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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

Perme Thanavisuth*, Kittikorn Dowpiset

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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 asset in the organization. Without, people, the organization cannot run

¹ *Perme Thanavisuth, Ph.D. in Organization Development, Graduate School of Business and Advanced Technology Management, Assumption University of Thailand, Email: smiling_68@yahoo.com

² Kittikorn Dowpiset, Associate Dean, Graduate School of Business and Advanced Technology Management, Assumption University of Thailand, Email: abc1@email.com

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