

Unpacking the Path to Organizational Citizenship Behavior: The Mediating Role of Commitment and Work Engagement in the Hospitality Sector

Uddagiri Yojitha

*PhD Research Scholar, Department of Management Studies
Vignan's Foundation for Science, Technology and Research, Guntur - 522213, India*

Dr. P. Lakshmi Narayanamma

*Associate Professor, Department of Management Studies
Vignan's Foundation for Science, Technology and Research, Guntur - 522213, India*

Abstract:

This study investigates the impact of organizational factors—namely Perceived Organizational Support, Distributive Justice, and Organizational Culture—on Organizational Citizenship Behavior (OCB) among employees in the hospitality sector. Specifically, it explores the mediating roles of Perceived Organizational Commitment and Work Engagement in shaping citizenship behaviors. Data were collected from 845 hotel employees in Guntur, Andhra Pradesh, India, and analyzed using Structural Equation Modeling (SEM) to validate the proposed conceptual model.

Findings reveal that all three organizational antecedents significantly influence both commitment and engagement levels. In turn, Perceived Organizational Commitment and Work Engagement exhibit strong positive effects on OCB. The study confirms that the influence of support, justice, and culture on citizenship behavior is partially mediated by these two psychological states.

By unpacking these indirect pathways, the research provides meaningful insights into how hotels can cultivate a culture of voluntary, extra-role behavior among employees. These findings contribute to the growing body of literature on OCB by integrating engagement and commitment as key mediating constructs, with direct implications for human resource practices and organizational development in service-based industries.

Keywords:

Organizational Citizenship Behavior, Work Engagement, Perceived Organizational Commitment, Distributive Justice, Organizational Support, Hospitality Industry

1. Introduction:

Both the growth of service-oriented industries and the productivity of their workforce depend significantly on how well employees engage with their organization beyond assigned duties. Today's hospitality industry is driven by people-centric performance, where behaviors like cooperation, helpfulness, and voluntary service delivery—collectively known as Organizational Citizenship Behavior (OCB)—play a critical role in delivering quality experiences. Organizational mechanisms such as Perceived Organizational Support, Distributive Justice, and a strong Organizational Culture contribute to an environment where employees feel valued, fairly treated, and emotionally connected to their workplace. These factors not only build trust but also shape two critical psychological outcomes: organizational commitment and work engagement, which influence the emergence of OCB.

While OCB has been widely studied in sectors such as manufacturing, education, and healthcare, there is limited empirical research focused on the hospitality sector, where employees often deal with emotional labor, unpredictable work hours, and limited job prestige. In this context, employees are one of the most valuable and distinctive assets of hotel organizations, and yet their voluntary contributions remain underexplored. Studies in related sectors have shown how organizational support and fair treatment improve job satisfaction and retention, but few have analyzed how these factors stimulate commitment and engagement—two essential drivers of discretionary behavior—in the hospitality domain.

Moreover, existing research tends to examine these organizational antecedents in isolation rather than holistically, leaving a gap in understanding how they jointly influence OCB through dual mediators. There is also a lack of clarity on the sequential process by which organizational climate influences employee behavior through attitudinal and psychological states. Previous studies that addressed similar concerns often emphasized leadership styles or motivation but did not account for how organizational practices shape emotional commitment and daily engagement, which in turn foster citizenship behaviors.

This research addresses that gap by proposing a model where organizational commitment and work engagement mediate the relationship between perceived organizational support, distributive justice, organizational culture, and OCB. It is based on empirical data collected from employees in the hospitality sector in Guntur, Andhra Pradesh. The findings contribute to organizational behavior literature by demonstrating how well-structured internal practices can produce motivated, engaged, and committed employees who willingly go beyond their job roles. The model offers strategic insight for hotel managers aiming to boost employee morale and build a culture of excellence and collaboration. In sum, this study adds value by examining the complex psychological mechanisms behind OCB, providing a foundation for more sustainable workforce engagement in service industries.

2. Theoretical Foundation and Hypotheses Development

2.1. Perceived Organizational Support (POS)

Perceived Organizational Support (POS) refers to “employees’ general belief that their organization values their contributions and cares about their well-being” (Eisenberger et al., 1986). This perception is rooted in social exchange theory, where a positive reciprocal relationship between employee and employer fosters emotional attachment and organizational loyalty. When employees feel supported, they are more likely to trust their employer, invest emotional energy, and show commitment in return.

Kurtz & Malhotra (2023) emphasized that in modern organizations, perceived support includes not only tangible benefits but also emotional validation, fair treatment, and managerial concern. Their findings suggest that employees who feel heard and recognized are more likely to engage in behaviors that exceed their job descriptions. Furthermore, Li & Zhang (2022) found that POS significantly impacts engagement and commitment levels, especially in high-stress service sectors like hospitality, where emotional labor is high. In these settings, even symbolic gestures of support—such as recognition or managerial empathy—can significantly uplift morale.

Additionally, a study by Ahmed et al. (2021) focusing on Indian hotel employees noted that high POS predicted greater affective commitment and reduced turnover intention. This relationship is particularly critical in hospitality, where service quality is directly tied to the

employee's psychological connection with the organization. Their study concludes that when employees perceive support from top management, it fosters trust, loyalty, and an intrinsic drive to perform beyond expectations.

Therefore, POS is not just a reactive mechanism but a proactive psychological resource that shapes both attitudinal and behavioral outcomes at work.

2.2. Distributive Justice (DJ)

Distributive Justice refers to “the perceived fairness of outcome distributions or allocations within an organization,” particularly in relation to pay, rewards, promotions, and recognition (Adams, 1965). Employees assess justice based on equity norms—whether outcomes are proportional to their contributions—and this perception significantly influences their attitudes, satisfaction, and commitment to the organization.

