The Impact of Work Engagement, Psychological Empowerment and Organizational Commitment on Organizational Citizenship Behavior in a Hotel Service Sector: A Case Study of a Hotel Service in Roi Et, Thailand

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Abstract

The purpose of this study is to identify the factors which contribute towards organizational citizenship Behaviour of ABC hotel's employee in Roi Et, Thailand. For the research, the variables consist of work engagement, psychological empowerment, organizational commitment and organizational citizenship behaviour. The samples involve 40 full-time employees of the hotel who are managers and employees. To access the current situation, the researcher applied organizational assessment and SWOT analysis and it was found that employees needed many areas of improvement to raise higher hotel performance standards. In addition, the purpose of this study is to construct Organization Development Intervention training to the employees to maximize their capability and proficiency. Data was collected by using quantitative and qualitative approaches during pre-ODI and post-ODI stages to see the difference. The influence of ODIs were interpreted by using paired sample t-test and Multiple Linear Regression to test the relationship between variables. As a result, the key findings of this study showed that the improvements of the independent variables which were work engagement, psychological empowerment, organizational commitment have positively impacted towards organizational citizenship behaviour. The major findings of this study suggest that OCB shows positively predicts performance of the employees in the hotel.

Keywords: Organization Development, Organizational Citizenship Behaviour, Work Engagement, Psychological Empowerment, Organizational Commitment

JEL Classification Code: E44, F31, F37, G15

1. Introduction

Nowadays, there are many new challenges and more complex situations that organizations have to face every day. In order to compete in the rapidly changing world, organizations need to prepare themselves with full of information and be ready to respond to the changes in globalization, economy, technology, and human behaviours. Organizations that can adapt themselves faster to the changing environments will be more competitive and be able to survive longer. For this purpose, in order to increase competitive advantages, the organizations need to focus not only on business strategies or innovative technology, but also focus on 'People' because the organization and business need people to engage and support (Burke, 1994). So, employees are the significant key to success in the business. In other words, people are the most valuable assert in the organization. Without, people, the organization cannot run

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by itself. Successful organizations are able to bring out their capabilities from the people to create a competitive advantage. People in the organization should bring out their competency to create the best performance on their works (Jung & Yoon, 2015). In order to create a successful organization and bring out employee's performance, CEO must set company's vision and policy so that employees can follow and apply that in their work. CEO is the one who operates the business to ensure that the company produces the best result and is consistent with the organization's strategy and mission. Also, leading and motivating workers to advance employee engagement so that they can develop a high performing team (Shanker & Burgess, 2017).

The hospitality industry nowadays confronts a higher competitive environment because the service sector has to play more roles on the world economy. To compare with other industries, such as agriculture and manufacturing, the service industry especially hospitality highly depends on employees' attitude and Behaviour in the organization (Kim & Han, 2010). For this research, the purpose of this study is on the assessment of organizational citizenship behaviour (OCB) of employees in ABC Hotel in Roi Et province, Thailand. This research would also measure the OCB level of employees in the hotel towards their experiences of being and working in the company.

ABC hotel is located in the heart of Roi Et, Thailand. It is one of the most well-known hotels in the city of Roi Et. For organizational structure, there are seven departments with 1 manager for each department which including Front Department, Housekeeping, Food and Beverage, Kitchen, Maintenance, Administration and Marketing. Thus, the total numbers of employees in 2021 were 7 managers and 33 operation employees. However, there was poor organizational performance in the hotel due to the findings from organizational assessment and SWOT analysis. Therefore, in order to improve the organization to increase the performance in the operations, the researcher identified the research objective and research hypothesis as followed:

1.1 Research Objective

1.To identify the factors which contribute towards organizational citizenship Behaviour (OCB) of ABC hotel employees

2.To identify the areas for improvement of the current ABC hotel situation based on the findings of this research

3.To investigate mean difference between Pre-ODI and Post-ODI of work engagement

4.To investigate mean difference between Pre-ODI and Post-ODI of Psychological empowerment

5.To investigate mean difference between Pre-ODI and Post-ODI of Organization commitment

6.To see the relationship between (work engagement, psychological empowerment, organization commitment) and Organization Citizenship Behaviour

1.2 Research Hypothesis

H1: There is a mean different between pre-ODI and post-ODI of Organization Citizenship Behaviour

H2: There is a mean difference between pre-ODI and post-ODI of work engagement

H3: There is a mean difference between pre-ODI and post-ODI of Psychological Empowerment

H4: There is a mean difference between pre-ODI and post ODI of organization Commitment

H5: There is a significant relationship between (work engagement, psychological empowerment, organization commitment) and Organization Citizenship Behaviour

