that of POS, highlighting the dominant role of supervisor support in shaping discretionary employee behavior.

Overall, the mediation analysis demonstrates that organizational commitment is the primary psychological mechanism through which perceived organizational and supervisor support translate into organizational citizenship behavior, whereas work engagement does not exert a meaningful mediating influence.

Table VII. Mediation Analysis: Direct, Indirect, and Total Effects

Path	Effect Type	Estimate	SE	z-value	p-value	95% CI
POS → OCB	Direct	0.022	0.015	1.432	0.152	[-0.008, 0.052]
PSS → OCB	Direct	0.015	0.038	0.408	0.683	[-0.059, 0.089]
POS → OC → OCB	Indirect	0.195	0.030	6.556	< .001	[0.137, 0.254]
POS → WE → OCB	Indirect	-0.009	0.008	-1.144	0.253	[-0.024, 0.006]
PSS → OC → OCB	Indirect	0.854	0.051	16.870	< .001	[0.755, 0.953]
PSS → WE → OCB	Indirect	-0.031	0.026	-1.172	0.241	[-0.082, 0.021]
POS → OCB	Total	0.209	0.030	6.964	< .001	[0.150, 0.267]
PSS → OCB	Total	0.838	0.026	32.595	< .001	[0.788, 0.889]

Note: OC = Organizational Commitment; WE = Work Engagement; POS = Perceived Organizational Support; PSS = Perceived Supervisor Support; OCB = Organizational Citizenship Behavior.

5. Discussion

This section interprets the study's findings through the lens of managerial and organizational psychology, with particular emphasis on the psychological mechanisms through which perceived organizational and supervisor support influence Organizational Citizenship Behavior (OCB). Rather than reiterating methodological outcomes, the discussion focuses on how employees cognitively and affectively interpret supportive workplace experiences and translate them into discretionary, extra-role behaviors. The findings contribute to ongoing debates in managerial psychology regarding the relative importance of commitment and engagement in explaining citizenship behavior.

5.1 Organizational Commitment as a Psychological Driver of OCB

A key contribution of this study lies in identifying organizational commitment as the primary psychological mechanism linking perceived support to OCB. Once organizational commitment was incorporated into the structural model, the direct effects of perceived organizational support (POS) and perceived supervisor support (PSS) on OCB became non-significant, indicating full mediation. From a managerial psychology perspective, this suggests that supportive treatment does not immediately elicit discretionary behavior; instead, it shapes employees' affective bonds with the organization, which subsequently motivate extra-role contributions.

This finding extends Social Exchange Theory by demonstrating that reciprocity in the form of OCB is largely commitment-driven rather than spontaneous. Employees appear to internalize supportive signals as indicators of organizational care and relational quality, which strengthens emotional attachment and fosters a willingness to go beyond formal role requirements. Consistent with Meyer and Allen's affective commitment framework, the results reaffirm that emotional identification with the organization constitutes a central psychological foundation for citizenship behavior, particularly in service-intensive contexts.

5.2 Supervisor Support and Relational Exchange Processes

The findings further reveal that perceived supervisor support exerts a substantially stronger influence on organizational commitment than perceived organizational support. This result is especially salient from a managerial psychology standpoint, as it underscores the role of supervisors as proximal representatives through whom organizational intentions are psychologically interpreted by employees.

Drawing on Leader–Member Exchange theory, high-quality supervisory relationships characterized by trust, respect, and mutual obligation foster stronger affective commitment. In hospitality settings, where daily interpersonal interactions and hierarchical structures are prominent, employees may attribute organizational concern more readily to supervisors than to abstract organizational policies. Consequently, supportive supervisory behavior becomes a critical relational mechanism through which commitment and discretionary behavior are cultivated.

5.3 Reconsidering the Role of Work Engagement in Discretionary Behavior

Contrary to dominant engagement-centric assumptions, work engagement did not emerge as a significant mediator between perceived support and OCB. Although POS and PSS positively influenced engagement, engagement did not independently translate into citizenship behavior once organizational commitment was taken into account. This finding invites a reconsideration of the role of engagement within managerial psychology models of discretionary performance.

