

# The effect of perceived organizational support on organizational citizenship behavior mediated by employee engagement and employee development in F&B employees in Indonesia

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## ABSTRACT

The food and beverage industry, both nationally and internationally, has been an essential factor in Indonesia's economic development and contributes significantly to GDP and employment. With increasing globalization and rapidly changing consumer preferences, business owners and entities operating within this sector will face more challenges. One of the challenges facing the F&B industry today is the effort to increase productivity. In this case, Organizational Citizenship Behavior is essential to increase employee productivity and performance. However, F&B industry employees still have low OCB levels. Perceived organizational support is needed to optimize the formation of OCB behavior. In addition, Employee Engagement and Employee Development are also considered to help improve Organizational Citizenship Behavior. In this instance, the study intends to investigate how perceived organizational support influences organizational citizenship behavior and ascertain how employee engagement and development function as mediators. This study employs a quantitative methodology using the Partial Least Squares in the Smart PLS version 4.0 application and the Structural Equation Modeling (SEM) PLS research method. With a sample of 180 respondents, the study's population consisted of all F&B workers in Indonesia. According to the survey, employee engagement mediates between perceived organizational support and organizational citizenship behavior. However, employee development does not show this impact. These results give human resource managers in Indonesia's F&B industry an important direction on boosting employee engagement and organizational support to promote constructive and pleasant workplace behaviors.

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## 1. Introduction

In the current era of globalization, the fast development of digital information technology impacts the food and beverage (F&B) industry (Ulva et al., 2023). The food and beverage industry, both at the national and international levels, has become an essential factor in Indonesia's economic development and contributes significantly to GDP and employment (Soesanto et al., 2023). In addition, according to (Muhajir et al., 2024), this industry is the sector that absorbs the most labor. With increasing globalization and rapidly changing consumer preferences, business owners and entities operating within this sector will face more challenges (Marthina et al., 2023).

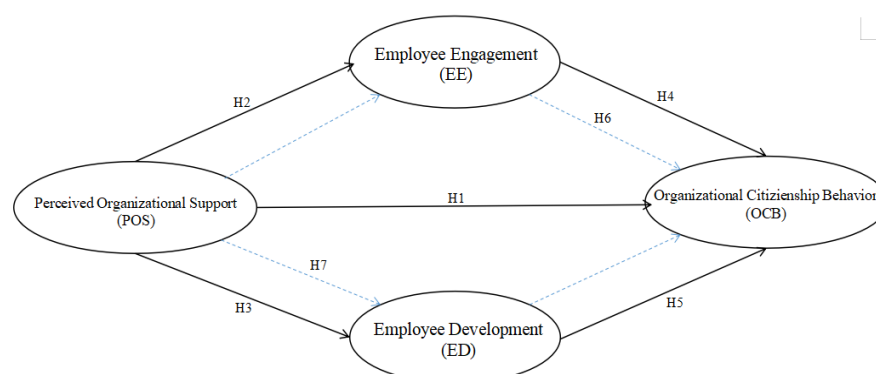
One of the challenges faced by the F&B industry today is the effort to increase productivity, where to achieve a high level of productivity in an organization, performance is needed, which serves as an indicator to achieve this level of productivity (Budi, 2022). Companies must implement workplace policies

that improve the quality of life of their employees, which in turn will improve company performance and productivity (Malini et al., 2023). In this case, Organizational Citizenship Behavior (OCB) is essential to improving employee productivity and performance (Ernawan et al., 2023). All workers should have "Citizenship Behavior," which means doing extra work voluntarily, helping others in the team, creating work groups, avoiding conflict, showing concern for organizational ownership, and appreciating colleagues spirit (Eviana et al., 2023). Internal and external variables can cause OCB behavior to appear and increase (Ramadania et al., 2023). However, according to (Meiva Reaso et al., 2022.), F&B industry employees still have low Organizational Citizenship Behavior (OCB) levels. Some causes of low OCB are employee perceptions of company policies, workload, boredom, and even personal problems. Low levels of OCB can hurt the organization, such as lowering productivity, increasing operating costs, and increasing operating costs.

