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The Mediating Role of Organizational Identification in the Effect of Organizational Support Perceptions of Employees in Accommodation Businesses on their Prosocial Service Behaviors

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Abstract

Businesses in the accommodation industry are often those that engage in labor-intensive production, and as a result, employee and customer relations are of utmost importance. In order to improve the caliber of the services they offer, managers in the accommodation industry require their staff to display prosocial behaviors by developing strong cognitive and emotional relationships with their companies. The ability of employees to identify with organizations and show prosocial behaviors depends on the support provided within the organization and the degree of their perception of this support. Therefore, the study aims to determine the mediating role of organizational identification in the effect of organizational support perceptions of employees in accommodation businesses on their prosocial service behaviors. For this purpose, using the convenience sampling method in the research, data were obtained from 397 blue-collar employees in four and five-star accommodation enterprises operating in the province of Antalya by using the survey method. The obtained data were analyzed with SPSS 24.0 and SMART PLS programs. The findings of the study revealed that participants' perceptions of organizational support have a positive and significant impact on their prosocial service behavior and organizational identity. Additionally, it was determined that organizational identification influences prosocial service behaviors significantly and positively. The final finding was that organizational identification partially mediates the relationship between participants' perceptions of organizational support and prosocial service behaviors.

Keywords: *Accommodation Businesses Employees, Organizational Support Perception, Prosocial Service Behavior, Organizational Identification.*

Öz

Konaklama işletmeleri genellikle emek yoğun üretimin gerçekleştirildiği, işgören ve müşteri ilişkilerinin son derece önemli olduğu işletmelerdir. Bu sebeple yöneticiler tarafından konaklama işletmelerindeki işgörenlerden sunmuş oldukları hizmetlerin kalitesinin artırılabilmesi açısından örgütleri ile aralarında bilişsel ve duygusal bağ kurarak prososyal davranışlar göstermeleri beklenmektedir. İşgörenlerin örgütler ile ödeşleşebilmeleri ve prososyal davranışlar gösterebilmeleri ise örgüt içerisinde gösterilen destek ve bu desteği algılama derecelerine bağlıdır. Bu nedenle çalışmanın amacı, konaklama işletmelerindeki işgörenlerin örgütsel destek algılarının prososyal hizmet davranışları üzerindeki etkisinde örgütsel özdeşleşmenin aracılık rolünün belirlenmesidir. Bu amaç doğrultusunda araştırmada kolayda örnekleme yöntemi kullanılarak Antalya ilinde faaliyet göstermekte olan dört ve beş yıldızlı konaklama işletmelerindeki 397 mavi yakalı işgören üzerinden veriler anket yöntemi kullanılarak elde edilmiştir. Elde edilen veriler SPSS 24.0 ve SMART PLS programları ile analiz edilmiştir. Araştırma sonucunda katılımcıların algıladıkları örgütsel desteğin prososyal hizmet davranışı ve örgütsel özdeşleşmeleri üzerinde, örgütsel özdeşleşmelerinin de prososyal hizmet davranışları üzerinde pozitif yönde anlamlı bir etkiye sahip olduğu görülmüştür. Ayrıca araştırmada katılımcıların örgütsel destek algılarının prososyal hizmet davranışları üzerindeki etkisinde örgütsel özdeşleşmenin kısmi aracılık rolüne sahip olduğu tespit edilmiştir.

Anahtar Kelimeler: *Konaklama İşletmelerindeki İşgörenler, Örgütsel Destek Algısı, Prososyal Hizmet Davranışı, Örgütsel Özdeşleşme.*

Introduction

Because of technological advancements, the pace of competition has accelerated in today's commercial environment. Businesses that are engaged in a tough battle with their rivals must provide their staff with every possible source of support if they are to reap the benefits of their human capital (Tokmak, 2020). In general, the perceived organizational support experienced in organizations that recognize the value of human resources reflects how much the company values the contribution that people make to the business and how much priority the company places on the well-being of its employees (Sears et al., 2016). To put it differently, perceived organizational support is the perception of the value and welfare of the organization in response to the contribution and effort of the employees to the organization. (Eisenberger et al., 1986).

