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Exploring Organizational Citizenship Behavior to Identify Job Performance Based on Perspectives Organizational and Psychological Empowerment in the Hospitality Sector

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Abstract

In an era of global competition and digital transformation, improving human resource performance has become a strategic factor for the hospitality industry, which is highly dependent on service quality. This study aims to analyze the role of organizational citizenship behavior (OCB) in mediating the influence of perceived organizational support and psychological empowerment on the job performance of hospitality employees. A quantitative approach was used, with a survey method targeting star-rated hotel employees in Banda Aceh City, Indonesia. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to test the direct and indirect relationships between latent variables. The results showed that perceived organizational support and psychological empowerment had a positive and significant effect on job performance, both directly and through the mediation of OCB. OCB was found to play an important role in strengthening the relationship between psychological factors and job performance, particularly through voluntary behaviors such as helping colleagues, maintaining the organization's image, and improving service effectiveness. These findings confirm that superior performance in the hospitality industry is not only determined by managerial systems, but also by the psychological and social aspects of employees. In the context of Aceh Province, which has distinctive religious values and social norms, organizational citizenship behavior becomes an important mechanism for building professionalism and work ethics in line with Sharia principles. This study provides practical implications for hotel management to improve organizational support, strengthen psychological empowerment, and create a collaborative work culture oriented toward service quality.



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1. Introduction

In an era of digital transformation and global competition, organizational behavior and human resource performance have become determining factors of competitive advantage in various industrial sectors. The hospitality industry, as an integral part of the service

sector, is highly dependent on the quality of service provided by employees [1]. The success of hospitality organizations is determined not only by the formal job performance of employees, but also by voluntary behavior outside of job descriptions, known as organizational citizenship behavior (OCB). Global research shows that OCB contributes significantly to

improving organizational effectiveness and customer satisfaction in the service sector [2, 3]. Amidst the ever-evolving dynamics of global tourism, understanding the psychological factors that drive employee performance is becoming increasingly crucial [4, 5].

In Indonesia, the hospitality industry plays a vital role in supporting national economic and tourism growth [6]. This sector absorbs a large workforce and contributes to the country's foreign exchange earnings [7–9]. However, challenges in human resource management are still frequently encountered, particularly related to high employee turnover, low job satisfaction, and a lack of proactive behavior that supports organizational effectiveness [10, 11]. The Indonesian government, through the Ministry of Tourism and Creative Economy, continues to encourage the development of quality hotel services in an effort to increase the competitiveness of national tourist destinations [12]. In this context, exploring the role of OCB as a psychological approach in identifying the job performance of hotel employees is highly relevant [13, 14].

The city of Banda Aceh, as the capital of Aceh Province, Indonesia, has unique characteristics with strong Islamic values and growing tourism potential [15]. After the tsunami and conflict, Aceh underwent a process of reconstruction and rebuilding, including in the tourism and hospitality sectors [16, 17]. Banda Aceh is now one of the religious and cultural tourist destinations that attracts both domestic and foreign tourists. Hotels in Banda Aceh, such as Kyriad Muraya Hotel, are required to provide quality services while maintaining local values [18, 19]. In this context, effective human resource management is key to the success of hospitality organizations in competing at the regional and national levels [20]. Therefore, research exploring organizational citizenship behavior in the context of hospitality is empirically important and relevant [8].

However, based on several reports and field observations, the hospitality industry in Banda Aceh still faces various challenges in human resource management [21, 22]. Several hotels experience high employee turnover, especially in the front office and housekeeping departments, which affects service consistency. In addition, internal surveys show that employee job satisfaction and loyalty levels are not yet optimal [23, 24]. This phenomenon is also evident in the low level of initiative and voluntary behavior among employees in helping colleagues or maintaining the organization's image, which indicates a weak implementation of organizational citizenship behavior (OCB) [25]. This condition shows a gap between expectations of service quality and the reality in the field,

making it important to conduct empirical studies to understand the psychological factors and organizational support that influence the behavior and performance of hotel employees in Banda Aceh [26].

