The Role of Superior Support Mediated by Organisation Commitment, Work Environment, and Job Enrichment on OCB

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Abstract. This research aims to identify the determinant factors that foster OCB in the hospitality business where the variables are superior support, organizational commitment, work environment, and job enrichment. The population is employees of the Jababeka Group Hospitality. Accidental sampling is a technique used to conduct surveys. A total of 202 people were willing to fill out the questionnaire. The relationship between the variables is analyzed with the help of structural equation modeling (SEM). Smartpls is used to help this process. This research concludes that organizational commitment and job enrichment contribute both directly and significantly to incentivizing OCB to grow. Through the mediation of organizational commitment and work environment, as well as job enrichment, this mediation also contributes indirectly and quite significantly where the role of superior support becomes stronger which encourages OCB. On the other hand, the work environment is not able to provide a direct and significant influence on OCB, it needs to be mediated by superior support. Implications are discussed from this finding for researchers and practitioners, if superiors play an active role in supporting the needs to bend and inspiring their team, then this can foster OCB behavior that has an impact on the success of an organization.

Keywords. Superior support, organization commitment, work environment, job enrichment, organizational citizenship behavior (OCB)

Introduction

According to the Kemenparekraf/Baparekraf website, Indonesia’s tourism contribution to GDP in 2022 has increased where previously at 2.4% it increased to 3.6%, and foreign exchange value increased by 0.52 billion USD to 4.26 billion USD. With this achievement, in the Travel and Tourism Development Index (TTDI) Indonesia was ranked 32nd (Hendriyani, 2023). To further advance the tourism sector, of course, it needs to be supported by adequate supporting facilities and infrastructure, including the hospitality industry. The more entrepreneurs who develop their businesses in the hospitality industry, the better the development of tourism in Indonesia will be. Jababeka Group is one of them as an integrated company where the company offers a variety of business products that are divided into several
pillars such as land development, infrastructure, and recreation and hospitality, where the company's business strategy is to build a business that can provide a variety of choices to be able to create a variety of other businesses. Jababeka participates in developing tourism by building hospitality units spread from Tanjung Lesung Resort in the Banten area, Morotai Resort in North Maluku, and Golf & Resto and Condominium Hotels in the Cikarang Industrial Area.

The diversity of businesses owned by Jababeka Group companies, especially the hospitality business unit, has different cultures according to the culture in their respective regions. For the company, employees are company assets which is a challenge in itself to be managed as individuals with high discretionary behavior (OCB). OCB is discretionary (exempt) behavior that arises outside of the formal requirements given by the organization (Organ et al., 2006).

OCB is certainly influenced by many factors, researchers examine the variables of organizational commitment and work environment, as well as job enrichment, where the dedication of an employee can be seen from this commitment. Highly committed employees tend to have discretionary behavior (OCB) and feel reluctant to leave (Na-Nan et al., 2021; Yusuf & Syarif, 2017).

Rinaldi & Riyanto (2021) state that work environment factors influence OCB, where the work environment is a situation in the workplace with facilities that complement employees where this affects themselves and their work which contributes to employees' comfort in activities while working (Farida & Hartono, 2016). Working conditions with all supporting facilities such as lighting, temperature, noise, workspace, working hours, workload, organizational changes, role conflicts such as disputes, role ambiguity, and prolonged stress are aspects of the work environment (Schultz & Schultz, 2016). In means, that the facilities provided by the company to meet the physical and non-physical aspects of the work environment affect the comfort of employees. On the other hand, employees will not feel comfortable if these aspects are not met.

More employee involvement and delegation is a form of job enrichment. Previous research has shown that job enrichment influences the development of OCB because, with this enrichment, employees are given more authority at work so that employees feel trusted and can grow OCB (Kaur & Randhawa, 2021). Job enrichment itself is defined as giving more responsibility and giving authority by expanding the scope of employee work, this can be done based on the challenges and interests of the employee (Armstrong, 2010).