2. Literature Review

2.1 Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) is a concept to report all positive as in individual behaviour that are not part of their daily job routine (Organ, 1988). Everything can be done voluntarily such as helps their co-workers or being beneficial to the organization. This concept is important to every organization because these types of behaviour embrace the working performance and good quality of working life. The main concept of OCB has been widely spread among many organizations in many countries. It creates in vary types of factors in the organization such as high level of job satisfaction, the key success of organization is driven by people in the organization (Dorson & Verlinden, 2019). OCB is a theory that can be described as a high level of motivation and commitment of individual. The high level of OCB tends to have high performance level and less need for hierarchical control such as individuals become self-driven. OCB is also explained as work Behaviour in terms of in-role and extra-role behaviour. The Behaviour that is willing to engage in extra-role Behaviour is consider as high OCB. The positive side of the study suggests that OCBs produce naturally beneficial consequences for individuals and organizations. Whereas the negative or dark side perspective of OCB suggests that OCBs can be potentially negative and detrimental to individual OCB performers or organizations

There are a lot of studies mentioned the importance of OCB in the hotel industry, many results have shown that OCB is the rising issue, especially in the hospitality tourism and in the professionalism of hospitality (Torres & Kline, 2013). In addition, OCB is recognized at the individual level which has a positive attachment to the organization which means the positive attachment which leads to successful organizational goals and better work environment (Ying-Wen Liang, 2012). According to Danaei and Iranbakhsh (2016), they found out that helping others in the workplace is related to the concept of OCB. Therefore, implementing

the concept of OCB in hotel industry influences innovative and helpful Behaviour in the workplace. Some studies shown that OCBs can be either positive or negative depending on the certain circumstances or the organizational and individual variables may alter the significance of the negative effect and manner in which the psychosocial work environment is perceived directly affects the nature of the consequences of OCBs. Youn, et al. (2016) suggested that the consequences of OCB should be analysed with the other variables which may influence the original relationship between OCB and outcomes rather than focusing on the separate effects of an employee's job Behaviour alone.

2.2 Work Engagement

Work engagement is a positive Behaviour towards the work or job that responsible to (Seligman & Csikszentmihalyi, 2000). Most employees with high levels of work engagement tends to be a hard-working person, energetics, lively, willing to do any sorts of work and never tried of working. (Roozeboom & Schelvis, 2017). Work engagement can be simply defining as an individual who has a strong emotional bond to their organization. It is actively involved in and committed to their tasks. The workers, who have high level of work engagement feel that their works are important to them, realize that their jobs and ideas gave value to the organization. Most of them go beyond their immediate work responsibilities for the good of the organization. In theory, work engagement plays an important part in the organizations. It creates many positive circumstances and events in the organization. The positive circumstances such as employees are full of energy, happily working without any complaints, create positive atmosphere in the workplace. Work engaged people are not only useful and productive but their attitude makes everything in the workplace lively and creates positive atmosphere with other workers (Javarathna & Shermila, 2018). Agut & Peiro (2005) stated that the workers from hotel and restaurant industry were perceived as better by clients in term of service quality. High level of work engagement in service quality among workers in hotel and restaurant industry has positive impact in terms of organizations financial and imagine. There is research done by Bakker, et al. (2009) described all the workers who have high level of work engagement in hotel business were related to a high income, good environment and good reputation. There are many studies which found a positive relationship towards work engagement that increase more employee performance (Halbesleben, 2010). Furthermore, a lot of studies tends to focus on work engagement factor in hotel business and most of them have positive outcome as well. Halbesleben (2010), stated that work engagement tends to not just create low turnover rate, positive organization atmosphere, personal initiative but to create customer loyalty and satisfaction too. Padhi and Panda (2015), studied about the work engagement models for sustainability of organization. The results showed that engagement basically

describes the conditions under which people work. Work engagement model can be defined as a state including vigor, dedication and absorption. In addition, engaged workers are more creative, more productive and more willing to go the extra mile (Bakker & Demerouti, 2008). Park & Park (2019) studied the relationship between work engagement and OCB. The result showed work engagement had significant influence on OCB. When work engagement increases, satisfaction would also increase naturally, and this would lead to OCB.

2.3 Psychological Empowerment

Psychological empowerment is about psychical states that embrace empowerment in the organization or in the workplace (Rahman et al., 2014). According to Yukl and Becker (2006) stated that psychological empowerment is that employee manage mainly in decision making phase and there are four factors. All of the four factors engage the employees to perceive more positive control of their work environment and feel more energetic and motivated. Empowerment shows the possibility to influences many positive outcomes towards organizations and even individuals. As individuals, the factors show the ability of how they control and handle situations in a positive way (Liden et al., 2000). In addition, meaning combines a balance between behaviours and values towards one's beliefs and one's job role (Hackman, 1980). Impact is the degree to which workers can manage outcome, create strategic and administrative success at work. Competence or self-efficacy is one's belief that can perform works or activities masterfully. Self-determination describes as being able to decide and do things freely as one's belief that is the cause of their own action (Spreitzer & Sutciffee ,2007).