In addition, the phenomenon of the implementation of Islamic law in Aceh provides a unique social context for the hospitality industry [27]. The applicable Sharia policies and norms not only influence guest behavior but also shape work ethics, employee interactions, and the way management regulates service standards [28, 29]. In these conditions, employees are required to display professional behavior while maintaining conformity with Islamic values that characterize the region. This poses a unique challenge for management in building an organizational culture that is in line with Sharia regulations without sacrificing service quality and customer satisfaction [30]. Therefore, studies on OCB in the context of Banda Aceh are becoming increasingly significant as they can provide new insights into how religious values and organizational support play a role in shaping employee behavior and performance in the hospitality sector [31].

Job performance in this study is based on the human resource management theory proposed by Robbins & Judge [11], which defines performance as the work results achieved by individuals based on their skills, experience, and sincerity. Performance indicators include quantity, quality, timeliness, and ability to work together [14, 32]. In the context of hospitality, these dimensions are crucial because they have a direct impact on service quality and guest experience [23]. Organizational citizenship behavior or OCB refers to a concept developed by Organ [31], namely voluntary behavior outside the formal job description that supports organizational effectiveness [1, 23]. Expanded this concept with five main dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, which were used as the basis for the indicators in this study [33, 34].

Psychological empowerment refers to a theory developed by Spreitzer [4], which describes four core dimensions, namely meaning, competence, self-determination, and impact. These dimensions assess the extent to which employees feel that their work is meaningful, achievable, gives them freedom in carrying out their duties, and has an impact on organizational results. In the hospitality industry, employees who feel psychologically empowered tend to be more proactive and committed to service excellence. Meanwhile, the perception of organizational support or Perceived Organizational Support (POS) is based on a theory introduced by Eisenberg et al. [35] and reinforced by

Rhoades & Eisenberger [36]. POS reflects the extent to which employees believe that the organization values their contributions and cares well-being, with indicators including fairness, supervisor support, rewards, working conditions, and organizational concern [26, 30].

From a psychological perspective, OCB is closely related to internal factors such as motivation, job satisfaction, and psychological empowerment, as well as external factors such as perceived organizational support. Previous studies have revealed that organizational support and psychological empowerment encourage an increase in OCB, which ultimately improves job performance [4, 35, 36]. However, several other studies have found different results, where not all psychological dimensions have a significant effect on performance [10, 37]. Previous empirical findings on the relationship between psychological empowerment, perceived organizational support, organizational citizenship behavior (OCB), and job performance have shown mixed results across contexts. Podsakoff et al. [1] and Mallick et al. [32] found that OCB significantly mediates the relationship between organizational factors and individual performance, indicating that employees who engage in voluntary, prosocial behaviors tend to contribute positively to organizational outcomes. Similarly, Chiang and Hsieh [26] confirmed that OCB plays a mediating role between psychological empowerment, perceived organizational support, and job performance in the hospitality sector [38].

On the other hand, several studies have reported inconsistent or weaker relationships among these variables [39]. Ölçer and Florescu [37] and Seibert et al. [40] revealed that not all dimensions of psychological empowerment significantly influence performance, particularly when organizational context or leadership support is limited. Bolino et al. [2] even highlighted the potential “dark side” of OCB, suggesting that excessive citizenship behavior may lead to employee fatigue and reduced task performance. These findings suggest that the relationship between psychological factors and performance is complex and context-dependent [24, 41].

In the hospitality sector, empirical studies such as those by Karatepe & Olugbade [13] and Kusluvan et al. [16] emphasized that job and personal resources such as empowerment, engagement, and organizational support are critical to service quality and employee well-being [42]. However, most of these studies were conducted in Western or highly developed tourism contexts, where organizational systems, cultural norms, and employee expectations differ significantly from those in developing countries. Research by Sembiring & Sitorus [24] and Yuliana et al. [25] in Indonesia further indicated that while

OCB positively influences organizational performance, the strength of the relationship varies depending on cultural and managerial factors [43].