OCB can immediately grow with the support of organizational commitment and work environment as well as job enrichment if the superiors maximize their role by giving more responsibility to employees, which of course takes into account the employees’ abilities. To achieve organizational goals, superiors play an important role in providing energy to achieve these goals. Previous research has shown that the role of leadership or superior support has been found to have a positive effect on OCB (Northhouse, 2016; Qalati et al., 2022).

Much previous research has been conducted regarding the influence of superior support on discretionary behavior (OCB). (Na-Nan et al., 2021) using the organizational commitment mediating variable to determine the effect of superior support on OCB. Meanwhile, Sultana et al., (2016) examined the effect of superior support on OCB through the mediation of job enrichment. In this research, we expand the research model with work environment variables added to the research as an additional mediation to determine the effect of superior support on OCB. The purpose of this research is to determine the effect of superior...
support on discretionary behavior (OCB) through the mediation of organizational commitment and the work environment, as well as job enrichment.

**Literature Review**

**Superior Support**

Chenhall (2004) defines superior support, namely where superiors involve themselves and participate to facilitate employees for the need for resources aimed at the success of an enterprise system by developing the innovative power of company employees. Another definition of superior support is the attention given to directing energy for mutual success, with team collaboration which emphasizes togetherness or solid relationships by not acting in forced or unethical ways for the goals the organization chooses (Joiner & Josephs, 2013; Northhouse, 2016). This is in line with the three indicators of superior support, namely willingness to assist, willingness to listen, and feelings of care (Rhoades & Eisenberger, 2002).

Superiors' support can influence organizational commitment, when superiors provide their support by being fair and empathizing with employees, then a positive attitude grows. Based on previous research, it is stated that commitment appears mutual for the support provided (Howladar & Rahman, 2021). Joo et al., (2018) mentioned superior support has a linear relationship to organizational commitment where this shapes the participatory behavior of its members. Superior need to support their employees wholeheartedly so that they are motivated to provide their skills and commitment to the organization (Trinchero et al., 2014). Organizational commitment is shown by employee loyalty to the company, which includes staying in position, contributing to organizational goals, and not having the desire to quit for any reason (Yusuf & Syarif, 2017). From the explanation that has been described, the researcher proposes the following hypothesis:

**H1**: There is a direct influence of superior support on organizational commitment

With the support of superiors, superiors can build a work environment that provides security and comfort for their employees, as described in previous research, when superiors improvise work, security, and comfort are created in the work environment that employees feel (Reineholm et al., 2023; Shier et al., 2021). Superior support can reduce the negative impact of the workplace environment and have a positive effect (Wang et al., 2020). The work environment is a condition where employees work equipped with all supporting facilities (Khaeruman et al., 2021). From the explanation that has been described, the researcher proposes the following hypothesis:

**H2**: There is a direct influence of superior support on the work environment

Superior support can also affect job enrichment, where enriched jobs can achieve high-level roles through superior support relationships (Lee Whittington & Greg Bell, 2016). Expanding the scope of work by giving more responsibility to employees with the provision of being able to complete, is the definition of job enrichment (Langford et al., 2020). From the explanation that has been described, the researcher proposes the following hypothesis:

**H3**: There is a direct influence of superior support on job enrichment
Organizational Commitment

The dedication of an employee can be seen from the longevity of the employee and the contribution made to the success of the company's goals, this is the definition of organizational commitment (Yusuf & Syarif, 2017). Meanwhile, organizational commitment is the definition of being bound or loyal by employees to their company (Zeuch, 2016). Whereas Armstrong (2010) defines organizational commitment, as when employees mutually respond to the organization for what the organization provides. Affective, continuance, and normative commitment are three dimensions of organizational commitment (Baker, 2017).