In addition, in the field of hospitality industry, psychological empowerment is considered as a sign by management to involve employees in decision-making, authority and responsibility during customer service, thus giving a force to focus on this area (Klidas, 2001). The importance of empowering employees to improve the competitive advantage of hotels and the quality of their services has been highlighted (Hubrecht & Teare, 1993). Employees must feel that they can do their jobs positively and that they are effective in the work environment (Fineman, 2000). This thought is shown in the commitment and professionalism in providing services to all the customers. Psychological empowerment is also necessary to achieve positive behavioural outcomes in the work environment. Also, self-confidence can process customer requests, to solve current problems effectively, to offer the best service (Khan et al., 2011) and the willingness to express the best ways and alternatives for the performance of their work (Tetik, 2016). This also encourages people to create an environment for self-development goals in their work environment (Klidas, 2001). Moreover, Psychological

empowerment also, contributes to job satisfaction of an employee (Jaiswal & Joge, 2018).

2.4 Organizational Commitment

Organizational commitment is described as a psychological state that identified the employee's relationship with the organization and affects their decision to stay or leave the organization (Meyer & Allen, 1991). This is an attempt to build consensus between different research traditions and definitions in the literature on organizational commitment. For example, Porter, Steers, Mowday et al., (1974) stated heavily on the affective aspect, defining organizational engagement as the level of relative strength of an employee's identification with and participation in a particular organization. In addition, an interesting theory of engagement in organization is the three-component model (TCM). According to this theory, there are three different components of organizational commitment shown as follow; Affective commitment Continuance commitment and Normative commitment. Moreover, organizational commitment is described as the relative strength of an individual's identification and involvement in a particular organization (Dominic & Salim, 2018). In addition, one can assume that commitment is corresponding with the employee's membership in the organization that reflected an employee's relationship to the organization. This is a state of mind that influences the employee's decision to remain a member of the organization or not (Mowday et al., 1979).

In addition, the responsibilities of HR managers in the hotel industry have changed over the last two decades in the company's strategic decision (Claudia et al., 2013). They are also developing methods of creating a more flexible, empowered and engaged workforce in order to create a learning-based organizational climate. Most of the traditional human resource management activities are now being taken over by frontline managers and therefore require new knowledge and skills (Aino et al., 2014). All these requirements can therefore only be achieved with the permanent support of the organization. Moreover, Hasani, et al. (2013), mentioned the effect of OCB on organizational commitment, the increase of OCB improves staff's OC which generally enhance effectiveness and efficiency of the organization. Therefore, OCB has positively correlation with the dimension of organizational commitment (Grego-Planer, 2019).

2.5 Conceptual Framework

The conceptual framework was developed by synchronizing previous empirical studies (Charles, 2018) on Organizational Citizenship Behaviour (OCB) Behaviour crates a productive system of an organization along with the increasing level of employee performance in in their work (Royle et al., 2005). Many researches have done OCB in the hotel business because of its important role from the perspective of employees (Kim & Han, 2018). Similar study used multiple factors to measure the level of OCB. The work by Organ (1988) was used to examine OCB with five factors. Also, there are various theories and concepts applied to this conceptual framework to form a basis for this research. The framework adopts three main independent variables including psychological empowerment, work engagement and organizational commitment. Work engagement is a positive, affective-motivational state of job-related and fulfill with motivation and full of energy towards their work. (Bakker et al., 2008).
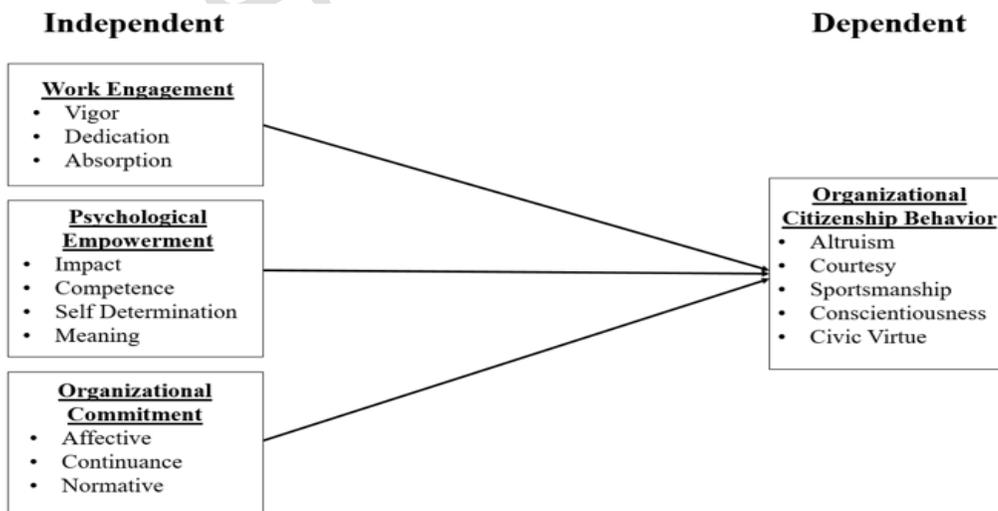