Colquitt et al. (2021) highlight that in service sectors like hospitality, perceptions of fairness in rewards are essential due to the emotional and interpersonal nature of the work. Their research shows that when employees believe they are rewarded fairly for their efforts, they demonstrate stronger emotional bonds with the organization, lower turnover intentions, and increased prosocial behaviors. Similarly, Gupta & Sharma (2023) found that distributive justice significantly predicted both work engagement and organizational commitment among hotel staff in South India. The study emphasized that when justice is perceived, employees feel respected and motivated to go beyond their formal roles.

In a comparative study across service industries, Lin & Wong (2020) found that perceived justice had the strongest impact on affective organizational commitment when employees had high task interdependence and visibility of contributions—both of which are common in hotel teams. The findings indicate that justice enhances relational trust and reinforces the social exchange dynamic, prompting employees to reciprocate with loyalty and discretionary effort. Thus, distributive justice operates not just as a structural component of HR policies, but also as a driver of psychological engagement and emotional investment among employees.

2.3. Organizational Culture (OCu)

Organizational Culture encompasses the “shared values, beliefs, norms, and assumptions that shape behavior within an organization” (Schein, 2010). Culture influences how employees interpret their roles, interact with others, and align with organizational goals. A strong, supportive culture fosters consistency, commitment, and community among workers.

Johnson & Lee (2022) observed that when organizational culture emphasizes open communication, mutual respect, and clear values, employee commitment significantly increases. Their findings suggest that such cultural environments not only enhance job satisfaction but also drive affective commitment, especially in sectors like hospitality where employees are constantly engaged in interpersonal exchanges. Similarly, Singh & Banerjee (2023) noted that a well-defined culture, particularly one centered around customer service excellence, plays a crucial role in shaping both engagement and OCB in hotel environments.

Further, Hofstede et al. (2021) assert that cultural alignment between individual values and organizational norms strengthens identification with the company and results in higher discretionary efforts. In the context of Indian hospitality, where collectivist cultural values are

often present, a culture that fosters team cohesion and mutual respect is especially impactful in generating loyalty and proactive service behaviors.

Therefore, a positive organizational culture acts as a silent force behind commitment, engagement, and voluntary citizenship behaviors among employees.

2.4. Organizational Commitment (OC)

Organizational Commitment is defined as “the psychological attachment and the strength of identification an individual feels toward their organization” (Mowday, Steers, & Porter, 1979). It is a multidimensional construct often divided into affective, continuance, and normative components (Meyer & Allen, 1991). Among these, **affective commitment**—the emotional attachment to and involvement with the organization—is considered the most influential in predicting positive workplace behavior such as Organizational Citizenship Behavior (OCB).

Meyer & Allen (2020) revisited their three-component model in the context of modern workplaces and emphasized that employees with high affective commitment are more likely to go beyond the call of duty, remain loyal during crises, and resist external job offers. Their findings highlighted that emotional connection, rather than obligation or economic dependence, drives genuine engagement and productivity.

Smith & Turner (2024) examined how flexible work environments, such as hybrid and remote setups, influenced affective commitment. They reported that employees who perceive freedom and autonomy—when supported by strong managerial communication—demonstrate increased levels of organizational commitment, regardless of physical work location. This emphasizes that psychological safety and recognition are more influential than proximity in shaping loyalty.

Further, Johnson & Lee (2022) emphasized that commitment is also shaped by **organizational culture**—specifically, cultures characterized by openness, shared values, and trust. Their research in the hospitality sector found that when employees understood and aligned with organizational values, their emotional investment deepened, resulting in greater dedication and lower turnover intentions.

In hospitality environments, where emotional labor and interpersonal demands are high, organizational commitment becomes a buffer against stress and burnout. Committed employees are more likely to remain with the organization, engage in extra-role behaviors, and contribute to long-term customer satisfaction.

Hence, organizational commitment is not only an outcome of positive organizational practices but also a catalyst for sustained behavioral excellence in service-driven sectors.

2.5. Work Engagement (WE)

Work Engagement is defined as “a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002). It reflects how deeply involved, energized, and committed an employee feels toward their work and is recognized as a crucial predictor of performance, innovation, and citizenship behavior in organizational settings.

Bakker and Demerouti (2008) identified **job resources**—such as autonomy, supervisory support, fairness, and organizational values—as essential antecedents of engagement. Their Job Demands–Resources (JD-R) model posits that when employees perceive sufficient resources and support, their motivation and energy levels increase, resulting in stronger engagement. This framework is particularly applicable to service sectors like hospitality, where emotional energy and resilience are constantly demanded.

In a hospitality-specific study, Karatepe (2013) explored the effects of organizational support on frontline hotel employees in India and confirmed that high levels of support and fair treatment significantly enhanced work engagement, which in turn positively influenced job performance and customer satisfaction. The findings reinforce the idea that engaged hotel employees deliver better service quality and are more willing to go the extra mile.

More recently, Yadav & Verma (2022) investigated the link between **organizational culture and employee engagement** in Indian luxury hotels. Their research revealed that work environments emphasizing teamwork, shared vision, and internal communication encouraged higher engagement, leading to fewer instances of absenteeism and better guest ratings. They argue that such psychological investment in work is a key driver of voluntary, prosocial behaviors like helping colleagues and going beyond prescribed duties.

Scholars such as Saks (2006) and Rich et al. (2010) also note that work engagement mediates the relationship between organizational inputs (like justice and support) and performance outcomes. Engaged employees not only commit cognitively and emotionally but also demonstrate **behavioral activation**, contributing to both in-role and extra-role performance.

In service-intensive sectors such as hospitality, where employee attitudes directly influence guest experiences, **work engagement serves as both a protective factor and a performance enabler**, leading to sustainable organizational outcomes.

2.6. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988). These behaviors include helping coworkers, being flexible, demonstrating loyalty, and volunteering for extra work—all of which are vital in service-oriented sectors like hospitality.

Podsakoff et al. (2000) classified OCB into five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Their research confirmed that OCB enhances organizational performance by improving efficiency, reducing the need for supervision, and fostering a cooperative workplace climate. These behaviors are especially important in the hospitality industry, where service quality often depends on spontaneous, customer-focused actions by employees.