Perceptions of organizational support felt by employees (POS) are needed to optimize the formation of OCB behavior (Yovita Narwastu et al., 2023). Employees who believe that the company is supporting them will be more inclined to work harder, be more devoted, and be more willing to assist their colleagues (Indryani & Ardana, 2019). In addition, Employee Engagement and Employee Development are also considered to help increase Organizational Citizenship Behavior (OCB) (Dwi Harsono et al., 2023). Employee engagement refers to each person's motivation level and how they can utilize it to help the company (Marumpe et al., 2023). Employee development refers to a worker's ability that differs from one worker to another (Wahdiniawati et al., 2023).

Previous studies have shown that perceived organizational support does not affect organizational citizen behavior (Yovita Narwastu et al., 2023), perceived organizational support hurts organizational citizen behavior (Sari et al., 2024), employee engagement does not affect organizational citizen behavior (Syiffa Chaerunisa & Zulvia Khalid, 2024), there is no significant influence between employee development and organizational citizen behavior (Yovita Narwastu et al., 2023). Perceived organizational support does not influence employee engagement or organizational citizen behavior through employee development, according to Yovita Narwastu et al. (2023) (Wahyuni, 2019). Thus, this study aims to examine the effects of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) on F&B workers in Indonesia. Additionally, researchers want to ascertain how employee development and engagement mediate the relationship between Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS).

## 2. Research Method



**Figure 1.** Research framework

H1: Perceived Organizational Support (POS) positively and significantly affects Organizational Citizenship Behavior (OCB).

H2: Perceived Organizational Support (POS) positively and significantly affects Employee Engagement (EE).

H3: Perceived Organizational Support (POS) positively and significantly affects Employee development (ED).

H4: Employee Engagement (EE) positively and significantly affects Organizational Citizenship Behavior (OCB).

H5: Employee development (ED) positively and significantly affects Organizational Citizenship Behavior (OCB).

H6: Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB) through Employee Engagement (EE).

H7: Perceived Organizational Support (POS) positively and significantly affects Organizational Citizenship Behavior (OCB) through employee development.

This study used quantitative methodology. As part of the data gathering process, all F&B workers in Indonesia who satisfied the sample requirements were given a questionnaire. This survey assessed OCB, POS, employee development, and employee engagement. Using a Likert scale of 1 to 5, this study employs a purposive sampling technique based on the research Object, which is Indonesian F&B staff. The following sample criteria: 1) Those who work in the food service (FnB) sector in Indonesia, such as restaurants, cafes, fast food joints, catering businesses, food transportation services, and others; 2) must have worked for at least three months, 3) They must also be Indonesian citizens, 4) Have participated in at least one training program held by the company where they work. Because the population was unknown, the sample size was determined using the Cochran formula (Soegiyono, 2011). Thus, the research sample consisted of 180 respondents.

In the Smart PLS version 4.0 application, Partial least squares (PLS) and structural equation modeling (SEM) are two methods for data analysis. The first step in data testing is Outer Model testing, which shows convergent validity (more than 0.7) to ascertain the link between indicators and their latent variables, discrimination validity, average variation extracted (more than 0.5), and composite validity (more than 0.7). Then, the Structural Model (In the model) measurement tests the instrument requirements using a validity test to determine if the research instrument is valid (Riana Dewi et al., 2022). A reliability test is performed to determine how successfully the questionnaire can be used to guide the variable in question. If the respondent's answer to the statement remains constant, the data demonstrate the questionnaire's reliability.