Figure 1: Conceptual Framework

3. Research Methodology

This research was a mixed method research, since the goals of this research went beyond the determination of the direct connections between the three variables which were work engagement, psychological empowerment and organizational engagement, but also to examine the effectiveness of an appreciative survey of the development program of employees in practice. They aim to provide the participants in change programs with knowledge and understanding of the program process so that they can apply it to the continuous implementation of change programs after the study has been carried out. Mixed method action research requires participation, commitment, reflection and feedback from those involved in and affected by the change program in designing the change program based on their competencies, ideas, opinions, decisions and other available resources, this method gives the participants an awareness and understanding of the current situation in the organization, including the implementation of the change program by using qualitative and quantitative research (Bergman, 2008). In addition, the involvement of multiple stakeholders (CEO, manager and employee) is examined as a key to defining an effective change program and its successful implementation (Garaven, 2007).

According to figure 2 below, the first stage on the left is pre-ODI and there were two objectives in this stage, first was to analyze the problem of the current situation of the hotel consist with employee creativity, employee engagement and leadership in relation to overall performance in the workplace. Last, it was to plan and create ODI intervention process in order to associate with finding from analyzing the problem (Wongborphid & Kim, 2017). The researcher used both styles with quantitative using questionnaire and qualitative by doing in-depth interview and observation via online tools. The sequence of activities aimed to help an organization improve its performance and effectiveness (Cumming & Worley, 2009). This stage was to plan an intervention in order to enhance the organization concern directed from the first stage. By improving and developing the set of skills and Behaviour of the hotel employees, there were many objectives and activities which need to be done in order to implement the interventions. The interventions were created and designed after the data gathering from the first stage. Lastly, Post-ODI stage is the stage that evaluates the intervention activities implemented in the organization development intervention (ODI) process. The same set of questionnaires was used to measure OCB, work Engagement, psychological empowerment and organizational commitment.
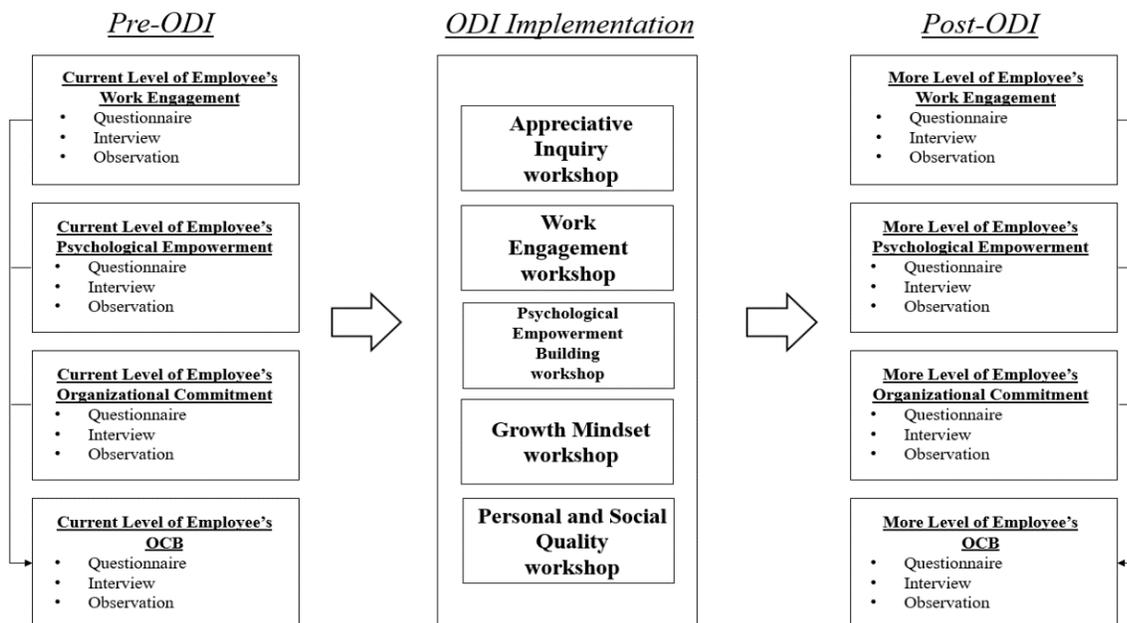

Figure 2: Action Research Framework

3.1 pre-ODI stage

In this stage, the intention was to explored the current level of four variables: Employee's Work Engagement, Employee's Organizational Commitment, Employee's Psychological Empowerment, and Employee's Organizational Citizenship Behaviour in the hotel. The methods included semi-structed interview, observation and questionnaire. In order to gain access to all the current level of four variables of the set of questionnaires were provided to manager of each department (7 departments) who directly engaged in employees work, and 33 operation-level employees. The objective of this stage was to understand the actual situation of ABC hotel's employees on work engagement, organizational commitment, psychological empowerment and OCB. In addition, it showed the needs of the owner on the areas which she was willing to change and make improvement as well as the limitation of the hotel. The results for this part were utilized to compare with the outcome from post-ODI stage to instigate the effect from the theory Appreciative Inquiry about OCB. This part lasted for at least 5 months.