Organizations that take the opinions and evaluations of their employees into account and attach importance to intra-organizational participation and consider them in their decision-making processes, ensure job security and promise that employees will remain at their current jobs for as long as they are successful, treat everyone fairly without nepotism within the organization, supply transparent and open communication within the organization, in short, organizations that care about their employees in every aspect provide the necessary organizational support to their employees (Turunç and Çelik, 2010). Perceived organizational support was addressed in three categories by Kraimer and Wayne in 2004. These are adaptation support, career support, and perception of financial support. The ability of the business to put practices and policies in place that will ease the adaptation process so that the employee can adapt to his job is known as adaptation support. When an employee's future career planning and the employment prospects provided by the company are in sync, this is referred to as career support. Nonetheless, financial support emerges when an organization acknowledges the financial requirements of its employees, offers them assistance, and recognizes their contributions as a result of their performance.

The degree of encouragement that employees experience from their employers is essential to their pro-social behavior. Employees may adopt their organizations and accept organizational goals as their personal endeavors if they are confident that their organizations will support them in all circumstances. Positive attitudes and behaviors toward their businesses will be demonstrated by employees who consider they are supported by their employers. Additionally, employees who feel supported by the organization may consider that the organization prioritizes shared interests above individual ones and might be able to define themselves as a member of the business (Kerse and Karabey, 2017).

According to organizational behavior research, the provision of employees' prosocial service behaviors is correlated with the development of organizational variables (Yeşiltaş et al., 2013). Employees are nowadays anticipated to perform with a prosocial attitude in addition to fulfilling their formal job duties so as to help businesses succeed (Pek and Özbilgin, 2015). Prosocial behavior, also referred to as prosocial service behavior, is the positive social conduct that individuals exhibit without being coerced and in excess of what is expected of them in their roles, as determined by their personal desires to assume responsibility for others, act in ways that will benefit others, make others happy, be useful, and accomplish organizational goals effectively and efficiently (Akduru et al., 2016; Carlo et al., 2003; Eisenberg and Mussen, 1989; Esmer and Özdaşlı, 2018; Ewest, 2016).

By fostering behaviors that are consistent with the organization's values and identities, organizational identification serves a fundamental function in coordinating organizational behaviors (Shamir and Kark, 2004). This is due to the fact that employees who feel more competent and independent identify with their organizations and perceive their accomplishments as their own successes and their mistakes as their own failures as a result of the prominence and the value that people attribute to their job (Gün and Turabik 2017).

Organizational identification, a component of social identity theory, is predicated on social

identification (Tajfel, 1978). Identification is one of the most crucial ideas in social identity theory, according to Hortaçsu (2007: 65), who introduces the principle in social identity theory. The imperative tenets of social identity theory define organizational identification as a sort of social identification that people engage in to feel a sense of belonging to their organization, which is a particular social formation (Boroş, 2008: 2). Mael and Ashforth (1992), on the other hand, define organizational identification as individuals' perception of themselves as belonging to classifications in certain groups, as an extension of their social identity.

If employees feel a sense of belonging to their companies, they may be able to accept both the success and failure of the organization as their own. According to Eren and Titizolu (2014) and Gün and Turabik (2017), employees who identify with their organizations may also adopt supporting behaviors freely and be able to exert voluntary effort on behalf of the organization. Organizational identification, which has a feature that influences employee attitudes and behaviors and boosts their motivation and performance levels, is pivotal to the success of companies in this framework. As a result, organizational identification is recognized as an indispensable characteristic that has several advantages for both the employee and the organization (Kanten, 2012). This study aims to ascertain the mediating function of organizational identification in the relationship between employees' views of organizational support and their prosocial service behaviors in the context of accommodation businesses. To fulfill this purpose, data were taken from the employees working in four and five-star accommodation businesses in Antalya. First of all, the received data were analyzed through computer programs, then the results of the research were interpreted, and various suggestions were presented.

Data Collection

The population of the research includes of employees working in four and five-star accommodation businesses. A convenience sampling method was used in the research, and data were attained through a questionnaire applied to 397 people working in four and five-star accommodation businesses operating in Antalya province, which is thought to represent the universe best. The data was derived in compliance with Muş Alparslan University's ethical committee's approval of decision number 40 of meeting number 12 dated 02.12.2022. The abridged form of the Perception of Organizational Support Scale, created by Eisenberger et al. (1986) and translated into Turkish by Akalın (2006), was employed in the first section of the questionnaire to gauge employees' perceptions of organizational support. The Prosocial Service Behaviors Scale, established by Ackfeldt and Wong (2006) and translated into Turkish by Soydemir and Özdaşlı (2014), was utilized for the second section of the questionnaire. The Organizational Identification Scale, designed by Mael and Ashforth in 1992 and translated into Turkish by Tüzün in 2006, was utilized for the third section of the questionnaire. Questions assessing demographic and sectoral data, such as gender, age, education level, and tenure in the sector, are addressed in the questionnaire's last chapter. The independent variable of the research is the perception of organizational support, the dependent variable is prosocial service behavior, and the mediating variable is organizational identification.