From a Job Demands–Resources perspective, engagement reflects energetic and motivational investment in task performance. However, the present findings suggest that such energy does not necessarily generalize into voluntary, organization-directed behaviors unless accompanied by strong affective commitment. In demanding hospitality environments, engaged employees may prioritize in-role performance over extra-role behavior, highlighting the need to distinguish between motivational activation (engagement) and relational attachment (commitment) when explaining OCB.

5.4 Integrating Psychological and Explanatory Evidence

The convergence of structural model results reinforces the centrality of organizational commitment in explaining OCB. Commitment consistently emerged as the strongest explanatory factor, followed by work engagement and supervisor support, while perceived organizational support demonstrated a comparatively weaker influence. This pattern strengthens confidence in the psychological hierarchy identified in the study.

From a managerial psychology perspective, these findings suggest that organizational commitment functions as a higher-order psychological state that integrates perceptions of support and motivational energy into behaviorally meaningful outcomes. The results highlight the value of theory-driven explanatory models in clarifying how supportive work environments translate into sustained discretionary behavior.

5.5 Implications for Managerial Psychology Research

Overall, the discussion advances managerial psychology literature by clarifying the distinct roles of commitment and engagement in discretionary behavior. The findings challenge engagement-centric perspectives by demonstrating that affective commitment serves as a more reliable psychological bridge between perceived support and OCB. Moreover, the study underscores the importance of supervisor–employee relationships as key relational contexts through which commitment-driven reciprocity is formed.

By situating OCB within an affective and relational framework, the study contributes to a more nuanced understanding of how support is psychologically processed and behaviorally enacted in contemporary organizations. These insights extend beyond the hospitality sector and are relevant to a wide range of service-oriented and relationally intensive work settings.

6. Conclusion

This study examined the influence of perceived organizational support (POS) and perceived supervisor support (PSS) on Organizational Citizenship Behavior (OCB) in the hospitality sector, with organizational commitment (OC) and work engagement (WE) conceptualized as mediating mechanisms. By employing a Structural Equation Modeling approach, the study provides insight into the psychological pathways through which supportive work environments shape discretionary employee behavior.

The findings demonstrate that organizational commitment fully mediates the relationship between perceived support and OCB, indicating that affective attachment represents the primary psychological mechanism translating supportive experiences into extra-role behavior. Although perceived support was found to enhance work engagement, engagement did not directly predict OCB once commitment was accounted for. This suggests that motivational activation alone may be insufficient to drive discretionary behavior in service-intensive contexts without a corresponding sense of organizational attachment.

Among the two forms of perceived support, supervisor support emerged as the more influential antecedent of both organizational commitment and OCB. This underscores the pivotal role of immediate supervisory relationships in shaping employees' affective bonds with the organization and fostering behavioral reciprocity. Supportive supervisors appear to function as key relational agents through whom organizational care is interpreted and enacted at the employee level.

Overall, the study highlights that fostering Organizational Citizenship Behavior in hospitality organizations depends less on generalized engagement initiatives and more on cultivating affective commitment through meaningful and supportive supervisory relationships. These findings contribute to a clearer understanding of the psychological foundations of discretionary behavior in service-oriented work settings.

7. Implications

7.1 Theoretical Implications

This study offers several important contributions to managerial and organizational psychology.

- First, the findings reaffirm Social Exchange Theory by demonstrating that perceived organizational and supervisor support are reciprocated primarily through commitment-driven behaviors rather than immediate task engagement. Employees respond to supportive treatment by developing affective attachment, which subsequently motivates discretionary contributions.
- Second, the results refine assumptions within the Job Demands–Resources model by showing that although supportive resources enhance work engagement, engagement alone may not reliably translate into Organizational Citizenship Behavior. This distinction highlights the importance of differentiating between motivational activation and affective attachment when explaining extra-role behavior.
- Third, by employing Structural Equation Modeling, the study advances theory-driven explanations of how perceived support influences OCB through psychological mechanisms. The findings establish a hierarchical mediation structure in which organizational commitment emerges as a more potent psychological bridge between perceived support and OCB than work engagement, particularly in service-oriented contexts such as hospitality.