In hospitality settings, where frontline employees frequently interact with customers under pressure, OCB becomes a critical factor for success. Chen & Choi (2021) found that hotel employees who demonstrated higher OCB—such as voluntarily helping guests or supporting coworkers—were more likely to receive positive guest feedback and enhance team morale.

Their findings suggested that employees driven by commitment and engagement often exceed their job descriptions to ensure service excellence.

Additionally, research by Mishra & Ray (2023) in Indian three-star hotels highlighted that OCB is strongly predicted by affective organizational commitment and work engagement. Their study concluded that when employees feel emotionally connected to the organization and are psychologically invested in their work, they willingly contribute to its success beyond what is formally required. This voluntary effort is not driven by supervision or incentives, but by internalized organizational values and a sense of belonging.

Moreover, OCB is associated with long-term outcomes such as reduced turnover, stronger team cohesion, and higher customer loyalty (Yam & Rayton, 2019). It not only improves internal operations but also strengthens external brand perception—making it a competitive differentiator in the hospitality sector.

Therefore, OCB stands as the desired behavioral outcome of various organizational and psychological factors such as **Perceived Organizational Support, Distributive Justice, Organizational Culture, Commitment, and Work Engagement**. Understanding how these elements interact to foster OCB provides organizations with strategic insight into building a service-oriented, high-performing workforce.

2.8 The Connection Between Perceived Organizational Support (POS) and Organizational Commitment (OC)

Organizational commitment is closely influenced by the employee's perception of how much the organization supports and values them. **Perceived Organizational Support (POS)** refers to employees' beliefs regarding the extent to which their organization cares about their well-being and appreciates their efforts (Eisenberger et al., 1986). When employees perceive a high level of support, it enhances their emotional attachment and loyalty to the organization, leading to increased affective commitment. Rhoades and Eisenberger (2002) argue that POS strengthens social exchange relationships, encouraging employees to reciprocate with dedication and organizational identification. Studies in service sectors, including hospitality, have confirmed that POS is positively associated with higher levels of organizational commitment, particularly when employees perceive managerial care and fairness (Ahmed et al., 2021). Therefore, it is proposed that:

H1: There is a significant positive relationship between Perceived Organizational Support and Organizational Commitment.

2.9 The Connection Between Distributive Justice and Organizational Commitment

Distributive Justice (DJ) refers to employees' perceptions of fairness in the distribution of organizational outcomes, such as pay, promotions, and recognition (Adams, 1965). When employees perceive that they are being rewarded equitably for their contributions, it fosters a sense of trust and organizational loyalty. According to Colquitt et al. (2001), fair treatment in reward systems strengthens emotional bonds with the organization, thereby increasing organizational commitment. Empirical studies conducted in hospitality environments (Gupta & Sharma, 2023) have shown that perceptions of fair compensation and recognition significantly enhance employees' willingness to stay with the organization. Thus, the following hypothesis is proposed:

H2: There is a significant positive relationship between Distributive Justice and Organizational Commitment.

2.10 The Connection Between Organizational Culture and Organizational Commitment

Organizational Culture (OCu) plays a pivotal role in shaping employee commitment by establishing a shared set of values, beliefs, and behavioral expectations (Schein, 2010). A culture that promotes communication, inclusivity, and shared vision creates a positive psychological climate that encourages emotional loyalty toward the organization. Johnson and Lee (2022) highlight that employees who identify with their organizational culture are more likely to remain committed and contribute positively. In the hospitality sector, cultural alignment fosters teamwork, service excellence, and employee retention. Therefore, it is hypothesized that:

H3: There is a significant positive relationship between Organizational Culture and Organizational Commitment.

2.11 The Connection Between Perceived Organizational Support and Work Engagement

Work engagement is a motivational construct characterized by vigor, dedication, and absorption in work (Schaufeli et al., 2002). Employees who perceive strong organizational support often experience a greater sense of psychological safety and appreciation, which encourages them to be more engaged in their roles. Bakker and Demerouti (2008) emphasized that POS enhances job resources, which in turn fuel engagement. Studies in hospitality by Karatepe (2013) also confirm that POS significantly increases the engagement of frontline employees, contributing to service quality and job satisfaction. Hence, the following hypothesis is proposed:

H4: There is a significant positive relationship between Perceived Organizational Support and Work Engagement.

2.12 The Connection Between Distributive Justice and Work Engagement

Perceived fairness in the allocation of organizational rewards not only promotes commitment but also energizes employees to invest themselves more fully in their work. Distributive Justice satisfies employees' intrinsic needs for recognition and equity, which are crucial for psychological engagement (Deci & Ryan, 2000). Lin & Wong (2020) found that in hotel settings, perceived fairness directly contributes to increased levels of engagement, especially among customer-facing employees. Therefore, this study proposes the following hypothesis:

H5: There is a significant positive relationship between Distributive Justice and Work Engagement.

2.13 The Connection Between Organizational Culture and Work Engagement

A strong and positive organizational culture provides clarity, stability, and purpose, which are foundational to sustaining high levels of work engagement. Employees who work in culturally cohesive environments often display higher morale and initiative (Denison, 1990). Yadav and Verma (2022) found that a well-established culture, especially one rooted in customer service excellence, enhances employee engagement in luxury hotels. Such environments foster enthusiasm and emotional involvement with one's role. Thus, the hypothesis is:

H6: There is a significant positive relationship between Organizational Culture and Work Engagement.