These inconsistent findings indicate a research gap that needs to be further explored, especially in the hospitality sector, which has its own dynamics and challenges [44]. In addition, most previous studies were conducted in Western or developed countries, so there is still limited research exploring this phenomenon in the Indonesian cultural context, particularly in Aceh, which has unique socio-cultural and religious characteristics [40, 45].

Therefore, this study aims to examine the influence of psychological empowerment and perceived organizational support on hotel employees' job performance in Banda Aceh, with organizational citizenship behavior (OCB) as a mediating variable [32]. By integrating psychological and organizational perspectives, this research contributes to the literature on employee performance and OCB within the hospitality sector, particularly in contexts characterized by strong socio-cultural and Sharia values [46]. The findings are expected to provide both theoretical enrichment and practical guidance for hotel management in developing human resource strategies that enhance employee effectiveness and service quality [19, 27].

2. Materials and Methods

2.1. Data Collection

This study was conducted in several hotels in Banda Aceh City, Indonesia, from 1 July to 30 July 2025, during which the data was collected. It used an associative quantitative approach with the aim of identifying the relationship between two or more variables and developing a theory that could explain certain phenomena. In this study, the variables examined included Perceived Organizational Support, Psychological Empowerment, Organizational Citizenship Behavior, and Job Performance [11]. The indicators of Perceived Organizational Support include welfare, employee value consideration, organizational concern, provision of assistance, and career support [36]. The indicators of Psychological Empowerment consist of meaningfulness, competence, authority, freedom, influence, and job control [4]. The indicators of Organizational Citizenship Behavior include willingness to help, knowledge sharing, conflict mediation, problem prevention, work discussion, encouragement to colleagues, giving constructive suggestions, active participation, problem-solving initiative, and time management [1]. Meanwhile, the indicators of Job Performance include rewards and incentives, work-related information, appropriate technology, and individual characteristics [23].

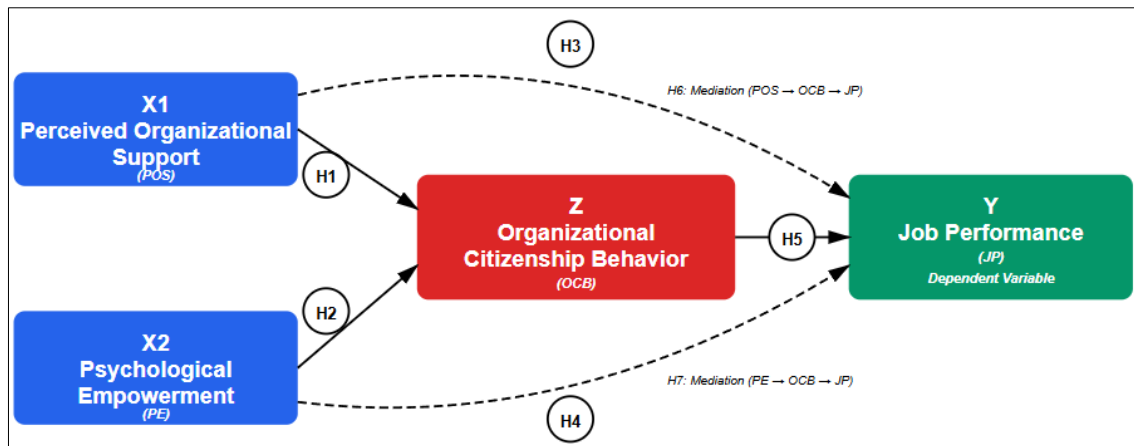


Figure 1. Conceptual framework.