3.2 ODI stage

This stage of the research was to show the implementation plan of the designed OD intervention. There is an information for each ODI as listed table below. Due to the Covid-19 situation, all interviews, workshops and trainings took place online by using the Zoom program. In addition, the head of each department was responsible for observing his own staff and handling the questionnaire and evaluation form. There were 5 workshops in total for ODI intervention starting from Appreciative Inquiry workshop which is mainly about creating goals and visions on improving the hotel. The participants would realize the benefit of creating goals and visions for their hotel and be able to think ahead what it like is to have their own perfect company in their mind. Second, Growth Mindset workshop was to let participants be able to know the hotel profile in detail and realize why working for this hotel is important plus the participants would have their chance to think of how to be the best hotel in the province. Third, Work Engagement workshop was for participants be able to realize about what's important about their job role and be able to brainstorm about their co-workers. Fourth, Psychological Empowerment workshop was to let participant learn about themselves and be able to think about themselves more. Lastly, Personal and Social Quality Workshop was to let the participants learn how to improve themselves and well as develop more on their social skills along with teaching them more on hotel's rules and regulation plus hotel's visions and goals for the next 5 years.

Table 1: OD intervention details

Period	OD Intervention	Participants
Sep- Dec 21 10 days	Appreciative Inquiry Workshop	7 Managers & 33 Employees
Sep- Dec 21 10 days	Growth Mindset Workshop	7 Managers & 33 Employees
Sep- Dec 21 10 days	Work Engagement Workshop	7 Managers & 33 Employees
Sep- Dec 21 10 days	Psychological Empowerment Building Workshop	7 Managers & 33 Employees
Sep- Dec 21 10 days	Personal and Social Quality Workshop	7 Managers & 33 Employees

3.3 post-ODI stage

For this Stage, the same set of research tools that previously showed in the first pre-ODI were used to see the measurement of both independent and dependent variable of the conceptual framework in this research to investigate the results between pre-ODI and post-ODI. The impact of the activities and training program would measure on all the variables, answer all the research questions and testify all the hypotheses. This stage was last for 2 months.

3.4 Research population

For the convenience of the hotel, quantitative data collection on employees and managers were gathered from company files, the interview and questionnaire than collection of qualitative data. This was because the employees could be interviewed during the break and observed during their work hour in order not to disrupt the normal operation of the hotel during the time of this research.

During the time this study was conducted, all the participants were 7 Managers, and 33 operating employees were involved in working on daily routine. Thus, the collection sets of questionnaire data were done based on group of employees. The total population compose of 13 males and 27 females. Details of employees' population could be summarized as shown in the table below;

Table 2: Demographic summary of respondents

Factor	N	Percentage
Age		
Under 20	8	20%
21-30	21	51%
31-40	9	24%
41 Up	2	5%
Total	40	100%

Gender		
Male	13	32%
Female	27	68%
Total	40	100%
Education level		
Primary School	13	30%
Secondary School	9	21%
Bachelor Degree	18	49%
Total	40	100%
Position		
Staff	33	83%
Management level	7	17%
Total	40	100%
Work experience		
Less than 2 years	12	30%
2-3 years	18	45%
Over 3 years	10	25%
Total	40	100%

3.5 Research Instruments

The questionnaire was pre-tested on 30 employees from different hotels in Bangkok via online method. The goal of pre-testing was to make sure all the questions applied in the questionnaire are reliable and suitable this research. Reliability testing is an ability of the level of consistency of the measurement tool and also to measure the stability of result over time. Also, the related and previous literature reviews were also conducted testing for reliability and validity of questions. The researcher also did the IOC to test whether the questionnaire was usable or not. The result of Item Objective Congruence (IOC) and reliability testing were tested by three experts which were professors from a private university. For IOC, the results shown as all the questions were came out as higher than 0.5. Therefore, all the questions in the questionnaire were reserved. For Reliability testing, The Cronbach's alpha result was higher than 0.7 which was advised that the reliability of the questionnaire was determined to be reliable (Coolican, 2004).