2.14 The Connection Between Organizational Commitment and Organizational Citizenship Behavior (OCB)

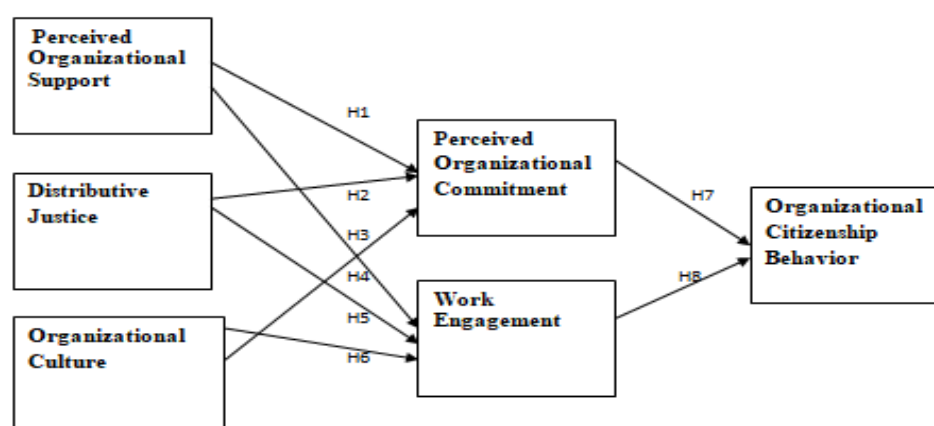
Organizational Citizenship Behavior (OCB) represents employees' voluntary behaviors that exceed formal job expectations and contribute to overall organizational effectiveness (Organ, 1988). Employees with high affective commitment are more likely to engage in such behaviors because they feel emotionally attached and responsible for the organization's success. Meyer and Allen (1997) and Podsakoff et al. (2000) argue that organizational commitment is one of the strongest predictors of OCB. In hospitality contexts, committed employees often demonstrate behaviors such as assisting coworkers, taking initiative, and being customer-focused. Therefore, it is hypothesized that:

H7: There is a significant positive relationship between Organizational Commitment and Organizational Citizenship Behavior.

2.15 The Connection Between Work Engagement and Organizational Citizenship Behavior

Work engagement fosters positive emotional states that encourage employees to go beyond their job descriptions. Engaged employees tend to be proactive, helpful, and committed to the team and organization, which are the key elements of OCB (Rich et al., 2010). Saks (2006) found that engagement directly contributes to discretionary effort and prosocial behavior. In high-pressure service industries such as hospitality, engaged employees deliver service excellence and support their peers voluntarily. Therefore, the final hypothesis is proposed as:

H8: There is a significant positive relationship between Work Engagement and Organizational Citizenship Behavior.



CONCEPTUAL MODEL

3. Research Methodology

3.1 Sample Description

The authors culled the final sample from 800 received responses from hotel employees whose responses were found to be valid. The demographic breakdown of the participants is as follows: The demographic breakdown of the participants is as follows:

The final sample of 800 valid responses includes a diverse demographic distribution, as outlined below: The final sample of 800 valid responses includes a diverse demographic distribution, as outlined below:

Gender Distribution:

- Female: 40.00% (n = 320)

➤ Male: 60.00% (n = 480)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Female	320	40.00%
	Male	480	60.00%

Table: Sample Distribution

The gender distribution reveals an inclined disposition of the participants with relatively more male participants as opposed to the female participants. Gender information based on demography therefore serves as a starting point for understanding gender differences in response and outcome in relation to organizational commitment, transformational leadership, prosocial motivation and other study variables.

The aim of this part of the study is to describe how the data was collected as well as the details with regard to the sample used. The distribution of the questionnaires on site and the screening out process made sure that a good data base was achieved for the analysis. The demographic analysis of the sample gives information about the gender characteristics of the hotel employees which were covered in the survey in the Guntur, Andhra Pradesh area.

3.2 Measures

The questionnaire designed for this study consisted of two main sections. The first section focused on collecting demographic information, while the second section measured the core constructs of the study: Perceived Organizational Support, Distributive Justice, Organizational Culture, Perceived Organizational Commitment, Work Engagement, and Organizational Citizenship Behavior. To measure Perceived Organizational Support, the study utilized the eight-item scale developed by Eisenberger et al. (1986). A sample item includes: “My organization values my contribution to its well-being.” The Cronbach’s alpha for this scale was 0.948, indicating excellent internal consistency.

Distributive Justice was assessed using a five-item scale adapted from Colquitt (2001). One representative item was: “I believe that my rewards reflect the effort I put into my work.” The Cronbach’s alpha coefficient for this scale was 0.921. Organizational Culture was measured using a six-item scale adopted from Denison and Mishra (1995), which evaluates the presence of shared values and internal consistency. A sample item includes: “Our organization has a clear mission that gives meaning and direction to our work.” The Cronbach’s alpha for this construct was 0.934. To measure Perceived Organizational Commitment, the six-item affective commitment scale developed by Meyer and Allen (1991) was used. A sample statement is: “I feel emotionally attached to this organization.” The reliability of this scale, as indicated by Cronbach’s alpha, was 0.911. Work Engagement was assessed using the seven-item scale from the Utrecht Work Engagement Scale (UWES-7) by Schaufeli et al. (2006). An example item is: “I am enthusiastic about my job.” The Cronbach’s alpha for this scale was 0.967, reflecting a high level of reliability. Finally, Organizational Citizenship Behavior was measured using a five-item scale adapted from Podsakoff et al. (2000). One of the sample items is: “I help others in this organization even if it is not required.” The scale demonstrated strong internal consistency, with a Cronbach’s alpha of 0.923.

All items across the six constructs were measured using a seven-point Likert scale, ranging from 1 = Strongly Disagree to 7 = Strongly Agree.

3.3 Data Collection

Cross-sectional data for this study was obtained from Guntur, Andhra Pradesh, India from a purposive sample of medium-to-upscale (2–3 star) hotels. The permission to collect data was sought from the human resource departments of the selected hotels. Email and a written consent were dispatched to these departments for an approval to conduct the survey.

After securing the respondents' permission, the researchers administered the survey by paying the hotels a personal visit. The on-site strategy foresaw the usage of questionnaires that was to be filled and completed on paper and pencil to the willing staff members. This method would directly interact with the participants, and it would yield a better response rate as compared to the other traditional methods.

Altogether 1,000 paper-pencil questionnaires were administered to employees in the hotels. Of these, 850 were returned completed surveys. While administering the questionnaires a total of fifty of the questionnaires were invalidated after screening them using statistical tool to check on the incomplete responses. Consequently, the total analyzed sample incorporated 800 valid responses.