Data were obtained through primary data collected directly from respondents using a questionnaire instrument. The questionnaire consisted of a series of closed statements with a 4-point Likert scale (1 = Strongly Disagree to 4 = Strongly Agree) that measured each research variable. The population in this study consisted of hotel employees in Banda Aceh, with a total of approximately 152 employees. From this population, a sample of 110 employees was selected using the simple random sampling technique, ensuring that each individual had an equal opportunity to be included in the study. The sample size was determined using the Slovin formula with a 95% confidence level and a 5% margin of error, resulting in a representative sample for the research [47].

Data collection was carried out by distributing questionnaires directly to employees. Before filling out the questionnaire, respondents were given an explanation of the purpose of the study and a guarantee of data confidentiality to ensure the honesty and accuracy of their answers. All of the questionnaires that were distributed were returned and could be processed for further analysis using the Partial Least Square (PLS)-based Structural Equation Modeling (SEM) method with SmartPLS software [33, 47].

2.2. Conceptual Framework and Research Hypotheses

This study is based on the theoretical relationship between Perceived Organizational Support (POS), Psychological Empowerment (PE), Organizational Citizenship Behavior (OCB), and Job Performance (JP), in which a conceptual framework illustrated in Figure 1 was developed to explain how organizational and psychological factors influence employee performance both directly and indirectly through OCB as a mediating variable. Based on the conceptual framework and relevant literature, this study proposes seven hypotheses: H1 states that POS has a positive and

significant effect on OCB; H2 states that PE has a positive and significant effect on OCB; H3 states that POS has a positive and significant effect on JP; H4 states that PE has a positive and significant effect on JP; H5 states that OCB has a positive and significant effect on JP; H6 states that OCB mediates the relationship between POS and JP; and H7 states that OCB mediates the relationship between PE and JP.

2.3. Outer Model

The outer model explains the relationship between indicators and the latent variables they represent. This model describes how each indicator block is reflexively related to the construct being measured. The main purpose of testing the outer model is to assess the validity and reliability of the research instrument. Validity indicates the ability of the instrument to measure the concept that should be measured, while reliability indicates the consistency of the instrument in producing stable results. Thus, the outer model ensures that each indicator accurately represents its theoretical construct before further structural analysis is performed [37].

The outer model assessment is carried out through three main tests: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity is assessed from the correlation between indicator scores and their latent variables, where indicators are considered valid if the Average Variance Extracted (AVE) value is greater than 0.5 or the outer loading exceeds 0.5. Discriminant Validity indicates the ability of a construct to distinguish itself from other constructs, as seen from a cross loading value that must be greater than 0.7. However, for developmental research, values of 0.5–0.6 are still acceptable [48]. Meanwhile, Composite Reliability assesses the internal consistency of the construct with a minimum recommended value of 0.7. These three tests ensure that the research instrument is valid and reliable in measuring the intended construct [10].

2.4. Inner Model

The inner model, which is the specification of the relationship between latent variables (structural model), also known as the inner relation, describes the relationship between latent variables based on substantive research theory. Without losing its general properties, it is assumed that latent variables and their indicators or manifest variables are zero-mean and unit variance, so that location parameters (constant parameters) can be omitted from the model [10].

2.5. R-Square (R^2)

R-Square (R^2) is used to measure the predictive power of structural models. R-Square values indicate whether certain exogenous latent variables have a substantive influence on endogenous latent variables. R-Square values of 0.67, 0.33, and 0.19 indicate strong, moderate, and weak models, respectively [48].

2.6. Structural Equation Modeling (SEM)

Data collection was carried out by distributing questionnaires directly to respondents at the research location, with assistance to ensure that each question was understood [10]. The collected data was then analyzed using the Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) method [48, 49].