Table 3: Cronbach's Alpha and IOC results

Variable	Total No. of Question	Cronbach's Alpha Test	IOC results
Work Engagement	15	0.86	0.80
Psychological Empowerment	12	0.85	0.80
Organizational Commitment	9	0.86	1.00
Organizational Citizenship Behavior	24	0.83	0.80

3.6 Research Methods for Data Collection

This study enrolled surveying by applying many various questions to see the level of all four variables which included psychological empowerment, work engagement, organizational commitment, and organization citizenship behavior. A research method that commonly used to collect data is a set questionnaire or a survey. It's one of the best ways to gather all the data from group of respondents. It can also gain insights information on many vary topics of the study (McDaniel, 1999). The basis of survey was to utilize of assemble questionnaires which given to a group of sample population (Check & Schütt, 2012). It is the best way to gather demographic data that show all the insight information of the sample population (McIntyre & Hobbs, 1999). Nevertheless, the surveys only show the exact numbers of population but the exact measurement (Salant & Dillman, 1994). Moreover, observation and online interviews were conducted together with the survey in order to ensure and gather as much as data they can. Observation can also be used as a useful method to collect and gather all the information about employee's behaviour. Furthermore, a type of systematic observation can give the information that surveys alone cannot provide. In addition, interviews are the best way to gather answers and information from the participants by using the right topics and suitable questions that interviewer already familiar with but want to see the interviewee's answer instead (Crouch & Housden, 2003).

3.7 Data Analysis

The hypotheses were examined by using the survey data collection, observation, interviews and questionnaires on the three independent variables and one dependent variable from the conceptual framework which determined by Multiple linear regression test to see the relationship between each variable. Consequently, by comparison of mean and standard deviation was utilized to analyses quantitative data while comparing the differences between the data that was gathered from pre-ODI and the post-ODI stage by using Paired-sample t-test method. Along with, the hypotheses were examined on the data that was received from the participants of the activities by using the modified questionnaire from related literature review as well as the activity evaluation foam filled by all the participants after each ODI activities. For collecting data in qualitative style such as comment, opinions and feedback, the researcher chose content analysis in order to analyses it. According to Aaker et al., (2007) stated that an observation that used written material and turn into information by using applied rules refers as Content analysis. Therefore, the tools of analysis may include words, time measures or subjects. For collecting data in quantitative style, the standard deviations and analysis of means was managed to determine how much

would the participant "agree" on each question in the activity evaluation form.

4. Research Findings

The research findings part was the result from the researcher's data and information that had been gathered and collected throughout the entire researches which were quantitative and qualitative approach. The purpose of quantitative approach was to hand out questionnaires to the participant during pre-ODI stage and post-ODI stage to see whether they have differences on thoughts and emotions towards the hotel and employees during before and after ODI intervention. Also, the purpose of qualitative approach was to interview all the managers via Zoom with the set of questions to see the differences on thoughts and emotions before and after ODI intervention. The entire research lasted about 4 months which was on September 2021 to December 2021.

4.1 Quantitative Findings

These were all the results and findings from all the five hypotheses of the research. The researcher used a statistical software program or SPSS to analyse all which collected data from the hotel. The techniques which the researcher used for this research were Paired-samples T-Test to find the mean differences between pre-ODI and post-ODI of each hypothesis and Multiple Linear Regression to see whether the three independent variables have an impact on dependent variable or not for the fifth hypothesis. There are five hypotheses for this research and the results of all five hypotheses are shown below.

Table 4: Paired sample-t test of each variable for this research

Variable	Pre-ODI mean	Post-ODI mean	Improve	t	Sig. (2-tailed)
Work Engagement	3.76	4.20	0.44	4.85	.000
Psychological Empowerment	3.76	4.10	0.34	3.69	.001
Organizational Commitment	3.77	4.11	0.34	4.20	.000
OCB	3.23	4.09	0.86	20.0	.000

4.1.1 Hypotheses Testing on Work Engagement

According to the table 4, the data shows the results of the mean differences between pre-ODI and post-ODI of Work engagement. The results reveal that the mean of pre-ODI for Work engagement that collected during pre-ODI stage was

3.76 and the mean of post-ODI for Work engagement during post-ODI stage was 4.20. In addition, according to the Pair samples table above, the Sig. (2-Tailed) value in the table is 0.000. The value is less than .05. Because of this, we can conclude that there is a statistically significant difference between the mean of pre-Work Engagement and post-Work Engagement.

4.1.2 Hypotheses Testing on Psychological Empowerment

According to the table 4, the data shows the results of the mean differences between pre-ODI and post-ODI of Psychological Empowerment. The results reveal that the mean of pre-ODI for Psychological Empowerment that collected during pre-ODI stage was 3.76 and the mean of post-ODI for Psychological Empowerment during post-ODI stage was 4.10. In addition, according to the Pair samples table above, the Sig. (2-Tailed) value in the table is 0.001. The value is less than .05. Because of this, we can conclude that there is a statistically significant difference between the mean of pre-Psychological Empowerment and post-Psychological Empowerment.