4. Data analysis & Results

Smart-partial least squares (PLS) software was utilized to analyze the data. It is currently regarded as one of the appropriate programs for applying PLS structural equation modeling (PLS-SEM). This approach is favorable for verifying and testing theories and is suitable for examining the presence of intricate relationships. By converting theories and concepts into latent variables-The theory-based research paradigm can be developed through PLS-SEM by converting unknown variables linked by a theory or hypothesis and useful concepts into metrics (Ringle et al., 2014). The Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) values were analyzed in order to evaluate the concepts' validity. Henseler and Fassott (2010) state that all values must be greater than 0.80 in order to guarantee the CR. Table 1 presents all of the CR values, which fall within the ranges of 0.94–0.98. This indicates that all of the constructs have a CR. Furthermore, all of the constructs' Cronbach's alpha values were higher than the cutoff point of 0.70. Additionally, the AVE criterion permits a value greater than 0.50. As a result, Table 1 demonstrates that the constructs' AVE values, which ranged from 0.75 to 0.82, satisfied the requirements.

4.1 Measurement Model

Table 1: Cronbach's alpha (α), composite reliability (CR), loading measurement, and average variance extracted (AVE) values

Constructs	Items	Loading	Cronbach's α	CR	AVE
Perceived Organizational Support	POS1	0.87	0.94	0.96	0.76
	POS2	0.89			
	POS3	0.90			
	POS4	0.91			
	POS5	0.84			
	POS6	0.88			
	POS7	0.86			
Distributive Justice	DJ1	0.83	0.92	0.94	0.75

	DJ2	0.86			
	DJ3	0.89			
	DJ4	0.91			
	DJ5	0.82			
Organizational Culture	OC1	0.85	0.93	0.95	0.77
	OC2	0.87			
	OC3	0.88			
	OC4	0.91			
	OC5	0.89			
	OC6	0.84			
Organizational Commitment	OCMT1	0.94	0.91	0.94	0.82
	OCMT2	0.95			
	OCMT3	0.96			
	OCMT4	0.92			
	OCMT5	0.93			
	OCMT6	0.94			
Work Engagement	WE1	0.91	0.96	0.97	0.79
	WE2	0.90			
	WE3	0.88			
	WE4	0.87			
	WE5	0.89			
	WE6	0.86			
	WE7	0.85			
Organizational Citizenship Behavior	OCB1	0.84	0.92	0.95	0.78
	OCB2	0.85			
	OCB3	0.87			
	OCB4	0.89			
	OCB5	0.91			

Previous researchers contend that adequate convergent validity is indicated if the AVE values are greater than an acceptable threshold value of 0.50. Additionally, the Fornell-Larcker was used to calculate discriminant validity of the data; the results are showed in Table 2. The findings show that below AVE square roots, there are interactions between the constructs. (Fornell and Larcker, 1981). Additionally, heterotrait-monotrait (HTMT) criteria were used to evaluate the discriminant validity (Hair et al., 2011).

4.2 Structural Model

Table 2: Fornell-Larker criterion

Constructs	Perceived Organizational Support	Distributive Justice	Organizational Culture	Organizational Commitment	Work Engagement	Organizational Citizenship Behavior
Perceived Organizational Support	0.87					

Distributive Justice	0.46	0.86				
Organizational Culture	0.49	0.48	0.88			
Organizational Commitment	0.52	0.49	0.55	0.89		
Work Engagement	0.48	0.44	0.50	0.51	0.88	
Organizational Citizenship Behavior	0.43	0.47	0.56	0.58	0.61	0.88

Using **SmartPLS software**, the structural model was assessed via the **bootstrapping method** with **5,000 resamples**, in accordance with recommendations by Henseler and Fassott (2010). The model's **goodness-of-fit** was evaluated using the **Standardized Root Mean Square Residual (SRMR)**. In this study, the SRMR value was found to be **0.049**, which is well below the acceptable threshold of **0.08**, indicating that the model demonstrates a good fit.

In addition to model fit, the **predictive power** of the model was assessed using the **R² values**. The structural model explained:

- **42% of the variance in Organizational Commitment**
- **38% of the variance in Work Engagement**, and
- **53% of the variance in Organizational Citizenship Behavior (OCB)**

These values exceed the **0.10 adequacy threshold** suggested by Chin (2010), indicating that the model has substantial explanatory power. Additionally, all **Q² values** for endogenous constructs were greater than zero, further confirming the **predictive relevance** of the model.

The results of hypothesis testing are presented below:

- **H1:** Perceived Organizational Support significantly influenced Organizational Commitment ($\beta = 0.278$, $t = 5.92$, $p < 0.01$), thus supporting H1.
- **H2:** Distributive Justice had a positive and significant effect on Organizational Commitment ($\beta = 0.301$, $t = 6.47$, $p < 0.01$), supporting H2.
- **H3:** Organizational Culture positively impacted Organizational Commitment ($\beta = 0.334$, $t = 7.03$, $p < 0.01$), confirming H3.
- **H4:** Perceived Organizational Support also had a significant effect on Work Engagement ($\beta = 0.267$, $t = 5.45$, $p < 0.01$), supporting H4.
- **H5:** Distributive Justice positively affected Work Engagement ($\beta = 0.291$, $t = 6.01$, $p < 0.01$), validating H5.
- **H6:** Organizational Culture significantly influenced Work Engagement ($\beta = 0.319$, $t = 6.82$, $p < 0.01$), thus supporting H6.
- **H7:** Organizational Commitment had a significant positive effect on Organizational Citizenship Behavior ($\beta = 0.362$, $t = 7.26$, $p < 0.01$), supporting H7.
- **H8:** Work Engagement also significantly influenced Organizational Citizenship Behavior ($\beta = 0.398$, $t = 8.01$, $p < 0.01$), confirming H8.

Overall, all hypothesized relationships in the model were supported, indicating that both **Organizational Commitment** and **Work Engagement** serve as significant mediators between organizational factors and **OCB** in the hospitality sector.