Research Model and Hypotheses

The research's model and hypotheses were constructed in accordance with the literature review. The models and hypotheses created are as follows:
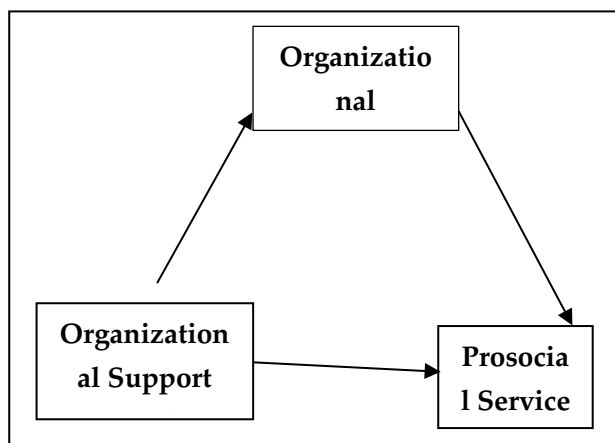
Method

Figure 1. Research Model

Hypotheses:

H1: The organizational support perceived by the employees in accommodation businesses has a direct impact on their identification with their organization.

H2: The organizational support perceived by the employees in accommodation businesses has a direct effect on their prosocial service behaviors.

H3: The identification of employees in accommodation businesses with their organizations has a direct impact on their prosocial service behavior.

H4: Accommodation business employees' identification with their organizations has a mediating role in the effect of perceived organizational support on prosocial service behaviors.

Normality Test

Utilizing software, the research data was analyzed. The normality distribution of the research data was assessed prior to the validity and reliability analyses of the scales employed in the study. Because normal distribution is very central in studies where numerical data are analyzed, and data should show normal or close to the normal distribution in order to apply many tests. Additionally, incorrect analytical findings come from data that are not normally distributed or not closely related to a normal distribution. The interpretations necessary for the research may be flawed as a result of this circumstance (Kalaycı, 2010; Karagöz, 2017).

Univariate normality tests were carried out to establish the normal distribution of the research's data. Standard deviation, skewness, and kurtosis values—one of the approaches recommended in the literature—were analyzed in order to ascertain the univariate normal distribution (Gürbüz and Şahin, 2015). The skewness and kurtosis values should fall between -2 and +2, whereas the standard deviation of normally distributed data should be close to 1 (Bayram, 2013). According to the findings collected as a result of the analysis, it is seen that the standard deviations of the expressions in the questionnaire are close to 1 and the skewness and kurtosis values are between -2 and +2.

To verify the degree to which the independent variable explains the dependent variable and to evaluate the impact of the mediating variable, path analysis and structural equation modeling were used simultaneously. According to Anderson and Gerbing (1988), a two-step procedure should be applied to test the study model as in Figure 1. First, confirmatory factor analysis (CFA) was applied to evaluate the measurement model, and then the hypotheses were tested using the structural equation model (SEM).

Reliability and Validity of the Research

The validity and reliability evaluations of the study's structural components were undertaken prior to the examination of the research model. Internal consistency reliability, convergent validity, and discriminant validity were investigated as part of validity and reliability examinations. For internal consistency reliability, Cronbach Alpha and (CR) Composite Reliability coefficients were scrutinized. Factor loadings and (AVE) Average Variance Extracted values were used in convergent validity. Factor loads should be ≥0.70, Cronbach Alpha and combined reliability coefficients of ≥0.70, and the average variance explained to be ≥0.50 (Hair et al., 2006; Hair et al., 2017; Fornell & Larcker, 1981). The results for the study structures' internal consistency, reliability, and convergent validity are displayed in the table below.

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When the values in the table are examined, it is noticed that the factor loads are between 0.510 and 0.841. Hair et al. (2017) stated that factor loads should be above ≥0.708. Before excluding expressions from the scale below, the AVE and CR values should be considered. The authors concur that if the AVE and CR scores are between 0.40 and 0.70, expressions shouldn't be eliminated from the scale. As can be seen from the table, the expressions used in the analysis are over this cutoff value. It was accepted that the internal consistency validity was ensured since the Cronbach's Alpha coefficients of the structures are between 0.809 and 0.884 and the CR coefficients are between 0.812 and 0.895. The fact that the factor loads of the structures are between 0.510 and 0.841 and the AVE coefficients between 0.459 and 0.529 indicate that composite validity is provided. As Psailla and Roland (2007) stated that composite validity is adequate if the AVE and CR values are both above 0.40 and 0.70, respectively.