4.1.3 Hypotheses Testing on Organization Commitment

According to the table 4, the data shows the results of the mean differences between pre-ODI and post-ODI of Organizational Commitment. The results reveal that the mean of pre-ODI for Organizational Commitment that was collected during pre-ODI stage was 3.77 and the mean of post-ODI for Organizational Commitment during post-ODI stage was 4.11. In addition, according to the Pair samples table above, the Sig. (2-Tailed) value in the table is 0.000. The value is less than .05. Because of this, we can conclude that there is a statistically significant difference between the mean of pre-Organizational Commitment and post-Organizational Commitment.

4.1.4 Hypotheses Testing on Organizational Citizenship Behaviour

According to the table 4, the data shows the results of the mean differences between pre-ODI and post-ODI of Organizational Citizenship Behaviour. The results reveal that the mean of pre-ODI for organizational citizenship Behaviour that was collected during pre-ODI stage was 3.23 and the mean of post-ODI for organizational citizenship Behaviour during post-ODI stage was 4.09.

In addition, according to the Pair samples table above, the Sig. (2-Tailed) value in the table is 0.000. The value is less than .05. Because of this, we can conclude that there is a statistically significant difference between the mean of pre-OCB and post-OCB.

4.1.5 Hypotheses Testing on relationship between (Work engagement, psychological empowerment, Organizational Commitment) and Organizational Citizenship Behaviour

Table 5: Multiple Linear Regression result

Model Summary

Model	R	R Square
1	.811[a]	.660

Coefficients[a]

Model	Unstandardized Coefficients B	t	Sig.
WE	.290	2.106	.000
PE	.131	3.336	.001
OC	.235	5.674	.000

Dependent Variable: OCB

The researcher used Multiple Linear Regression to test this hypothesis; the results are shown in the table above. The correlation coefficient (R) is equal to .811, which means that there is a very strong relationship between independent variables which were work engagement, psychological empowerment, organizational comment and dependent variable (Organizational Citizenship Behaviour). Also, the Strength of association (R^2) or the coefficient of determination is equal to .660. It means that if the independent variables increase or decrease, it will affect the dependent variable to increase or decrease 66%. Along with, the result showed that the sig. is equal to .000, which is less than .05 (.000<.05). Based on the result from Coefficient table, t-statistics showed that Work Engagement toward Organizational Citizenship Behaviour and Organizational Commitment were sig. at .000, which means that they were influenced Organizational Citizenship Behaviour. Also, t-statistics showed that Psychological Empowerment and vendor trust was sig. at 0.001 respectively, which is less than 0.05. It means that psychological Empowerment also influenced Organizational Citizenship Behaviour.

4.2 Qualitative Findings

The qualitative method for this study, the researcher interviewed 7 managers and 1 assistant to see the difference between pre-ODI and post-ODI of the employees by interview questions which constructed from theories.

Table 6: Qualitative Comparison between pre-ODI and post-ODI

Variable	pre-ODI stage	post-ODI stage
Work Engagement	*"For me myself I am trying my best every day to do the best I could However I am not sure about employees that whether they are willing to put extra effort that goes beyond the requirement in job description of the hotel or not"*	*"I think I can work and get along with my employees now if I understand their work clearly and personal problems, I will try to open to them more than before"*
Psychological Empowerment	*"I am trying to handle my department as much as I can I mean some of the employees they are ok because most of them will work to reach normal requirements only when they finish, they go home"*	*"I tend to involve more because I want to see the hotel improve and have better quality standard"*
Organization Commitment	*"If I receive more salary, I would love the hotel and the owner herself more however I think all of the employees in the hotel will be happier if they are more flexible rules and regulation"*	*"I mean I used to be ok for the current situation, but after all the workshops and conversations we had on Zoom I would say I understand about the hotel more and enjoy working here more than before"*
Organizational Citizenship Behavior	*"They need to follow the rules and regulation more and more to bring up the hotel to the next level"*	*"We work together and help each other in order to achieve hotel's goals and everyone's future"*

The table above presented qualitative data which were the content components that could be apply to this study. Accordingly, there were many contents during the interview. Therefore, researcher chose the best quote as shown in the table to compare between pre-ODI and post-ODI result to see the differences of before and after ODI. There were improvements on four variables, for qualitative table above, all participants were happy, energetic and eager to work more than during pre-ODI stage**.**

5. Conclusions

To sum up, all the findings from pre-ODI, OD interventions and post-ODI indicate that there was a massive improvement on the Organizational citizenship Behaviour variable according to the result. In addition, quantitative and qualitative data support the findings; A few days after the intervention, participants reflected that they are happy with the situation in the hotel now. People were more cheerful, helpful, optimistic and open-minded as well as concerned on other's employee. They realized that managers and employees in the hotel are important and valuable for the hotel. They also were willing to help and support each other whenever they can and work in unity for hotel's and everyone's future. According to the managers, the working atmosphere seems improved a lot better. Furthermore, managers showed increases in the relationship between managers and their employees within the department. Employees were willing to share their work and personal life with colleagues and managers as well as they tend to trust each other more than before. Additionally, they all knew the

current situation of the hotel and believe that they will try to improve this hotel in the better way as much as possible. Therefore, the results reflected that everyone's in the hotel were happier at their work, better working environment, better point of views towards their jobs along with thoughts towards the hotel and being a good citizen with everyone and the hotel.