Employee commitment to the organization is a manifestation of the reciprocal relationship between employees and the company which is closely related to Organizational Citizenship Behavior (OCB). As employee feedback the organization, with high commitment, behavior is created outside of the formal work obligations provided by the organization to employees, this behavior is called OCB, this is consistent with research that has been conducted which states organizational commitment has a strong influence on OCB (Rao & Zaidi, 2022). Being selfless in passing workers even though not asked by the company, as well as doing additional work outside of the employee's mandatory job description is discretionary behavior (OCB) (Muhdar, 2015; Robbins et al., 2014). While Nurjanah et all., (2020) In previous research, it was stated that through the mediation of organizational commitment, if the support given by superiors increases, OCB will also automatically increase and on the contrary for the low support. Factors mediating job enrichment also organizational commitment, are very effective on OCB as in research (Na-Nan et al., 2021). From the explanation that has been described, the researcher proposes the following hypothesis:

\( H_4: \) There is a direct influence of organizational commitment to OCB

\( H_5: \) Through the mediation of organizational commitment there is an indirect effect of Superior support on OCB

Work environment

Various aspects that can support a person in carrying out his work which is certainly beneficial for the development and performance of employees are the definition of the work environment (Farida & Hartono, 2016; WHO Health & Efforts, n.d.). Another definition of the work environment is the condition of the workplace with all supporting equipment such as lighting, temperature, noise, workspace design, and working hours as well as the tools and materials used, then the employee's environment, where a person works, how to work, and when he works either as an individually and as in a team (Khaeruman et al., 2021; Schultz & Schultz, 2016). Lighting, air circulation, noise, color support, cool air, tools, and materials used are dimensions of the physical work environment. As for the psychological dimension, such as conditions related to work relations, harmonious relations between superiors, co-workers, and relations of subordinates (Khaeruman et al., 2021).

If employees work comfortably because their work environment is supportive, then this can foster discretionary behavior (OCB). This is certainly by the findings of previous research which state that the work environment will affect OCB. A healthy and friendly work environment is felt to be able to increase OCB (Rinaldi & Riyanto, 2021). This is supported by previous research where the work environment plays an important role in the growth of OCB because employees who work comfortably can foster OCB (Purwana et al., 2020). In previous research, Na-nan et al., (2021) used the organizational commitment mediating variable to
determine the effect of superior support on OCB, Sultana et al., (2016) used job enrichment variables to determine the effect of superior support on OCB and Purwana et al., (2020) used the mediating variable of job satisfaction in assessing the effect of superior support on OCB. In this research, we expand the study model with the work environment variable added as an additional mediating variable to explore the indirect relationship between the influence of superior support on OCB. From the description that has been described, the researcher proposes the following hypothesis:

\[ H_6: \text{There is a direct influence of the work environment on OCB} \]

\[ H_7: \text{Through the mediation of the work environment there is an indirect effect of the Superior support on OCB} \]

**Job Enrichment**

The definition of job enrichment is building a job to be more specific, the scope of work becomes larger for achievement, personal recognition, and challenge (Parker & Wall, 1998). Carpini et al., (2016) mention job enrichment as a type of job 'redesign' that refers to the greater scope for personal achievement, recognition, challenges, opportunities for advancement, and, individual growth, in other words, the definition of job enrichment is to give greater autonomy and responsibility to the person employee. This expansion increases the degree to which employees can control planning, executing, and evaluating their work. Job enrichment is where employees carry out more complete work activities, by expanding freedom, employee independence, increasing responsibility, and feedback (Armstrong, 2010; Langford et al., 2020). This expansion increases the degree to which employees can control planning, executing, and evaluating their work. Job enrichment is where employees carry out more complete work activities, by expanding freedom, employee independence, increasing responsibility, and feedback (Langford et al., 2020).