The criteria proposed by Fornell and Lacker (1981) and the HTMT coefficients proposed by Henseler et al. (2015) were utilized to determine discriminant validity. The square root of the AVE values of the structures included in the research, according to Fornell and Lacker (1981), needs to be higher than the correlation coefficients between the structures. The analytical findings are displayed in the following table in accordance with the standards recommended by Fornell and Lacker (1981). The square root of AVE is represented in the table by values in parenthesis. When the values in the table are explored, it is spotted that the AVE square root value of each structure is higher than the correlation coefficients from other structures.

Table 1 Results on Internal Consistency Reliability and Convergent Validity of the Research

Variables	Expressions	Factor Load	Cronbach Alpha	CR	AVE
Organizational Support Perception	ÖDA 1	0,827	0,808	0,837	0,529
	ÖDA 2	0,841			
	ÖDA 3	0,659			
	ÖDA 4	0,536			
Prosocial Service Behavior	PHD 1	0,715	0,884	0,895	0,527
	PHD 2	0,708			
	PHD 3	0,510			
	PHD 4	0,803			
	PHD 5	0,644			
	PHD 6	0,833			
	PHD 7	0,815			
Organizational Identification	ÖÖ 1	0,700	0,809	0,812	0,459
	ÖÖ 2	0,726			
	ÖÖ 3	0,718			
	ÖÖ 4	0,644			
	ÖÖ 5	0,590			

Table-2 Discriminant Validity

	Organizational Support Perception	Prosocial Service Behavior	Organizational Identification
Organizational Support Perception	(0,727)		
Prosocial Service Behavior	0,358	(0,726)	
Organizational Identification	0,545	0,678	(0,817)

The HTMT coefficients proposed by Hanseler et al. (2015) represent the ratio of the correlation mean of the expressions of all variables to the geometric mean of correlations of the expressions of the same variable. The HTMT coefficient should be below 0.90, according to the authors, if the structures being monitored are theoretically close to one another, and below 0.80, if they are theoretically far apart. The HTMT coefficients in the table below are below the threshold value, as can be observed by looking at the coefficients.

Table 3 HTMT Coefficients related to the Research Variables

	Organizational Support Perception	Prosocial Service Behavior	Organizational Identification
Organizational Support Perception		0,347	
Prosocial Service Behavior			
Organizational Identification		0,813	0,550

Descriptive Statistics on Demographic and Personal Characteristics of Participants

The demographic characteristics of the employees participating in the research are displayed in Table 4. 37% (147 individuals) of the participants are under the age of 21, and 52.4% (208 people) of the participants are male. 35.3% (140 individuals) of the participants finished their bachelor's degree, while 44% (175 people) had an associate degree. The majority of participants in the sector, or 29.5% (117 persons), had a working history of between

one and five years, according to an analysis of their duration of employment in the industry.

Table 4. Distribution of the Demographic Characteristics of Participants

Gender	N	%
Male	208	52,4
Female	189	47,6
Total	397	100,0
Age	**N**	**%**
20 and younger	57	14,4
Between 21-30	147	37,0
Between 31-40	113	28,5
Between 41-50	66	16,6
51 and older	14	3,5
Total	397	100,0
Educational Status	**N**	**%**
Primary education	13	3,3
High school	27	6,8
Associate degree	175	44,1
Bachelor's Degree	140	35,3
Graduate Degree	42	10,6
Total	397	100,0
Tenure in the Sector	**N**	**%**
Less than 1 year	50	12,6
Between 1-5 years	117	29,5
Between 6-10 years	91	22,9
Between 11-15 years	102	25,7
More than 16 years	37	9,3
Total	397	100,0