5.1 Summary of findings

The situation of organizational citizenship Behaviour on employees toward ABC hotel before pre-ODI stage resulted that there were many problems regarding most of the employees. As a result, the area which should be improved the most from the researcher observation, organizational assessment and SWOT analysis was employee's organizational citizenship Behaviour along with other three variables. By improving employees' OCB, the hotel can apply more varieties of managerial and assessment strategies to create more connection and relationship between employees and the hotel that help to handle incoming problems and challenges. Ma and Qu (2011) suggested on OCB level, in order to improve human resource management, effectively predict financial and non-financial performance. Also, the importance of OCB to business outcome has led to many struggles to research its predecessors (Bukvova & Helena., 2009). Therefore, after the Employee Training Program or OD intervention which created after analyse all information collected from all assessments above would help the employees to improve their skills and knowledge related and useful to their work. In theory, work engagement has an important role in the organizations. It creates many positive circumstances in the organization. The positive circumstances such as employees are full of energy, happily working without any complaints, create positive atmosphere in the workplace (Karatepe, 2006). As a result, the ABC hotel's employee did really improve their organizational citizenship Behaviour towards ABC hotel according to the qualitative and quantitative result which was increased massively. In addition, quantitative and qualitative data support the findings (Table 4 & Table 6); A few days after the intervention, participants reflected that they were happy with the situation in the hotel now. People were more cheerful, helpful, optimistic and open-minded as well as concerned on other's employee. They realized that managers and employees in the hotel are important and valuable for the hotel. They also were willing to help and support each other whenever they can and work in unity for hotel's and everyone's future.

According to the managers in the hotel, the working atmosphere improved a lot better. Furthermore, managers showed increases in the relationship between managers and their employees within the department. Employees are willing to share their work and personal life with colleagues and managers as well as they tend to trust each other more than before. Gorji (2018), stated that the impact of psychological empowerment on OCB, has a direct and meaningful relationship between indicators of psychological empowerment of employees such as feeling of being qualified, independent, efficient, and meaningful and civic behaviour. Chebat and Kollias (2000) also, mentioned that empowerment stimulates employee's desire to change customer Behaviour in order to achieve his/her individual and organizational goals. Therefore, the results reflected that everyone's in the hotel are happier at their work, better working environment, better point of views towards their jobs along with thoughts towards the hotel and being a good citizen with everyone and the hotel.

5.2 Recommendation

After all the finding from the research, in order to engage the change in focal organization, it is needed for the owners to take places and be a part of it. The owners must be clear with his/her vision, goal and mission of the organization and be able to communicate to all level in the organization with no bias and prejudice. After this research, the researcher realized that communication is a key of everything especially in the organization. The owners must communicate and treat managers and employees equally in order to create and build more sense of belongingness, meaningfulness and attachment to the employees. Once, all of the employees feel more open and relax towards the owners, it creates better working atmosphere as well as increase the level of working efficiency. Also, the owners must let his/her employees realize and appreciate the organization's vision and mission along with organization's history and future plans so that the employees would feel more attach and be a part of the organization. Another important aspect in order to engage change in organization is activity, activity is a way to create better working environment and to enhance sense of team work. The activity allows opportunity for managers and employees to talk and discuss among each other's as well as open up between one another. This can lead to openness, team spirit and creativity of learning with appreciative thinking. The activity should do at least once a week so that the employees would have relaxing time apart from working time.

Meanwhile, the owners should observe his/her employees during their work time to see whether they are doing ok or not. Observation is the easiest way to see the attitude and Behaviour of the employees. If they are ok, the owner can go ahead and talk to them openly to see what their problems that they are facing. In addition, questionnaire is also a useful tool to measure thoughts, opinions and attitudes of the employees. The owners can distribute questionnaires once in a while to his/her employees to see and find out what are they currently thinking of their work, department, co-workers and organization. Lastly, what the owner can also do to see employee's thoughts and attitudes is to conduct an interview. It can be a one-on-one interview or group interview. The purpose of interviews is to recognize the

participants' opinion and gain better understanding of the participants' attitudes. Moreover, it allows you to gain insight into the perspectives and feelings of the participants. Therefore, interview is the best way to collect meaningful data.

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