There is a relationship related to job enrichment and the growth of OCB, where employees who are motivated by job enrichment demands feel more valued by the organization because they feel trusted and empowered so they are encouraged to behave OCB. Liu et al., (2022) found that employee development, which is done by expanding employee work, is positively related to OCB. Kaur and Randhawa (2021) found an indirect relationship between OCB and participation in job enrichment mediation so that the two variables mutually reinforce this relationship. Mediation of job enrichment with superior support fosters discretion behavior (OCB). The additional opportunities given to employees for this job because seeing employees can complete it, these findings concur with (Sultana et al., 2016) where there is an indirect relationship to the role of perceived superior support, through job enrichment for OCB. In this case, superior support has a large role, increasing work involvement and OCB. From this description, the researcher proposes the following hypothesis:

\[ H_8: \text{There is a direct effect of job enrichment on OCB} \]

\[ H_9: \text{Through the mediation of job enrichment there is an indirect effect of Superior support on OCB} \]

**Organizational Citizenship Behaviour (OCB)**

Organ et al., (2006) define organizational citizenship behavior (OCB), namely when the attitude or behavior raised by employees, where selfless behavior appears from the employee to assist his team in need, where this behavior is not a formal obligation of the
employee contained in the job description that binds the employee to the company. This attitude or assistance is solely done on the basis based on the organization where the employee works. Behaving voluntarily helps others or their team for the betterment of the organization, employees behave beyond the expectations of the organization which has a large beneficial impact on the organization and organizational effectiveness. The high level of OCB on employees has an impact where employees provide voluntary assistance to their teams for organizational progress. The five dimensions of OCB are conscientiousness, altruism, civic virtue, sportsmanship, and courtesy (Langford et al., 2020).

OCB cannot grow or increase without support within the organization itself. Previous research has found that obstacles can occur in organizations to have employees with high discretionary behavior (OCB). This can be caused, among other things, by employees' lack of knowledge and skills, insufficient expertise in their field, and lack of superior support (Yuriev et al., 2018). Much research has been carried out related to the factor of OCB, this research discusses the variables of organizational commitment, work environment, and job enrichment on OCB. From the description, in this research, the researcher proposes a conceptual framework as follows:

![Conceptual Framework](image)

**Research methods**

Referring to Sugiyono (2017) the analysis of this research adopts descriptive and quantitative analysis. Superiors' support is an independent variable in this study, where superiors' support is the leadership role in the hospitality unit that will affect employee attitudes, while OCB is the dependent variable, and organizational commitment, work environment, and job enrichment are intervening variables in this study. To analyze the research data, Structural Equation Modeling (SEM) was used with SmartPLS to identify the relationship between variables (Ferdinand, 2014).

Employees hospitality unit of Jababeka Group are the population in this study, the units are Jababeka Morotai, PGC, BWJ, TLLI, Metroparkcondominium, and Saranapratama Pengembangan Kota. The sampling method with accidental sampling technique was used to conduct the survey. A total of 202 people were willing to fill out a questionnaire when they met the researchers.
Result and discussion

Description of Respondents

Description of Respondents this research aims to collect information on the demographics of respondents related to OCB of the Jababeka Hospitality Unit Group, including gender, age, length of service, education, and hospitality business group.