Findings Related to Hypothesis Testing

Below are the findings of the path analysis that was conducted to discern the direct effects of altruistic leadership perception on prosocial service behavior, social comparison orientation, and prosocial service behavior, as well as the mediating and moderating roles of social comparison in the effect of altruistic leadership perception on prosocial service behavior. Figure 2 depicts the structural equation model generated to test the study hypotheses.
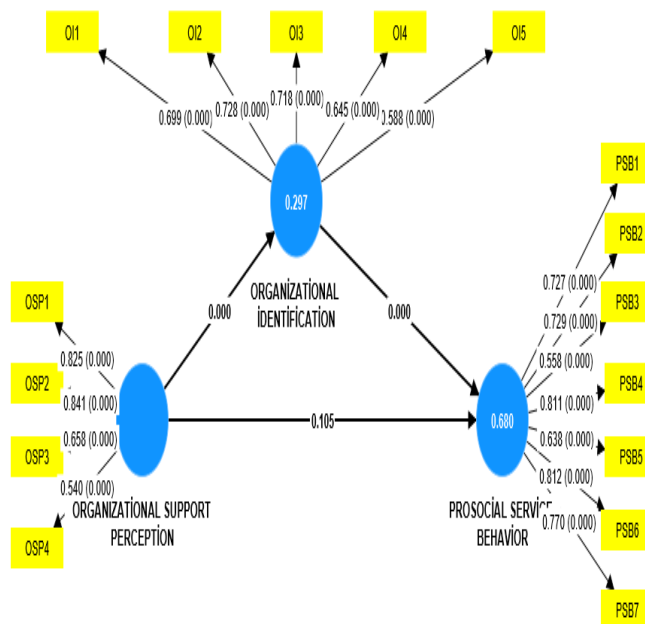

Figure 2. Structural Equation Model

The study model was investigated using PLS-SEM, or partial least squares path analysis. The statistical software Smart PLS 4.0 was used to review the data. PLS algorithm was run to calculate linearity coefficients, R^2 and effect size (f^2) of the research model. T-values were calculated by taking 5000 sub-samples from the PLS path sample. VIF, R^2, and f^2 values related to the research results are presented in Table 5.

Table 5. Coefficients of the Research Model

Variables		VIF	R^2	f^2
Organizational Support Perception	Prosocial Service Behavior	1,421	0,678	0,033
Organizational Identification		1,421		1,704
Organizational Support Perception	Organizational Identification	1,000	0,296	0,421

Table 6. Coefficients of the Research Model

Variables		Standardized ß	Standard deviation	t-values	p	Confidence Interval (%95)
Organizational Support Perception	Prosocial Service Behavior	0,355	0,076	4,699	0,000	0,195 0,413
Organizational Identification		0,887	0,059	15,088	0,000	0,769 0,999
Organizational Support Perception	Organizational Identification	0,545	0,067	8,089	0,000	0,406 0,669

It was found that the VIF (Variance Inflation Factor) values between the variables were below the threshold value of 5, indicating that there was

no linearity problem between the variables (Hair et al., 2017). When the R^2 values of the model are studied, it is prevailed that the prosocial service behavior is explained by 67%. When the effect size coefficients (f^2) are assessed, it is learned that the perception of organizational support has a low effect on prosocial work behavior, organizational identification has a high effect on prosocial work behavior, and the perception of organizational support has a high effect size on organizational identification. Cohen (1988) stated that an effect size coefficient (f^2) of 0.02 and above can be considered low, 0.15 and above can be considered medium, and 0.35 and above can be considered high. Sarsted et al. (2017) assert that if the coefficient is less than 0.02, there cannot be any discussion of an effect. Table 6 displays the outcomes for the study model's direct impacts.

In light of the results gained, it may be commented that organizational support perception positively affects prosocial service behavior (ß= 0,355 p<0,01), organizational support perception influences organizational identification positively (ß= 0,545 p<0,01), and organizational identification positively affects prosocial work behavior (ß= 0,887 p>0,01). Therefore, hypotheses **H₁, H₂,** and **H₃** were **accepted**.

In the first step, the mediating variable, organizational identification, was removed from the research model in order to study the mediation impact, and the significance of the path coefficient was measured. It was ended that the effect of organizational support perception on prosocial service behavior (ß= 0,374 p<0,01) is statistically significant. In the second stage, the significance of the path coefficients was tested by including the mediating variable in the model. In light of the results, it was determined that the perception of organizational support significantly affected prosocial service behavior (ß=0,355 p<0,01) and organizational identification (ß=0,545 p<0,01), and organizational identification significantly affected prosocial service behavior (ß= 0,887 p<0,01).