The basis for formulating the structural equation model (SEM-PLS) used in this research is written in Equation 1.

$$\eta = B\eta + \Gamma\xi + \zeta \quad (1)$$

Where η denotes the endogenous latent variables, which are variables influenced by other constructs within the structural model. The matrix B represents the coefficients describing the relationships among the endogenous variables themselves, while Γ represents the coefficient matrix capturing the effects of the exogenous latent variables on the endogenous ones. The symbol ξ refers to the exogenous latent variables, which serve as predictors in the model and are not influenced by any other constructs. Finally, ζ represents the error term, capturing the unexplained variance in the endogenous variables.

Furthermore, because this research includes mediation testing, the basic formula for calculating the indirect effect in SEM-PLS is expressed in Equation 2.

$$\text{Indirect Effect} = a \times b \quad (2)$$

Here, the symbol a denotes the path coefficient from the independent variable to the mediating variable, while b denotes the path coefficient from the mediating variable to the dependent variable. The product $a \times b$ represents

the indirect effect, which quantifies the extent to which the influence of an independent variable on an outcome variable operates through the mediator in SEM-PLS mediation analysis.

SEM-PLS was selected as the primary analytical technique due to several compelling reasons that align with the research objectives and data characteristics. SEM-PLS is particularly suitable for complex research models involving multiple independent variables, mediating variables, and dependent variables simultaneously, allowing for comprehensive testing of both direct and indirect relationships within a single integrated framework. Unlike covariance-based SEM (CB-SEM), PLS-SEM does not require strict assumptions about data distribution normality, making it more flexible and robust for various types of data [37, 47].

PLS-SEM excels in prediction-oriented research and theory development, as it maximizes the explained variance of endogenous constructs rather than merely reproducing the theoretical covariance matrix [10]. This method can effectively handle relatively small to moderate sample sizes while still producing reliable estimates, which is advantageous for organizational research contexts [37]. The unique strengths of SEM-PLS include its capability to simultaneously test mediation effects, accommodate both reflective and formative measurement models, and generate detailed diagnostic assessments of measurement quality through individual item loadings and construct scores [23, 48].

3. Results and Discussion

3.1. Descriptive Statistics

Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (SEM-PLS) approach. Table 1 shows that Perceived Organizational Support (POS) has a positive and significant effect on the Job Performance (JP) of hotel employees in Aceh, with a path coefficient value of 0.336, a mean of 0.333, and a standard deviation of 0.030. This indicates a stable and moderately positive effect, where higher levels of perceived organizational support increase employee motivation and commitment to perform optimally. Psychological Empowerment (PE) also positively influences Organizational Citizenship Behavior (OCB), with a path coefficient of 0.477, a mean of 0.480, and a standard deviation of 0.094, indicating that employees with higher levels of self-confidence, competence, and autonomy tend to exhibit greater initiative and voluntary behaviors that enhance organizational effectiveness.

Furthermore, based on the descriptive statistical results, OCB is revealed as a key mediating variable linking

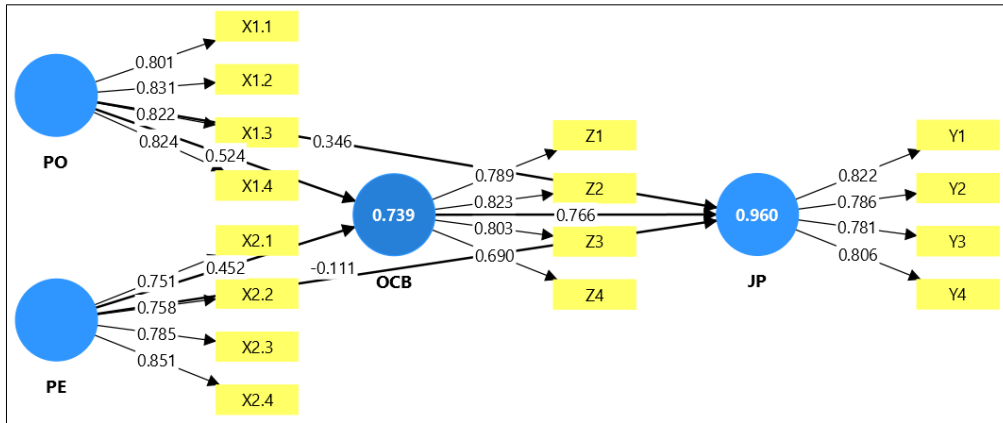


Figure 2. Cross loading.