### 3. Result and Discussion

#### Measurement Model and Structural Models

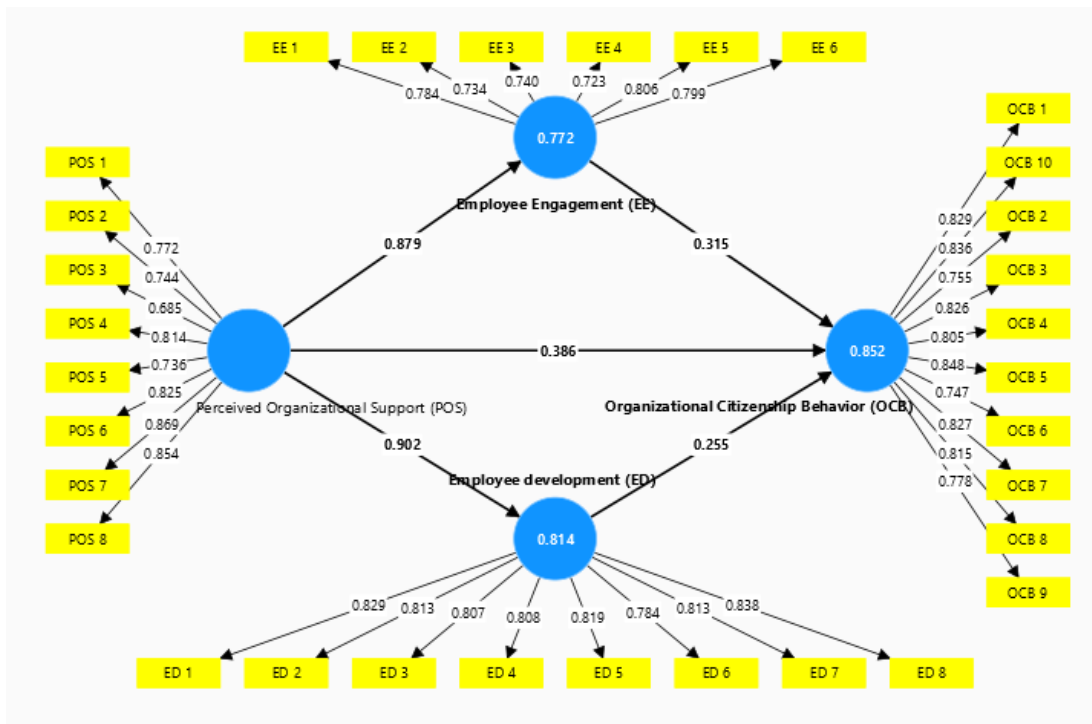


Figure 2. Measurement model

**Table 1.** The results of the suitability, validity, and reliability tests are as follows:

		Item	SLF	CR	AVE
Organizational Citizenship (OCB)	Behavior	I am happy to help colleagues who are struggling.	0.829	0.949	0.652
		I do not mind taking personal time to assist colleagues in completing essential and urgent tasks.	0.755		
		I always keep company information confidential.	0.826		
		I am always looking for ways to improve my performance.	0.805		
		I always comply with company rules and policies.	0.848		
		I never spread gossip about the company and my coworkers to others.	0.747		
		I always use polite words when talking to my coworkers.	0.827		
		I avoid conflict between coworkers.	0.815		
		I always attend activities organized by the company.	0.778		
		I am willing to increase my knowledge and skills to benefit the company.	0.836		
Perceived Organizational (POS)	Support	My work appraisal is done objectively and fairly.	0.772	0.929	0.624
		I am treated fairly in the distribution of tasks and responsibilities.	0.744		
		My superiors always provide clear direction regarding my duties and responsibilities.	0.685		
		My superiors are always ready to help if I have difficulty doing my work.	0.814		
		My boss often compliments me on my successes.	0.736		
		My boss recognized and appreciated my contribution to the team.	0.825		
		The company provides enough space to work effectively.	0.869		
		The company provides adequate rest facilities for employees.	0.854		
Employee (EE)	Engagement	I give my best effort to the company.	0.784	0.894	0.585
		I do not give up easily when facing challenges at work.	0.734		
		I always try to keep my job where I work.	0.740		
		I feel proud to be part of the company where I work.	0.723		
		I never neglect my work and always concentrate on my work.	0.806		
		I feel happy when I am involved in important work.	0.799		
Employee (ED)	development	The company provides training programs that are relevant to my job.	0.829	0.940	0.663
		The training I attended was useful to improve my performance.	0.813		
		The company regularly conducts performance appraisals on me.	0.807		
		Performance appraisal results are used to help me with career development.	0.808		
		I can easily seek advice from my boss or mentor on how to improve my performance.	0.819		
		I often share ideas with my coworkers.	0.784		
		My current job provides an opportunity to hone the skills I already have.	0.813		
		I am increasingly competent in performing my job tasks over time.	0.838		