According to Baron and Kenny (1986), the independent variable must have a considerable effect on the dependent variable. Moreover, when a mediating variable is added to the model, the independent variable should have a weighty effect on the mediating variable and the mediating variable should have a significant effect on the dependent variable. Reviewing the research data, it could become clear that perception of organizational support has a significant effect on prosocial work behavior (ß=-0,355 p<0,01) and perception of organizational support has a significant effect on organizational identification (ß= 0,545 p<0,01). Finally, it was identified that organizational identification had a significant effect on prosocial service behavior (ß=-0,887 p<0,01).

To estimate the mediation effect, VAF (Variance Accounted For) values were computed (Doan, 2018). On the basis of organizational support perception, organizational identity, and prosocial service conduct, a VAF value of 0.56 was generated. Full mediation is approved when the VAF value is more than 0.80, and partial mediation is acceptable when the VAF value is between 0.20-0.80. It is acknowledged that there is no mediation effect if this value is less than 0.20. According to VAF value, it is possible to say that social comparison orientation has a partial mediating role in the effect of altruistic leadership perception on social laziness. Therefore, **H₄** hypothesis was **accepted**.

When the R^2 values gained from the model were researched, it was discovered that the perception of altruistic leadership explained social laziness by 14% in the model without the mediating variable and 67% in the model with the mediating variable. It can be commented that the 53% increase in R^2 in the dependent variable of the study is due to the mediating effect.

Discussion and Conclusion

In comparison to more conventional organizational structures, contemporary organizational structures demand more behaviors and attitudes from employees. Business managers expect their employees to deliver prosocial behaviors outside of the scope of their job duties and to identify with their organizations by forging emotional and intellectual bonds between them,

and employees hope that their employers may help them in developing these habits and may drive them to display the behaviors. This study handles the influence of organizational identification on how employees' perceptions of organizational support in accommodation businesses affected their prosocial service behaviors.

The study findings indicated that prosocial service behaviors are positively impacted by the attitudes of the employees of accommodation businesses. There are no studies in the literature examining the interactions between these variables. This finding suggests that prosocial service behavior is more likely to be displayed by employees who feel supported by the business. Because the organizations' support for their employees may assist them to feel better about their businesses and jobs and may be useful in boosting their prosocial behavior.

The study also came to the conclusion that employees' perceptions of organizational support in the accommodation industry make favorable impacts on their identification with their organizations. This result is supported by studies related to the subject in the literature (Altaş, 2021; Kerse ve Karabey, 2017; Nartgün ve Kalay, 2014; Sökmen vd., 2015; Turunç ve Çelik, 2010). This finding highlights that when employees feel more support from their businesses, they construct stronger emotional relationships with them. Another finding of the study is that the employees' affiliation with their organizations does not have a significant direct impact on their prosocial service behaviors. This finding underlines how employees who identify with their companies might boost their prosocial behavior by emphasizing corporate success.

Another outcome of the research is that organizational identification partially mediates the relationship between workers' perceptions of organizational support and prosocial service activities in the accommodation industry. There are no studies in the literature examining the interactions between these variables. This finding provides evidence that, at least in part, employees' identification with their companies affects the impact of their perceptions of organizational

support on their prosocial service behavior. This outcome is assumed to be the product of organizational identification, a desirable organizational behavior, which might enhance the impact of employees' perceptions of organizational support on prosocial service behaviors. Following are some suggestions for accommodation companies in light of these findings:

- Employees in the accommodation industry should feel supported by their managers in order to engage in extra-role behavior and identify with organizations. Business managers who want their employees to act outside of their job descriptions and identify with the company can embrace more encouraging approaches domestically.
- Understanding that employees identify more intensely with their organizations the more support they experience from management, managers who want employees to form stronger cognitive and emotional relationships with their organizations can introduce more supportive policies.
- When encouraged by the organization, it has been pictured that the positive behaviors and attitudes of the employees in the accommodation businesses tend to grow. Managers who seek to observe an upsurge in positive attitudes and behaviors in the workplace should endeavor to foster a healthy organizational environment and make sure that the employees are more receptive to the company culture and norms and values.

As a consequence, this research is vital for bridging the knowledge gap on the topic highlighted in the literature, directing future research projects, and illuminating the management in the accommodation industry. Future studies can broaden this field to include diverse industries, including those that are stakeholders in the tourist industry such as travel, food, and beverage businesses. By comparing the results acquired, similarities or differences between the relevant results for the use of stakeholders can be figured out. It may be made sure that other corporate managers, who are sector

constituents, profit from the outcomes for their own businesses by accomplishing this.

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