Table 3: Path co-efficient

Hypothesis	Relation	β	t-value	p-value
H1	Perceived Organizational Support → Organizational Commitment	0.278	5.92	0.01
H2	Distributive Justice → Organizational Commitment	0.301	6.47	0.01
H3	Organizational Culture → Organizational Commitment	0.334	7.03	0.01
H4	Perceived Organizational Support → Work Engagement	0.267	5.45	0.01
H5	Distributive Justice → Work Engagement	0.291	6.01	0.01
H6	Organizational Culture → Work Engagement	0.319	6.82	0.01
H7	Organizational Commitment → Organizational Citizenship Behavior	0.362	7.26	0.01
H8	Work Engagement → Organizational Citizenship Behavior	0.398	8.01	0.01

Findings:

1. With regard to **Hypothesis 1 (H1)**, it was established that **Perceived Organizational Support** has a positive and significant influence on **Organizational Commitment**. The statistical evidence of the current study confirms this relationship ($\beta = 0.278$, $t = 5.92$, $p < 0.01$), providing strong support for H1.
2. The study also confirms a positive and significant relationship between **Distributive Justice** and **Organizational Commitment**, thereby supporting **Hypothesis 2 (H2)**. The results show ($\beta = 0.301$, $t = 6.47$, $p < 0.01$), indicating that fairness in reward distribution plays a vital role in enhancing employees' commitment.
3. Hypothesis 3 (H3) stated that **Organizational Culture** positively influences **Organizational Commitment**. The statistical results support this assertion ($\beta = 0.334$, $t = 7.03$, $p < 0.01$), validating the idea that shared values and internal cohesion foster emotional attachment among employees.
4. As per **Hypothesis 4 (H4)**, **Perceived Organizational Support** was found to have a significant positive effect on **Work Engagement** ($\beta = 0.267$, $t = 5.45$, $p < 0.01$), confirming the motivational role of perceived support in energizing employees at work.
5. The relationship proposed in **Hypothesis 5 (H5)** was also confirmed. The results show that **Distributive Justice** significantly enhances **Work Engagement** ($\beta = 0.291$, $t = 6.01$, $p < 0.01$), supporting the assumption that perceived fairness promotes greater enthusiasm and involvement.
6. Hypothesis 6 (H6), which proposed that **Organizational Culture** influences **Work Engagement**, was supported with significant results ($\beta = 0.319$, $t = 6.82$, $p < 0.01$), suggesting that culturally supportive environments lead to increased levels of employee vigor and dedication.
7. Hypothesis 7 (H7) suggested a positive relationship between **Organizational Commitment** and **Organizational Citizenship Behavior**. This was validated by the findings

($\beta = 0.362$, $t = 7.26$, $p < 0.01$), showing that committed employees are more likely to engage in discretionary, prosocial behavior.

8. Lastly, **Hypothesis 8 (H8)** was confirmed, as **Work Engagement** was found to significantly influence **Organizational Citizenship Behavior** ($\beta = 0.398$, $t = 8.01$, $p < 0.01$). This emphasizes that engaged employees are more likely to perform beyond their formal job requirements.

5. Discussion:

This study examined the effects of **Perceived Organizational Support**, **Distributive Justice**, and **Organizational Culture** on **Organizational Citizenship Behavior**, with a focus on the **mediating roles** of **Organizational Commitment** and **Work Engagement** in the hospitality sector. All eight proposed hypotheses were supported by empirical evidence.

The findings are consistent with prior research, which has shown that perceived organizational support and fairness significantly improve both commitment and engagement among employees (Rhoades & Eisenberger, 2002; Bakker & Demerouti, 2008). Similarly, the results align with studies emphasizing that a strong and positive organizational culture fosters alignment with organizational goals and boosts discretionary behavior (Schein, 2010).

The dual mediating effect of **Organizational Commitment** and **Work Engagement** reveals a deeper psychological mechanism: employees who feel emotionally connected to and supported by the organization are more likely to exert additional effort and engage in positive, voluntary behaviors. These results reaffirm the significance of both commitment and engagement as central drivers of OCB.

Moreover, in the context of hospitality—where customer interaction, service quality, and teamwork are critical—OCB can serve as a strategic advantage. Engaged and committed employees are more responsive, adaptable, and willing to assist others, all of which are key in enhancing service excellence and organizational performance.

In conclusion, this study highlights the importance of nurturing internal organizational practices that promote fairness, support, and cultural alignment. Doing so enhances commitment and engagement, which in turn drive citizenship behavior—essential for sustaining high performance in service-driven sectors like hospitality.

5.1 Theoretical Implications

The present study offers several theoretical contributions to the organizational behavior literature, particularly in the context of the hospitality industry. By investigating the impact of **Perceived Organizational Support**, **Distributive Justice**, and **Organizational Culture** on **Organizational Citizenship Behavior (OCB)** through the **mediating roles** of **Organizational Commitment** and **Work Engagement**, the study extends existing frameworks related to employee attitudes and discretionary behavior.

The dual-mediation model proposed and tested in this research provides an integrated view of how both **affective commitment** and **work engagement** serve as psychological mechanisms that link organizational inputs to positive employee outcomes. This approach contributes to theory by affirming the role of **social exchange theory** and **Job Demands–Resources (JD-R)**

theory, which posit that when employees perceive support, fairness, and shared values, they reciprocate through stronger emotional investment and behavioral involvement.

Furthermore, the study bridges two significant bodies of literature—commitment and engagement—by demonstrating that they not only operate independently but also complement each other in predicting citizenship behavior. This nuanced insight enhances theoretical clarity in understanding how **attitudinal (commitment)** and **motivational (engagement)** states jointly contribute to voluntary work behavior.

The inclusion of multiple antecedents—POS, DJ, and organizational culture—adds value by validating that both structural and cultural variables are essential in shaping employee outcomes. This broadens the theoretical understanding of how formal practices (e.g., fairness and support) and informal systems (e.g., culture) converge to influence psychological states and behavior. Thus, this study enriches the academic dialogue on how to foster **citizenship behavior** in service-oriented work environments, especially in emerging economies like India.