Table 1. Demographic Profile

<table>
<thead>
<tr>
<th>Demographic Variable</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>52</td>
<td>25.74</td>
</tr>
<tr>
<td>Male</td>
<td>150</td>
<td>74.26</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-30</td>
<td>35</td>
<td>17.33</td>
</tr>
<tr>
<td>31-40</td>
<td>49</td>
<td>24.26</td>
</tr>
<tr>
<td>41-50</td>
<td>86</td>
<td>42.57</td>
</tr>
<tr>
<td>51-56</td>
<td>32</td>
<td>15.84</td>
</tr>
<tr>
<td><strong>Length of Service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; 1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>1 – 5</td>
<td>28</td>
<td>13.86</td>
</tr>
<tr>
<td>6 – 10</td>
<td>53</td>
<td>26.24</td>
</tr>
<tr>
<td>&gt; 10</td>
<td>121</td>
<td>59.90</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School</td>
<td>20</td>
<td>9.90</td>
</tr>
<tr>
<td>Diploma 1</td>
<td>36</td>
<td>17.82</td>
</tr>
<tr>
<td>Diploma 3</td>
<td>62</td>
<td>30.69</td>
</tr>
<tr>
<td>Bachelor</td>
<td>77</td>
<td>38.12</td>
</tr>
<tr>
<td>Magister</td>
<td>7</td>
<td>3.47</td>
</tr>
<tr>
<td><strong>Unit Hospitality</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banten West Java (Tanjung Lesung, Banten)</td>
<td>31</td>
<td>15.34</td>
</tr>
<tr>
<td>Jababeka Morotai (Morotai, North Maluku)</td>
<td>85</td>
<td>42.08</td>
</tr>
<tr>
<td>Padang Golf Cikarang (Cikarang, West Java)</td>
<td>59</td>
<td>29.21</td>
</tr>
<tr>
<td>Condominium &amp; Resto (Cikarang, West Java)</td>
<td>27</td>
<td>13.37</td>
</tr>
</tbody>
</table>

**Total Sampel** | 202 | 100

Source: Primary data that has been processed for 2023

Based on Table 1 above, the research results show 202 samples. It can be concluded that the majority of employees are male, 150 (74.26%). Based on age, the majority were aged 41 - 50 (42.57%). The highest percentage of respondents with the longest working age with a total...
frequency of 121 respondents (59.90%). Based on the percentage of education, education with undergraduate with a total frequency of 77 respondents (38.12%), and the Jababeka Morotai hospitality unit dominated filling out the questionnaire with a total frequency of 85 respondents (42.08%).

Research Model

To find out the convergent validity of model measurements, we can see the correlation between the score of the indicator and the score of the variable. It can be said to be valid if the indicator has an AVE value of 0.5 more or if the outer loading value of the variable dimension has a value of 0.5 more (Abdullah, 2015). General recommendations for assessing convergent validity are declared valid if the loading factor value is > 0.7. Chin (1998) said that the value of 0.5 - 0.6 on the loading factor is considered sufficient. Figure 2 above shows that the loading factor value is > 0.5.

Table 2. Model Measurement

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>Item</th>
<th>Factor Loading</th>
<th>Composite Reliability (CR)</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior Support</td>
<td>1.1. Willingness to provide assistance</td>
<td>SS1</td>
<td>0.898</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.2. Willingness to listen</td>
<td>SS2</td>
<td>0.886</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3. Feelings of caring</td>
<td>SS3</td>
<td>0.811</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Rhoades &amp; Eisenberger, 2002)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.1. Willingness to provide assistance</td>
<td>SS4</td>
<td>0.780</td>
<td>0.949</td>
<td>0.727</td>
</tr>
<tr>
<td></td>
<td>2.2. Willingness to listen</td>
<td>SS5</td>
<td>0.863</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.3. Feelings of caring</td>
<td>SS6</td>
<td>0.865</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Rhoades &amp; Eisenberger, 2002)</td>
<td>SS7</td>
<td>0.860</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 2 shows the results of the PLS analysis which shows an absolute correlation between item scores and construct scores; factor loading ranges between 0.760 and 0.898, which is above the minimum threshold criterion of 0.50. (Chin, 1998). The reliability test can be seen from the reliability value of the composition. The composition reliability value is the acceptable
limit value for the composition reliability level (PC) which is greater than 0.7 (Abdullah, 2015). Convergent validity is used to measure how well the correlation between item scores and construct scores is good. The higher the correlation, the more valid the data, which means the item rules must exhibit the same underlying construct that can be verified by unidimensionality (Henseler et al., 2009). In this study, validity was tested using the universally established technique of "Extracted Average Variation" (AVE). Table 2 shows that the AVE for each latent variable is greater than the suggested value, which is 0.5 (50%), which indicates that each structure can explain on average more than half of the variance for its measurement items (Fornell, C., & Larcker, 1981).