The outcomes of every validity and reliability test are displayed in Table 1. The tests assess concept validity and reliability to assess convergent and composite reliability. The average variation extracted (AVE) values and outer loading are analyzed to assess convergent validity. Convergent validity is proclaimed if the AVE value of the associated variables is more than or equal to 0.5 and the outer loading value is more significant than 0.708 (Hair et al., 2021). According to the test results, one indication has an AVE value above 0.5 and an outer loading value below 0.7. This indicates that the indicator can still be used. This supports the statement (Chin, 1998, Ghazali, 2021) that a loading factor reading above 0.5 is still acceptable and meets validity standards. In addition, the average value of the extraction difference (AVE) must be more than 0.5. If the AVE value is more than 0.05, the indicator is considered convergent. In addition, according to (Panjaitan et al., 2019), adequate validity can still be demonstrated if the outer filling value is above 0.5, ideally, this value should be above 0.7. This can be achieved because a high AVE indicates that the structure has the ability to explain the variance of the indicator significantly.

According to Table 1, Perceived Organizational Support (POS), Organizational Citizenship Behavior (OCB), Employee Engagement (EE), and Employee Development (ED) all had Average Variance Extracted (AVE) values of 0.624, 0.652, and 0.585, respectively. The findings demonstrate that every indicator used in this study is reliable and appropriate for future investigations. According to the filling factor and AVE values, convergent validity has thus been satisfied.

The reliability test results in Table 4 also present relevant results. According to (Latan, 2015, Riana Dewi et al., 2022), The construct is deemed reliable if the Cronbach alpha value is more significant than 0.6 and the composite reliability value is greater than 0.7. This indicates that the instrument is declared reliable and consistent and can measure the constructs of the built model. This is indicated by the avariance extraction (AVE) value for all instrument indicators of 0.50 and the construct confidence value (CR) of 0.70.

**Table 2.** Cross loading

	Employee Engagement (EE)	Employee development (ED)	Organizational Citizenship Behavior (OCB)	Perceived Organizational Support (POS)
ED 1	0.775	0.829	0.761	0.733
ED 2	0.738	0.813	0.702	0.721
ED 3	0.765	0.807	0.710	0.741
ED 4	0.740	0.808	0.729	0.739
ED 5	0.738	0.819	0.727	0.744
ED 6	0.733	0.784	0.689	0.723
ED 7	0.708	0.813	0.720	0.703
ED 8	0.766	0.838	0.767	0.770
EE 1	0.784	0.721	0.688	0.685
EE 2	0.734	0.691	0.680	0.635
EE 3	0.740	0.659	0.654	0.646
EE 4	0.723	0.659	0.618	0.638
EE 5	0.806	0.733	0.730	0.705
EE 6	0.799	0.735	0.701	0.719
OCB 1	0.734	0.757	0.829	0.739
OCB 10	0.712	0.731	0.836	0.742
OCB 2	0.723	0.724	0.755	0.715
OCB 3	0.735	0.734	0.826	0.753
OCB 4	0.749	0.743	0.805	0.737
OCB 5	0.740	0.755	0.848	0.763
OCB 6	0.626	0.638	0.747	0.657
OCB 7	0.718	0.707	0.827	0.739
OCB 8	0.739	0.736	0.815	0.700
OCB 9	0.683	0.666	0.778	0.655
POS 1	0.667	0.695	0.699	0.772
POS 2	0.660	0.712	0.642	0.744
POS 3	0.584	0.622	0.612	0.685
POS 4	0.728	0.752	0.718	0.814
POS 5	0.644	0.668	0.667	0.736
POS 6	0.735	0.720	0.738	0.825
POS 7	0.754	0.770	0.785	0.869
POS 8	0.760	0.748	0.764	0.854

Discriminative validity is employed to test a model. Let us assume that the construct-indicator correlation is higher than the construct-indicator correlation. This suggests that the latent constructions outperform other constructs in predicting the indicators in their block (Ghozali & Latan, 2015; Riana Dewi et al., 2023). The loading value for each indicator block is increasingly significant for each latent variable evaluated by indicators for other variables, as indicated in Table 2 above.