Table 1. Descriptive statistics.

Variable	Original Sample (Standardized Coef.)	Mean	Std. Dev.
PO → OCB	0.502	0.500	0.092
PE → OCB	0.477	0.480	0.094
OCB → JP	0.765	0.762	0.046
PO → JP	0.336	0.333	0.030
PE → JP	-0.096	-0.089	0.041

Table 2. Convergent validity and composite reliability.

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
PO	0.839	0.852	0.672
PE	0.776	0.788	0.597
OCB	0.793	0.800	0.616
JP	0.811	0.814	0.638

Table 3. R-squared (R²).

Model	R ²	R ² Adj.
JP	0.959	0.957
OCB	0.759	0.754

psychological factors to job performance. The relationship between OCB and JP recorded a high coefficient of 0.765, with an average value of 0.762 and a standard deviation of 0.046, indicating a strong and consistent effect. Employees who exhibit voluntary behaviors, such as helping colleagues or maintaining the organization's image, have been empirically proven to contribute significantly to achieving optimal performance.

3.2. The Results of Outer Model

The results of the convergent validity and construct reliability tests, as presented in Table 2, show that all indicators have Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values above the recommended thresholds (0.7 for reliability and 0.5 for AVE). This confirms that each indicator in the variables of Perceived Organizational Support, Psychological Empowerment, OCB, and Job Performance has good

internal consistency and is reliable in measuring their respective latent constructs.

All constructs used are declared valid and reliable, allowing the analysis to proceed to the structural model testing stage (inner model).

3.3. The Results of Inner Model

Inner model testing was conducted to evaluate the relationship between latent variables based on the bootstrapping results, and the cross-loading outcomes presented in Figure 2 show that each indicator loads higher on the construct it measures than on other constructs, indicating good discriminant validity.

These results reinforce the assumption that each construct POS, PE, OCB, and Job Performance has clear distinctions and that there is no overlap between variables.

3.4. The Results of R-Square (R²)

The R-square (R²) value indicates the ability of independent variables to explain dependent variables, and the results presented in Table 3 show that the OCB variable has an R² value of 0.759, meaning that 75.9% of its variance can be explained by Perceived Organizational

Table 4. Results of SEM estimation.

Variable	Standardized Coef. (O)	t-stat. (O/STDEV)	P-value
PO → OCB	0.502***	5.481	0.000
PE → OCB	0.477***	5.091	0.000
OCB → JP	0.765***	16.812	0.000
PO → JP	0.336***	11.177	0.000
PE → JP	-0.096**	2.347	0.019
PO, OCB → JP	0.720***	9.307	0.000
PE, OCB → JP	0.269**	2.324	0.020

Note: *** and ** indicate significance levels at the 1% and 5%, respectively.

Support and Psychological Empowerment. Meanwhile, the Job Performance variable has an R^2 value of 0.959, indicating that 95.9% of the variation in employee performance is explained by the combination of OCB, POS, and Psychological Empowerment.

This high R^2 value indicates that the research model has strong explanatory power and is representative of the phenomenon studied in the Aceh hospitality sector.

3.5. The Results of Structural Equation Modeling (SEM) Estimation

Structural model analysis aims to test the causal relationships between latent variables that have been formulated in the study's conceptual model, and the results presented in Table 4 were obtained using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach. This analysis provides estimates of the direct and indirect effects among Perceived Organizational Support (POS), Psychological Empowerment (PE), Organizational Citizenship Behavior (OCB), and Job Performance (JP). Significance testing was conducted using the bootstrapping procedure to generate t-statistics and p-values, which determine the acceptance or rejection of the hypotheses.