Table 3. Discriminant Validity – Fornell Larcker

<table>
<thead>
<tr>
<th>Factors</th>
<th>Superior Support</th>
<th>Organization Commitment</th>
<th>Work Environment</th>
<th>Job Enrichment</th>
<th>OCB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior Support</td>
<td>0.853</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>0.693</td>
<td>0.867</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Environment</td>
<td>0.713</td>
<td>0.706</td>
<td>0.822</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Enrichment</td>
<td>0.765</td>
<td>0.656</td>
<td>0.723</td>
<td>0.826</td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>0.779</td>
<td>0.719</td>
<td>0.675</td>
<td>0.790</td>
<td>0.795</td>
</tr>
</tbody>
</table>

Source: Primary data that has been processed for 2023

Based on Table 3 above, each statement indicator has the highest loading factor value in the latent construct tested, as shown by the variable values of Superior Support 0.853, Organizational Commitment 0.867, Work Environment 0.822, Job Enrichment 0.826, and OCB 0.795. Thus, discrimination can be considered valid. The second method used by researchers to evaluate discriminant validity is matrix cross-loading. The construction must have a greater load factor than any other structure. This shows that the structure item assesses the structure in question (Straub & Gefen, 2004).

The coefficients of determination (R2) for organizational commitment, work environment, job enrichment, and OCB are 0.480, 0.509, 0.585, and 0.697 respectively while for the R(2) value Adjusted organizational commitment, work environment, and job enrichment and OCB are respectively 0.477, 0.506, 0.583, and 0.692. The coefficient of determination at 0.75 then 0.50 and 0.25 states that the model is strong, moderate, and weak, this is by the reference (Ghozali & Latan, 2015). The higher the coefficient of determination, the better the prediction model and research proposed. So it can be concluded that the R-value (2) of this study is moderate.

The SRMR value of the saturated model is 0.066 and the estimated model is worth 0.092, where the model fit value is between 0.08 and 0.10 for the Predictive Relevance (Q2) OCB CCR value of 0.449 and CCC value of 0.504 Overall, the model finds sufficient fit and greater predictor relevance, where the research Q2 value must be greater than 0, and the research Q2 value is already greater than 0. Nilai VIF yang melebihi 10 dan kurang dari 0,1 menunjukkan multikolinearitas (Pallant, 2007). Each VIF score for OCB, superior support is 3.002,
organizational commitment 2.372, work environment 2.751, and job enrichment 2.901. With the highest score of 3.002 and the lowest of 2.751, there is no multicollinearity problem.

Table 4. Hypothesis Results

<table>
<thead>
<tr>
<th>Influences Between Variables</th>
<th>Original Sample (O)</th>
<th>Sample Mean (M)</th>
<th>Standard Deviation (STDEV)</th>
<th>T Statistic</th>
<th>P Values</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superior Support -&gt; Organisation Commitment</td>
<td>0.693</td>
<td>0.696</td>
<td>0.039</td>
<td>17.945</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Superior Support -&gt; Work Environment</td>
<td>0.713</td>
<td>0.715</td>
<td>0.040</td>
<td>17.824</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Superior Support -&gt; Job Enrichment</td>
<td>0.765</td>
<td>0.769</td>
<td>0.038</td>
<td>20.059</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Organization Commitment -&gt; OCB</td>
<td>0.253</td>
<td>0.244</td>
<td>0.093</td>
<td>2.735</td>
<td>0.006</td>
<td>Accepted</td>
</tr>
<tr>
<td>Work Environment -&gt; OCB</td>
<td>-0.009</td>
<td>0.005</td>
<td>0.098</td>
<td>0.089</td>
<td>0.929</td>
<td>Rejected</td>
</tr>
<tr>
<td>-&gt; Job Enrichment -&gt; OCB</td>
<td>0.394</td>
<td>0.407</td>
<td>0.127</td>
<td>3.103</td>
<td>0.002</td>
<td>Accepted</td>
</tr>
<tr>
<td>Superior Support Organisation Commitment I -&gt; OCB</td>
<td>0.693</td>
<td>0.696</td>
<td>0.039</td>
<td>17.945</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Superior Support -&gt; Work Environment -&gt; OCB</td>
<td>0.713</td>
<td>0.715</td>
<td>0.040</td>
<td>17.824</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Superior Support -&gt; Job Enrichment -&gt; OCB</td>
<td>0.765</td>
<td>0.769</td>
<td>0.038</td>
<td>20.059</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Source: Primary data that has been processed for 2023