**Table 3.** Model fit

	Saturated model	Estimated model
Chi-square	799.528	843.348
NFI	0.840	0.831
SRMR	0.044	0.050
d_G	0.888	0.984
d_ULS	1.023	1.338

Table 3 shows the model fit test results, indicating that the fit is communicable. The fit model shows strong SRMR and NFI values (Hair et al., 2021).

**Table 4.** R square value

	R-Square	Adjusted R-Square
Employee Engagement (EE)	0.772	0.771
Employee Development (ED)	0.814	0.812
Organizational Citizenship Behavior (OCB)	0.852	0.850

Once the external circumstances are approved, the inner or structural model must be evaluated. The structural model can be viewed using the R-squared value. The R-squared value shows the degree to which the independent variable affects the dependent variable and the path ratio. The impact of specific independent latent factors on the dependent latent variable can also be measured using the changing R-square value. Three categories are used to group the R-squared values. The dependent variable's R-squared value for this study model is displayed in Table 4, where a value of 0.67 is deemed a crucial variable, 0.33 is a moderate variable, and 0.19 is a weak variable.

The modified R-Square value of the Perceived Organizational Support (POS) table on Employee Engagement (EE) is 0.771, as observed from the data presentation in the table above, which can be concluded that Employee Engagement affects Perceived Organizational Support by 77.1%. Other variables influence the remaining 22.9%. The adjusted R-Square value of the Perceived Organizational Support (POS) table on Employee Development (ED) is 0.812, which can be concluded that Employee Development (ED) affects Perceived Organizational Support (POS) by 81.2% and other variables influence the remaining 18.8%. The adjusted R-Square value of the Perceived Organizational Support (POS) table on Organizational Citizenship Behavior (OCB) is 0.850, which can be concluded that Organizational Citizenship Behavior (OCB) affects Perceived Organizational Support (POS) by 85% and other variables influence the remaining 15%.

### Hypothesis Testing

The results of testing the influence of the relationship between variables in the study configuration built in this study can be presented as follows:

**Table 5.** Hypothesis test

Hypothesis	Relationship between Variables	Original Sample	T - Statistic	P - Value
H1	Perceived Organizational Support (POS) -> Organizational Citizenship Behavior (OCB)	0.386	3.707	0.000
H2	Perceived Organizational Support (POS) -> Employee Engagement (EE)	0.879	25.386	0.000
H3	Perceived Organizational Support (POS) -> Employee development (ED)	0.902	31.592	0.000
H4	Employee Engagement (EE) -> Organizational Citizenship Behavior (OCB)	0.315	2.505	0.013
H5	Employee development (ED) -> Organizational Citizenship Behavior (OCB)	0.255	1.945	0.052

In contrast to the t table of 1.96, the t value for the Perceived Organizational Support (POS) variable on Organizational Citizenship Behavior (OCB) in Table 5 is 3.707. Furthermore, the 0.000 p-value indicates a value below 0.05 ( $\dot{y} = 0.05$ ). This suggests that the first hypothesis about Perceived Organizational Support (POS) positively impacts Organizational Citizenship Behavior (OCB).

According to the second hypothesis, the perceived organizational support (POS) variable positively and significantly impacts employee engagement (EE). The p-value of 0.000 indicates a value below 0.05 ( $\dot{y} = 0.05$ ), and the computed t value for this variable is 25.386, higher than the t table's 1.96.

According to the third hypothesis, employee growth (ED) is positively and significantly impacted by the variable perceived organizational support (POS). The p-value of 0.000 indicates a value below 0.05 ( $\dot{y} = 0.05$ ), and the computed t-value for this variable is 31.592, which is more critical than the t-table of 1.96.

According to the fourth hypothesis, organizational citizen behavior (OCB) is positively and significantly impacted by the employee engagement (EE) variable. The p-value of 0.013 indicates a value below 0.05 ( $\dot{y} = 0.05$ ), and the computed t value for this variable is 2.505, which is more significant than the table t value of 1.96.