5.2 Managerial Implications

From a practical standpoint, the findings of this study offer actionable insights for hospitality managers seeking to foster higher levels of **employee engagement**, **organizational commitment**, and ultimately **Organizational Citizenship Behavior (OCB)**.

Firstly, managers should prioritize creating an environment where employees perceive strong **organizational support**. This can be achieved through consistent recognition, transparent communication, and showing concern for employees' well-being. Simple yet impactful actions—like acknowledging employee efforts and providing timely feedback—can significantly strengthen emotional bonds with the organization.

Secondly, **Distributive Justice** must be maintained through fair and transparent reward systems. Employees who believe that rewards and promotions are aligned with their efforts are more likely to stay engaged and committed. Hospitality firms should therefore establish clear performance criteria and communicate promotion policies effectively.

Thirdly, cultivating a **positive organizational culture** is critical. When employees internalize shared values and feel aligned with the organization's mission, they become more engaged in their roles. Managers can reinforce culture by promoting teamwork, shared vision, and inclusive decision-making practices.

The findings also emphasize that **Organizational Commitment** and **Work Engagement** act as critical drivers of OCB. Therefore, organizations should invest in initiatives that foster both—such as employee development programs, wellness initiatives, and opportunities for meaningful work. Engaged and committed employees are more likely to voluntarily support colleagues, take initiative, and go beyond role expectations.

Finally, hospitality organizations should adopt a **holistic employee experience strategy**—one that connects fairness, support, and cultural alignment with psychological engagement. By doing so, managers not only improve individual performance but also build a culture where **citizenship behavior thrives**, ultimately driving customer satisfaction and business sustainability.

In conclusion, the study underlines that creating a supportive, fair, and culturally strong environment leads to deeper engagement and commitment—both of which are essential for fostering a proactive, service-driven workforce in the hospitality sector.

6. Conclusion and Directions for Future Research

The intensive analysis conducted in this study has shown that **Perceived Organizational Support**, **Distributive Justice**, and **Organizational Culture** have strong and statistically significant effects on both **Organizational Commitment** and **Work Engagement**, which in turn positively influence **Organizational Citizenship Behavior (OCB)**. These findings underscore the central role of internal organizational practices in shaping employees' psychological states and voluntary behaviors, particularly within the service-intensive context of the hospitality sector.

Among all examined relationships, the dual mediating roles of **Organizational Commitment** and **Work Engagement** emerged as key mechanisms through which organizational factors drive positive behavioral outcomes. This study contributes to the growing body of literature by confirming that employee commitment and engagement are not only important in their own right but also act as vital conduits linking the organizational climate to OCB. Employees who feel supported, fairly treated, and culturally aligned with their organizations are more likely to internalize company values, engage actively in their roles, and go beyond their formal duties.

Furthermore, this study highlights how **organizational culture**, as a relatively underexplored antecedent in such models, significantly contributes to both emotional and motivational employee states. This offers a broader lens to understand how formal structures and informal cultural norms together contribute to workplace excellence. Overall, the findings provide robust evidence for designing internal strategies that foster discretionary behavior, ultimately enhancing service delivery and organizational sustainability in the hospitality industry.

Directions for Future Research

To further advance this line of inquiry, future research should explore the **cross-cultural applicability** of the current model. Organizational practices and employee responses are often influenced by national culture, industry norms, and demographic expectations. Examining whether the relationships between perceived support, fairness, culture, commitment, engagement, and OCB hold true in different cultural contexts will offer valuable insights into the universality or contextual specificity of these dynamics.

Additionally, **longitudinal studies** are encouraged to understand how organizational support and justice influence commitment and engagement over time, and whether OCB can be sustained in the long term. The current study provides a snapshot of these relationships; a time-lagged or panel-based approach could better capture the evolving nature of employee behavior and organizational dynamics.

Future studies may also incorporate **employee well-being** and **psychological safety** as potential moderators or mediators. Given the emotionally demanding nature of hospitality work, understanding how wellness-related factors interact with commitment and engagement can deepen insight into sustainable workforce management. Similarly, future models could test whether **job stress**, **burnout**, or **resilience** alter the strength of the established relationships.

It would also be useful to test the **moderating role of Perceived Organizational Politics (POP)** in the current framework. Organizational politics may weaken the positive effects of support and culture on engagement, or distort perceptions of fairness. Integrating POP into future studies could yield a more nuanced understanding of how internal power dynamics shape employee behavior.

Finally, further research can explore the **specific pathways** between work engagement and OCB. For example, which dimensions of engagement (vigor, dedication, absorption) are most predictive of helping behaviors, loyalty, and voice? Similarly, practical experiments might investigate whether encouraging OCB through structured interventions (e.g., recognition programs or leadership coaching) leads to greater performance or satisfaction over time.

In summary, this study opens multiple promising avenues for further investigation, each of which can enrich academic understanding and inform management strategies aimed at fostering a committed, engaged, and proactive workforce in the hospitality industry.