The results of the structural model testing using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach show that all relationships between variables in the research model are statistically significant. The results of structural path estimation, where the t-statistics values for all relationships are above the threshold of 1.96 with a p-value < 0.05, indicating that all research hypotheses are accepted.

In particular, Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB), with a standardized coefficient of 0.502, $t = 5.481$, and $p = 0.000$. These results indicate that the higher the support perceived by employees, the greater their tendency to display voluntary behavior beyond their formal job descriptions. Meanwhile, Psychological Empowerment (PE) also shows a significant effect on OCB, with a standardized coefficient of 0.477, $t = 5.091$, and $p = 0.000$, meaning that

employees who have a high sense of meaningfulness, competence, and autonomy are more motivated to actively participate in supporting the organization.

Furthermore, OCB has the strongest influence on Job Performance (JP), with a standardized coefficient of 0.765, $t = 16.812$, and $p = 0.000$. This indicates that employees who engage in extra-role behaviors—such as helping colleagues and maintaining the organization's reputation—make the most substantial contribution to improving work effectiveness and productivity. Additionally, Perceived Organizational Support also exerts a direct and significant influence on Job Performance (coefficient = 0.336, $t = 11.177$, $p = 0.000$), while Psychological Empowerment has a weaker but still significant positive effect (coefficient = -0.096 , $t = 2.347$, $p = 0.019$).

Mediation analysis further indicates that both Perceived Organizational Support and Psychological Empowerment have indirect effects on Job Performance through OCB, with standardized coefficients of 0.720 ($t = 9.307$, $p = 0.000$) and 0.269 ($t = 2.324$, $p = 0.020$), respectively. This confirms that OCB functions as a mediating mechanism linking organizational and psychological factors to improved employee performance.

These findings are consistent with the results of studies by Podsakoff et al. [1] and Bolino et al. [2], which confirm that OCB contributes substantially to improving organizational effectiveness. Employees perceived organizational support strengthens loyalty and affective commitment, which in turn increases the tendency to display extra-role behavior [30]. Thus, the role of management in creating a fair, supportive, and conducive work environment is a strategic factor in building superior performance in the hospitality sector.

Additionally, these results are also in line with the psychological empowerment theory proposed by Spreitzer [4], which explains that the dimensions of meaningfulness, competence, autonomy, and impact contribute to increased intrinsic motivation. Employees who feel psychologically empowered are more proactive, confident, and have a high sense of responsibility for the

success of the organization. Strong psychological empowerment creates a meaning- and contribution-based work orientation, which ultimately strengthens the relationship between OCB behavior and job performance.

However, compared to several previous studies that reported inconsistent results regarding the direct influence of Organizational Support on Organizational Citizenship Behavior (OCB), the findings of this study provide stronger empirical evidence. Durrah et al. [10] found that organizational support does not always lead to higher levels of OCB, especially when employees feel there is injustice or a lack of trust within the organization. Similarly, Ölçer & Florescu [37] reported that the relationship between psychological and organizational factors and employee performance is sometimes weak or insignificant, depending on workplace conditions and leadership style. In addition, Seibert et al. [40] highlighted that empowerment and support may not consistently predict positive behavioral outcomes across different cultural and organizational contexts.

3.6. Discussion

The results of this study confirm that Perceived Organizational Support (POS) and Psychological Empowerment (PE) play crucial roles in shaping Organizational Citizenship Behavior (OCB) and, subsequently, Job Performance (JP) among hotel employees in Aceh. The positive and significant paths observed in the SEM analysis demonstrate that employees who feel supported by their organization and empowered psychologically tend to engage more in voluntary behaviors that contribute to overall organizational effectiveness. These findings align with the studies of Chiang & Hsieh [26] and Podsakoff et al. [1], who emphasize that OCB serves as a mediating mechanism linking psychological and organizational factors to improved performance outcomes.