7.2 Practical Implications

The findings also carry important implications for organizational practice, especially within hospitality settings:

- Organizations should prioritize supervisor development and relational leadership, as supervisor support emerged as a key driver of affective commitment and discretionary behavior.
- Managers who demonstrate concern, fairness, and recognition can strengthen employees' emotional attachment to the organization.
- Human resource practices should move beyond generic engagement initiatives and focus more explicitly on commitment-building strategies, such as value alignment, transparent communication, recognition systems, and trust-based leadership.
- These practices are more likely to foster sustained Organizational Citizenship Behavior than short-term motivational interventions.

Furthermore, OCB should be recognized as a strategic behavioral outcome shaped primarily by affective and relational processes rather than by temporary motivational states. Hospitality organizations seeking consistent service quality and employee cooperation should therefore invest in supervisory relationships and commitment-focused HR policies.

8. Limitations and Future Research

8.1 Limitations

Despite its contributions, this study has several limitations:

- First, the cross-sectional research design limits causal inference. Longitudinal or experimental studies are needed to validate the temporal sequencing of perceived support, organizational commitment, work engagement, and OCB.
- Second, the data were collected using self-reported measures from employees within the Indian hospitality sector, which may raise concerns regarding common method bias and limit the generalizability of findings to other industries or cultural contexts.
- Third, Organizational Citizenship Behavior was treated as a unidimensional construct. Future research may benefit from examining its multidimensional components to capture more nuanced patterns of discretionary behavior across different organizational roles and service contexts.

8.2 Future Research Directions

Future research could extend the present study in several ways.

- Longitudinal designs could explore how perceptions of organizational and supervisor support evolve over time and how these changes influence sustained commitment and discretionary behavior.
- Replication of the model across industries and cultural contexts would enhance external validity and clarify boundary conditions. Additionally, examining moderating variables such as psychological safety, organizational justice, leadership style, or role clarity may further illuminate when and how supportive work environments translate into Organizational Citizenship Behavior.
- Advanced analytical approaches such as latent profile analysis or longitudinal structural equation modeling could also be employed to examine shifts in employee psychological profiles following organizational interventions, providing deeper insight into the dynamics of commitment and engagement over time.

References:

1. Ambarwati, R., Kasmiruddin and Mandataris (2024), “The influence of organizational culture on organizational citizenship behavior through organizational commitment: Evidence from hotel employees”, *Cerdika: Jurnal Ilmiah Indonesia*, Vol. 4 No. 2, pp. 200–213, <https://doi.org/10.33300/cerdika.v4n2.2004>
2. Babu, B.H., Verma, B. and Tyagi, A. (2024), “Transformational leadership and organizational citizenship behavior among cross-functional teams”, *Team Performance Management*, Vol. 30 No. 2, pp. 85–102, <https://doi.org/10.1108/TPM-10-2023-0098>
3. Camacho, L.J., Litheko, A., Pasco, M., Butac, S.R., Ramírez-Correa, P., Salazar-Concha, C. and Magnait, C.P. (2024), “Organizational commitment and organizational citizenship behavior in hotel settings”, *Asia Pacific Journal of Tourism Research*, Vol. 29 No. 4, pp. 426–445, <https://doi.org/10.1080/10941665.2024.1885721>
4. Cordeiro, J.P., Pitacho, L. and Lima, D. (2024), “Organizational citizenship behaviors in the Portuguese hospitality industry”, *International Journal of Hospitality Management*, Vol. 108, 103473, <https://doi.org/10.1016/j.ijhm.2022.103473>
5. Demissie, A.D., Alemu, A.E. and Tensay, A.T. (2024), “Servant leadership and organizational citizenship behavior: The mediating role of perceived organizational politics”, *Cogent Business & Management*, Vol. 11 No. 1, 2336653, <https://doi.org/10.1080/23311975.2024.2336653>
6. Gaan, N. and Shin, Y. (2024), “Organizational culture and organizational citizenship behavior via commitment among hotel employees”, *Journal of Hospitality & Tourism Insights*, Vol. 7 No. 1, pp. 45–60, <https://doi.org/10.1108/JHTI-11-2023-0227>
7. Jufrizen, Farisi, J.S.H. and Gunawan, A. (2024), “Determinants of organizational citizenship behavior of budget hotel employees: The mediating roles of engagement and commitment”, *International Journal of Hospitality Management*, Vol. 107, 103415, <https://doi.org/10.1016/j.ijhm.2022.103415>
8. Jun, K., Hu, Z. and Lee, J. (2023), “Authentic leadership and organizational citizenship behavior: The mediating role of follower identification”, *Leadership & Organization Development Journal*, Vol. 44 No. 7, pp. 106–124, <https://doi.org/10.1108/LODJ-09-2022-0389>
9. Kim, J.Y., Jeung, W., Kang, S.-W. and Paterson, T.A. (2023), “Social loafing, perceived organizational support and organizational politics”, *Public Personnel Management*, Vol. 52 No. 3, pp. 408–427, <https://doi.org/10.1177/00910260231101074>
10. Lee, J. and Shin, H. (2024), “Inclusive leadership, diversity climate and change-oriented organizational citizenship behavior”, *Behavioral Sciences*, Vol. 14 No. 6, 491, <https://doi.org/10.3390/bs14060491>
11. Marc, L.W., Aggarwal, A., Singh, V. and Gopal, R. (2024), “Leader–member exchange and service-oriented organizational citizenship behavior”, *Journal of Service Research*, Vol. 27 No. 1, pp. 46–62, <https://doi.org/10.1177/10946705231101724>
12. Maharani, A.S., Purnadi, D., Darmawan, A. and Widyaningtyas, D. (2024), “The paradoxical role of transformational leadership and job satisfaction in hotel OCB”, *Journal of Hospitality and Tourism Management*, Vol. 58, pp. 219–232, <https://doi.org/10.1016/j.jhtm.2023.10.009>
13. Meng, J., Murad, M., Li, C., Bakhtawar, A. and Ashraf, S.F. (2023), “Green HRM and green organizational citizenship behavior”, *International Journal of Contemporary Hospitality Management*, Vol. 35 No. 11, pp. 2647–2665, <https://doi.org/10.1108/IJCHM-02-2023-0223>

14. Nijhawan, G., Gujral, H.K. and Singh, K. (2023), “Perceived organizational support and job performance: The mediating role of organizational citizenship behavior”, *South Asian Journal of Management*, Vol. 30 No. 2, pp. 47–65.
15. Park, J. and Kim, J. (2024), “Perceived organizational support, work engagement and organizational citizenship behavior”, *Behavioral Sciences*, Vol. 14 No. 3, 153, <https://doi.org/10.3390/bs14030153>
16. Sondakh, T.S., Tumbuan, W.J.F.A. and Saerang, R.T. (2024), “Perceived organizational support and self-efficacy as drivers of OCB among hotel employees”, *Journal of Human Resources in Hospitality & Tourism*, Vol. 23 No. 2, pp. 150–168, <https://doi.org/10.1080/15332845.2023.2182759>
17. Taamneh, M., Aljawarneh, N., Al Okaily, M., Taamneh, A. and Al Oqaily, A. (2024), “Ethical leadership and organizational citizenship behavior”, *Cogent Business & Management*, Vol. 11 No. 1, 2294834, <https://doi.org/10.1080/23311975.2023.2294834>
18. Tom, M. and Zakkariya, K.A. (2024), “Determinants of environmental organizational citizenship behavior in hotels”, *Tourism Management Perspectives*, Vol. 42, 100990, <https://doi.org/10.1016/j.tmp.2023.100990>
19. Zhang, L., Liu, Z. and Li, X. (2023), “Coworker ostracism and organizational citizenship behavior”, *Journal of Business Ethics*, Vol. 185 No. 2, pp. 273–287, <https://doi.org/10.1007/s10551-021-04923-0>