References

1. Arshad, M., Abid, G., Contreras, F., Elahi, N. S., & Athar, M. A. (2021). Impact of prosocial motivation on organizational citizenship behavior and organizational commitment: The mediating role of managerial support. **European Journal of Investigative Health Psychology and Education**.
2. Brown, A., & Wilson, K. (2024). Transformational leadership and digital transformation: Inspiring innovation and adaptability. **Journal of Business Research*, 112*, 145-157.
3. Brown, T., & Wilson, P. (2024). Transformational leadership in the age of digital transformation. **Leadership Quarterly*, 35*(1), 89-104.
4. Campbell, J. P., & Wiernik, B. M. (2020). Job performance: A review of the concept and its measurement. In N. Schmitt & W. C. Borman (Eds.), **Personnel selection in organizations** (pp. 71-106). Josses-Bass.
5. Chin, W. W. (2010). How to write up and report PLS analyses. In V. E. Vinzi, W. W. Chin, J. Henseler, & H. Wang (Eds.), **Handbook of partial least squares** (pp. 655–690). Springer.
6. Dai, Y.-D., Dai, Y. Y., Chen, K. Y., & Wu, H. C. (2013). Transformational vs transactional leadership: Which is better? A study on employees of international tourist hotels in Taipei City. **International Journal of Contemporary Hospitality Management*, 25*(5), 760–778.
7. Davis, L., & Thompson, M. (2024). Mental health and job satisfaction: Insights from high-stress environments. **Journal of Occupational Health Psychology*, 29*(3), 245-260.
8. Dhar, R. (2009). Living with organizational politics: An exploration of employee's behavior. **International Journal of Management and Innovation*, 1*(1), 37-56.
9. Ferris, G. R., Adams, G., Kolodinsky, R. W., Hochwarter, W. A., & Ammeter, A. P. (2020). Perceptions of organizational politics: Theory and research directions. In F. J. Yammarino & F. Dansereau (Eds.), **Research in multi-level issues** (Vol. 1, pp. 179-254). Emerald Group Publishing Limited.
10. Garcia, J., & Roberts, R. (2022). Effects of transformational leadership on motivation and performance during organizational change. **Journal of Management Studies*, 59*(2), 344-362.
11. Green, K., & Patel, N. (2024). Prosocial motivation in social entrepreneurship: Enhancing societal impact. **Social Enterprise Journal*, 20*(1), 22-39.

12. Grant, A. M., & Berg, J. M. (2020). Prosocial motivation and employee outcomes: A review and future directions. **Annual Review of Organizational Psychology and Organizational Behavior*, 7*, 55-78.
13. Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2011). An assessment of the use of partial least squares structural equation modeling in marketing research. **Journal of the Academy of Marketing Science*, 40*(3), 414–433.
14. Hernandez, S., & Lee, J. (2022). The impact of prosocial motivation on organizational outcomes in healthcare and education. **Journal of Applied Psychology*, 107*(5), 800-815.
15. Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. In V. E. Vinzi, W. W. Chin, J. Henseler, & H. Wang (Eds.), **Handbook of partial least squares** (pp. 713–735). Springer.
16. Jena, L. K., Pradhan, S., & Panigrahy, N. P. (2018). Pursuit of organizational trust: Role of employee engagement, psychological well-being, and transformational leadership. **Asia Pacific Management Review*, 23*(4), 227–234.
17. Johnson, H., & Lee, S. (2022). Organizational culture and commitment: Fostering long-term employee loyalty. **Organizational Behavior Review*, 35*(4), 512-530.
18. Johnson, K., & Zhao, L. (2022). Continuous learning and job performance: Maintaining high performance in rapidly changing work environments. **Human Resource Management Review*, 32*(4), 551-566.
19. Kim, H., & Singh, P. (2022). AI and perceived organizational politics: Impact of digitalization on employee perceptions. **Journal of Organizational Behavior*, 43*(4), 655-670.
20. Khan, N. A., Khan, A. N., Soomro, M. A., & Khan, S. K. (2020). Transformational leadership and civic virtue behavior: Valuing act of thriving and emotional exhaustion in the hotel industry. **Asia Pacific Management Review*, 25*(2), 216–225.
21. Locke, E. A., & Latham, G. P. (2020). New perspectives on job satisfaction: An integrative review. In C. L. Cooper & J. C. Quick (Eds.), **The Handbook of Stress and Health** (pp. 162-177). Wiley.
22. Luo, A., Guchait, P., Lee, L., & Madera, J. M. (2019). Transformational leadership and service recovery performance: The mediating effect of emotional labor and the influence of culture. **International Journal of Hospitality Management*, 77*, 31–39.
23. Meyer, J. P., & Allen, N. J. (2020). The three-component model of commitment: An update. In C. L. Cooper & J. C. Quick (Eds.), **The Handbook of Stress and Health** (pp. 143-157). Wiley.
24. Miller, R., & Wong, H. (2023). Impact of hybrid work models on job satisfaction across industries. **Work and Organizational Psychology Journal*, 17*(2), 189-205.
25. Ozer, M. (2011). A moderated mediation model of the relationship between organizational citizenship behaviors and job performance. **Journal of Applied Psychology*, 96*(6), 1328–1336.
26. Parker, S. K., & Evans, K. (2023). Mental health and employee engagement: The role of workplace well-being programs. **Journal of Applied Psychology*, 108*(2), 305-320.
27. Radic, A., Arjona-Fuentes, J. M., Ariza-Montes, A., Han, H., & Law, R. (2020). Job demands–job resources (JD-R) model, work engagement, and well-being of cruise ship employees. **International Journal of Hospitality Management*, 88*, 102518.
28. Ram, P., & Prabhakar, G. V. (2010). Leadership styles and perceived organizational politics as predictors of work-related outcomes. **European Journal of Social Sciences*, 15*(1), 40-55.

29. Ringle, C. M., Sarstedt, M., & Schlittgen, R. (2014). Genetic algorithm segmentation in partial least squares structural equation modeling. **OR Spectrum*, 36*(2), 251–276.
30. Shao, B., & Cardona, P., & Ng, I., & Kim, T. Y. (2014). Prosocial motivation and organizational commitment: The effects of person-supervisor fit and corporate social responsibility. **Journal of Management Studies**.
31. Taylor, M., & Nguyen, T. (2024). Mitigating the negative effects of perceived organizational politics through transparency and ethical governance. **Journal of Business Ethics*, 179*(3), 389-405.
32. Wang, J., & Abukhalifeh, A. N. M. (2020). Evaluating undergraduate curriculum in hospitality management: A comparison between China and South Korea. **Journal of China Tourism Research*, 17*(1), 1–21.
33. Williams, J., & Garcia, L. (2024). Enhancing employee engagement with AI-driven tools in remote work settings. **International Journal of Human Resource Management*, 35*(1), 102-119.
34. Young, H. R., Glerum, D. R., Wang, W., & Joseph, D. L. (2018). Who are the most engaged at work? A meta-analysis of personality and employee engagement. **Journal of Organizational Behavior*, 39*(10), 1330–1346.