According to the results of the analysis from Table 4, there is a positive and significant influence from superiors’ support on organizational commitment, with a t-statistic value of 17.945 (> 1.96) and a p-value (0.000) which meets the requirements (<0.05). Therefore, H1 is accepted. There is a positive and significant influence between superiors’ support for the work environment so H2 is accepted, according to the t-statistic value of 17.824 (> 1.96) and p-value (0.000). The results of the subsequent analysis show that there is a significant influence between superior support on job enrichment, with a t-statistic value of 20.059 (> 1.96) and a p-value (0.000) H3 is accepted. There is a significant influence between organizational commitment to OCB, according to the t-statistic value of 2.375 (greater than 1.96) and p-value (0.006), for that, H4 is accepted. Furthermore, the results of the analysis show that there is a positive or significant influence between the work environment on OCB, with a t-statistic value of 0.089 (<1.96) and a p-value (0.929) which meets the requirements of <0.05. Therefore, H5 is rejected. The results of the additional analysis show that there is a significant effect between job enrichment on OCB, with a t-statistic value of 3.103 (more than 1.96) and a p-value (0.002). Therefore, H6 is accepted. Furthermore, it is found that H7 is accepted because there is a significant indirect effect between superiors’ support for OCB through the mediation of
organizational commitment. The t-statistic value is 17.945 (>1.96) and the p-value (0.000) meets the requirements (<0.05). With a t-statistic value of 17.824 (> 1.96) and a p-value (0.000) which meets the requirements (<0.05), H8 is accepted because there is a significant indirect effect between superiors' support for OCB through work environment mediation. The results of additional analysis based on the results of the last analysis, with a t-statistic value of 20.059 (more than 1.96) and a p-value (0.000), it can be concluded that there is a significant indirect effect between superiors’ support for OCB through job enrichment mediation. Thus, H9 is accepted.

Discussion

The results of the study show that superior support influences organizational commitment. The form of kinship in the Hospitality unit that has been given by superiors so far has made employees feel attached. Feeling recognized and valued so that a sense of empathy is formed makes employees feel attached, in return for this support, employees provide reciprocity with more commitment. With full totality, superiors need to support their employees so that employee motivation and skills can be maximized by employees to the company. In line with the findings of previous studies showing superior support has a direct effect on organizational commitment (Howladar & Rahman, 2021; Joo et al., 2018; Trinchero et al., 2014). The following results show that superior support influences the work environment for hospitality unit employees, such as Friendly relations, and kinship are the most preferred choices for superior support for a work environment that creates a sense of comfort. Employees synergize to provide positive dedication with the positive environment that employees get. In line with previous research findings which show superior support has a direct effect on the work environment and reduces the negative impact of the work environment (Reineholm et al., 2023; Shier et al., 2021; Wang et al., 2020).