The fifth hypothesis shows that the hypothesis of employee growth (ED) on citizen behavior (OCB) is positive and insignificant. The t-count value is 1.945, The p-value is 0.052, less than 0.05, and the t-table is 1.96. These results do not support previous research on employees in education in Pakistan (Tariq Sharif et

al., 2013; (Yovita Narwastu et al., 2023). They affirmed that OCB and employee development are significantly correlated. Nonetheless, these results corroborate earlier studies (Yovita Narwastu et al., 2023), which shows that employee development does not significantly influence organizational citizen behavior. Additionally, prior research supports this study (Jehanzeb, 2020) and (Glazer et al., 2019). The results show that the objectives of employee development programs cannot influence employee behavior driven by other reward systems.

**Table 6.** Mediation hypothesis test

Hypothesis	Relationship between Variables	Original Sample	T - Statistic	P - Value
H6	Perceived Organizational Support (POS) -> Employee Engagement (EE) -> Organizational Citizenship Behavior (OCB)	0.277	2.487	0.013
H7	Perceived Organizational Support (POS) -> Employee development (ED) -> Organizational Citizenship Behavior (OCB)	0.230	1.926	0.052

According to the sixth hypothesis, the calculated t value of 2.487, which is significantly higher than the t table value of 1.96, confirms the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) through Employee Engagement (EE). Moreover, the p-value of 0.013, which is less than 0.05 ( $\bar{y} = 0.05$ ), further supports this confirmation. Therefore, we can confidently assert that Perceived Organizational Support (POS) has a positive and substantial impact on Organizational Citizenship Behavior (OCB) through Employee Engagement (EE).

Using a t-statistic of 1.926 (less than 1.96) and a 0.052 p-value (more than 0.05), Through employee development, the seventh hypothesis test demonstrates that perceived organizational support has no discernible impact on organizational citizenship behavior. This study's findings contradict those of earlier research (Dysvik & Kuvaas, 2010), which discovered a connection between employee advancement and perceived organizational support. According to the findings of previous research (Yovita Narwastu et al., 2023), the researcher suspects that employee development perceived by employees does not affect organizational citizenship behavior because when employees feel they have been developed, it only impacts themselves.

#### 4. Conclusion

This study examines the relationship between perceived organizational support (POS) and organizational citizenship behavior (OCB) in F&B employees in Indonesia, as mediated by engagement and employee development. The study's five accepted hypotheses are as follows: Hypothesis H1 demonstrates that perceived organizational support (POS) has a positive and significant impact on organizational citizenship behavior (OCB); Hypothesis H2 demonstrates that POS has a positive and significant effect on employee engagement (EE); Hypothesis H3 demonstrates that POS has a positive and significant impact on employee progress (ED); and Hypothesis H4 indicates that employee engagement (EE) has a positive and significant impact on organizational citizenship behavior (OCB), H4: Organizational Citizenship Behavior (OCB) is positively and significantly impacted by Employee Engagement (EE), and H6: Organizational Citizenship Behavior (OCB) is positively and significantly affected by Perceived Organizational Support (POS) via Employee Engagement (EE). On the other hand, two hypotheses were disproved: H5 Employee Development (ED) has a small but positive effect on Organizational Citizenship Behavior (OCB), and H7 Perceived Organizational Support has no discernible impact on OCBC through ED. The findings support Jehanzeb (2020) and Yovita Narwastu et al. (2023). They also discovered no connection between organizational citizen behavior and employee engagement.

According to this study, Organizational Citizenship Behavior (OCB) is strongly influenced by Perceived Organizational Support (POS), both directly and through Employee Engagement (EE). These results suggest that human resource management, especially in the F&B sector in Indonesia, should prioritize improving organizational support and employee engagement. By improving POS, companies can encourage higher employee engagement, resulting in increased productivity and better organizational citizenship behavior. Additionally, the results indicate that employee development (ED) does not significantly impact OCB. Therefore, employee development policies should be further evaluated. Further research must be conducted to discover more factors that may affect increasing OCB, especially regarding employee development. This research can also be extended by examining how external factors, such as organizational

culture or leadership style, facilitate the relationship between POS, EE, and OCB. In addition, research in other fields or a global context may provide better insights. The findings are a valuable guide for human resource management in the F&B sector in Indonesia to further prioritize increasing organizational support and employee participation to encourage positive and productive behaviors in the workplace.

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