This study extends previous research by providing empirical evidence within the socio-religious context of Aceh's hospitality sector. Unlike prior studies conducted in Western settings [2, 37], the strong relationship between OCB and Job Performance found here suggests that collectivist and value-oriented cultures may strengthen the moral and social dimensions of extra-role behavior. Employees who perceive organizational support not only feel obligated to reciprocate through higher performance but also view such behavior as a reflection of ethical and religious responsibility. This cultural alignment reinforces the notion proposed by Vinten [27] that Islamic principles emphasizing

cooperation, sincerity, and service to others foster a conducive environment for the development of OCB.

Furthermore, the mediating role of OCB between Psychological Empowerment and Job Performance highlights that intrinsic motivation and a sense of meaning are vital in the hospitality industry, where service quality depends heavily on employee initiative and interpersonal engagement. Consistent with Spreitzer's [4] empowerment theory, the findings indicate that employees who perceive their work as meaningful, autonomous, and impactful tend to take proactive actions that enhance both individual and collective performance. This implies that management practices that emphasize autonomy, trust, and employee participation can amplify OCB and improve overall service performance.

However, the results also reveal a relatively weaker direct effect of Psychological Empowerment on Job Performance compared with its indirect effect through OCB. This suggests that empowerment alone does not automatically translate into higher performance unless accompanied by behavioral manifestations such as altruism, conscientiousness, and civic virtue. This pattern supports the argument of Seibert et al. [40] that empowerment operates most effectively when embedded within supportive social and organizational systems that encourage collaborative action.

From a practical standpoint, the findings underscore the importance for hotel management in Aceh to build a supportive and empowering work environment that is culturally compatible with Sharia-based values. Programs such as participative decision-making, equitable reward systems, and continuous professional development can strengthen perceptions of support and empowerment, which in turn foster sustainable OCB. The integration of Islamic work ethics into management practices may further enhance employees' sense of responsibility and moral commitment to serve both the organization and its customers.

Overall, this discussion highlights that job performance in the hospitality sector is not solely determined by structural or managerial systems but is deeply influenced by psychological and cultural dynamics. By contextualizing OCB within the unique social and religious framework of Aceh, this study contributes to a more holistic understanding of human resource behavior in developing economies with distinct cultural identities.

4. Conclusions, Implications and Limitations

This study examined the role of Organizational Citizenship Behavior (OCB) in mediating the influence of

Perceived Organizational Support (POS) and Psychological Empowerment (PE) on Job Performance among hotel employees in Aceh. The results confirmed that both POS and PE significantly improve Job Performance, directly and indirectly through OCB. Employees who voluntarily assist colleagues, uphold the organization's reputation, and take initiative beyond formal duties contribute substantially to the effectiveness and productivity of hospitality organizations.

These findings also reinforce the theoretical framework proposed by Podsakoff et al. [1] and Bolino et al. [2] indicating that psychological and social factors have a profound influence on individual behavior and work outcomes. In the context of Aceh, where religious values and social norms shape work behavior, OCB represents a balance between professionalism and morality [27]. This shows that the success of human resource management in the hospitality sector depends not only on economic incentives but also on the extent to which organizations are able to foster a sense of appreciation, empowerment, and meaning among employees.

From a practical perspective, the findings highlight the need for hotel management in Aceh to prioritize psychological and organizational support in human resource development strategies. A supportive and fair work environment, equitable reward systems, participative decision-making, and employee empowerment through training and autonomy are crucial to strengthening perceived support and encouraging sustainable OCB. These efforts are expected to enhance competitiveness and reinforce the positive image of Sharia-compliant hotels in the region.

Despite its contributions, this study is limited to several hotels in Banda Aceh City and employs a quantitative approach, which may restrict a deeper understanding of employee behavior. Future research should adopt mixed methods and broader regional comparisons, incorporating contextual variables such as Islamic organizational culture, transformational leadership, and spiritual work values to enrich the understanding of how cultural contexts shape OCB and Job Performance in hospitality organizations.

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