Enlarging the role by building good relationships with the company's customers, more responsibility and discipline is a positive demand for hospitality unit employees to carry out. This is in line with the findings of previous research where superior support has a direct effect on job enrichment, where a high degree of job role, and employee empowerment can be achieved through leader relationships. (Lee Whittington & Greg Bell, 2016; Martha et al., 2021). For employees of the Jababeka Group hospitality unit, employees feel that the company has contributed to them so that there is an attachment to the services that have been provided and many things have been obtained such as experience, and opportunities to work across units. This creates a high commitment to employees which influences the growth of OCB. This is of course in line with previous research findings where organizational commitment has a direct effect on OCB. Committed employees tend to perform behaviors that exceed work expectations with more effective results at work and of course very useful for the organization (Na-Nan et al., 2021; Rao & Zaidi, 2022).

Adequate work environment facilities and a comfortable atmosphere have not been the main or supporting factor in increasing OCB among hospitality unit employees. Mediation is still needed from the company so that the work environment can foster OCB. The location from the east end of the Pacific Morotai Island to Tanjung Lesung Banten Java Island, the work environment has diversity such as healthy beach locations, and locations in industrial areas with complete facilities where diversity and adaptation to new environments related to working across units, it is felt that employees have not been able to meet expectations for OCB can grow, so mediation with superior support is needed. This is different but not in line with previous
research findings where a healthy work environment, friendliness, and complete facilities foster OCB (Purwana et al., 2020; Rinaldi & Riyanto, 2021).

For employees in the hospitality unit, additional responsibilities by the company for employees who can carry them out create a commitment within the employees to the company. Feeling trusted to foster OCB. This certainly agrees with previous research where job enrichment as a form of development has a positive relationship with OCB, and the presence of employee involvement and organizational commitment affects OCB. (Liu et al., 2022; Putri & Setianan, 2019)

Good relations from superiors to subordinates to hospitality unit employees foster behavior, employees feel bound to the services the company has provided and many things have been obtained. The higher the supervisor's support mediated by organizational commitment, the OCB will tend to be high, and vice versa, the lower the superior's support mediated by organizational commitment, the OCB will also be low. This also agrees with the findings of previous research where the mediation of organizational commitment has an indirect and significant effect on the growth of OCB, and the mediation of organizational commitment and job satisfaction contributes effectively to OCB (Na-Nan et al., 2021; Nurjanah et al., 2020).

For employees in the hospitality unit, superior support mediated by job enrichment can foster OCB. Employees who are considered capable are given additional job opportunities, employees feel trusted so they are encouraged to behave OCB. Superior support drives job involvement and ultimately drives OCB. The implication of these findings for researchers and practitioners is that if superiors play an active role in inspiring employees, then this can foster OCB which has an impact on the progress of the company. This is in line with the findings of previous research where there is an indirect relationship, namely superior support for OCB with participation in work enrichment mediation so that the two variables mutually reinforce this relationship. (Kaur & Randhawa, 2021; Sultana et al., 2016).

**Conclusion and recommendation**

**Conclusion**

The results of the study show that superiors' support is very important in providing a positive and significant influence on organizational commitment, superiors' support also plays a role in providing a positive and significant influence on the work environment, and superiors' support has a very significant role in providing a positive and significant influence on job enrichment. The test results on organizational commitment also have a significant positive influence on OCB, for job enrichment after the test has the same results. The superior support plays a significant indirect influence through mediating organizational commitment, superior support also plays an indirect and significant role in the contribution of environmental mediation and superior support plays an indirect and significant influence with the mediation contribution of job enrichment. One variable with insignificant results is the test results from the work environment which does not have a significant effect on OCB, so the hypothesis is rejected.

**Managerial Implications**

In this study, in terms of managerial implications, if superiors support their employees at work through the form of monitoring support, providing feedback on the results of employee work, then in this case the employee will feel comfortable, behave positively, have a commitment within himself to the organization at work. so that it gives rise to OCB behavior.
In this case, of course, there is a need for a management or organizational role, human resource management practitioners collaborating with team leaders to foster organizational commitment, create a conducive work environment, and evaluate job enrichment, monitoring individual work annually as a development plan or providing employee promotions so that they are highly committed that can foster OCB behavior.

References


