

Impact of Organizational Commitment for Tourism Supply Chain Management on Organizational Citizenship Behaviour by Mediation of Psychological Attachment and Work Alienation in Indonesian Tourism Industry

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Abstract---- Organizational positive work behaviors of employees are very crucial for increasing their performance and organizational' performance. Positive work behaviors of employees increased by increasing the positive psychological factors at workplaces. Aim of this study was to examine the impact of organizational commitment for tourism supply chain management (TSCM) on organizational citizenship behavior with mediation of work alienation and psychological attachment in employees working in tourism industry of Indonesia. Sample size calculated by simple random sampling method and data is collected through self-visited method and by questionnaires. Collected data tested by Smart PLS. generated results showed that TSCM has positive significant impact on organizational citizenship behavior and psychological attachment but

has negative impact on work alienation. Psychological attachment has positive impact on organizational citizenship behaviors and also mediates the relation between TSCM and organizational citizenship behaviors. Work alienation has negative impact on organizational citizenship behavior but mediates the relation between TSCM and organizational citizenship behavior. Authorities of tourism industry should focus on organizational citizenship behavior because these factors increase the profit and performance of employees by increasing the psychological positive factors.

Keywords: *Tourism supply chain management, organizational commitment, organizational citizenship behavior, psychological attachment, work alienation.*

1. Introduction

Tourism supply chain is one of the emerging concepts which is increasing in the current decade. Supply chain in the tourism has significant importance for the tourism industry. Particularly, organization commitment in tourism supply chain management (TSCM) is central in tourism. In any organization working globally and on national level needs support and positive work behaviors from their employees for success and for generating profit. Support from employees working at workplaces are through their positive work behaviors like

psychological attachment, organizational commitment for TSCM and work alienation. These are positive supportive behaviors of employees called organizational citizenship behaviors [1]. Organizational citizenship behaviors are produces when employees feel that they are significant and important for organizational and their performing job tasks and work is meaningful for organizations. This thought of becoming meaningful and important give motivation to employees that they produce organizational citizenship behaviors. These organizational citizenship behaviors are important for generation profit, increasing performance and decreasing negative psychological behavior from workplaces [2].

Tourism industry is important sector for any state and also for Indonesia. Tourism industry give employment opportunities on large scale and also contribute in economies GDP (gross domestic product). Tourism industry is significant, profit creating sector or industry for any state and also working as important globally. Tourism industry depends on the socio-cultural factors that affect tourists, beauty of nature and religious places, but

this sector also depends on their employees and also on the policies of government. As seeing the importance of this sector for nation and for GDP this sector should also generate heavy range of profit as well as contribute in countries' GDP. As like all other countries Indonesian tourism industry also very important for state but this industry facing some profit related changes. Profit of this tourism industry gradually decrease as showed in Figure 1.

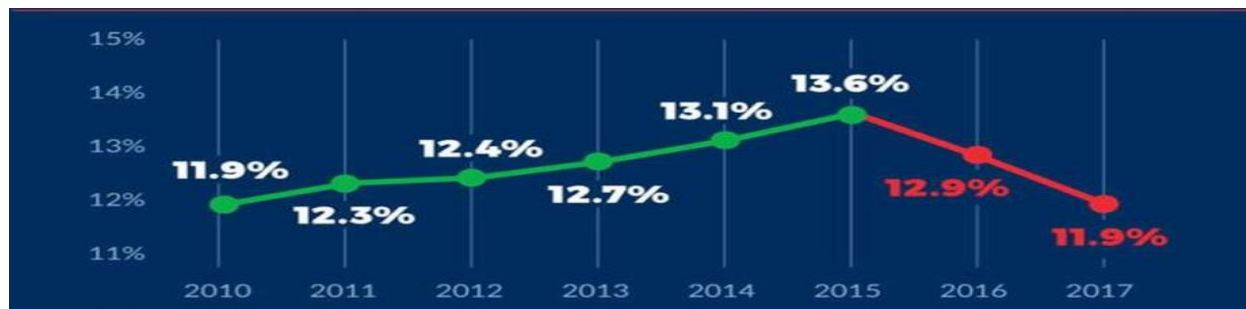


Figure 1. Tourism Industry Outlook (2017)
Source: Tricumen Forecast for the year of 2017

Many factors are responsible for this gradually decrease in profit of tourism industry in Indonesia like, taxes, travel marketing, security and infrastructure. With all these factors one main factor or reason behind decrease in profit of tourism industry in Indonesia is negative psychological factors of employees. Negative psychological profit decrease the profit of organizations, but positive psychological factors like organizational citizenship behaviors, psychological attachment, organizational commitment for TSCM and work alienation increase profit by decreasing negative factors from organizations [3]. In this current study effect of organizational commitment for TSCM, psychological attachment and work alienation examine on the organizational citizenship behavior that increase in these factors overall increase the profit and performance of organizations.

Prior literature proved that organizational citizenship behavior increases profit and performance of organizations. Organizational citizenship behavior increased by increasing the positive psychological factors in organization [4]. Positive psychological factors increased when employees feel that they are significant for organizations and their performing work task are important and meaningful for

management, this though of meaningfulness increase in positive psychological behaviors and it directly increase the organizational citizenship behaviors that increase the performance and profit of organizations [5]. Figure 2 showed the link between organizational commitment for TSCM and organizational citizenship behaviors with mediation of psychological attachment and work alienation.

Objective of this current study is to examine the impact of organizational commitment for TSCM on organizational citizenship behavior with mediation of psychological attachment and work alienation among employees working in tourism industry of Indonesia. Limited studies are present on this topic in previous literature [6]. Studies are conducted on increase of organizational citizenship behavior, but psychological factors were missing from it and these are not conducted on Indonesian tourism industry. Previous studies are present on tourism industry of Indonesia, but examine of psychological factors on increase of organizational citizenship behaviors were missing [7]. So, this study contributes in previous literature.

This study contributes in theoretical point of view by examine the impact of organizational commitment

for TSCM on organizational citizenship behavior by mediation of psychological attachment and work alienation, because this factor is missing in previous literature. By practical contribution of point of view this study is important because this study give recommendation for organizations that they increase their profit and performances by increasing the positive psychological behaviors and organizational citizenship behaviors [8].

2. Literature Review

Positive organizational behavior and psychological capital are important contributions to the recent studies. From the positive behavior, organizational commitment for TSCM is the result of this behavior. Committed employees shows the positivity toward organization. Humane capital was studied by explained capital as different subjects. Concept of psychological attachment is proposed as it is the employee organization relationship that how an organization is important to the employee working for its benefit [9]. It could be defined as “an individual’s psychological state of development, which consists of four dimensions: self-efficacy

confidence, hope, optimism, and resiliency toward the organization”. These dimension in organizations are positive when employees are more committed and show positive behavior. Organization commitment show that employees are satisfied from the culture of organization. This development of the organizational commitment drive has given identity to the importance of internal positive behaviors which are base of the organizational citizenship behavior [10].

The psychological attachment as a behavior of organizational commitment. When there is organizational commitment work alienation can negatively perform its role toward the citizenship behavior. Because it creates the sense unimportant individual for the organization [11]. Model is developed to test the relation of organizational commitment toward the organizational citizenship behavior. Psychological attachment and work alienation will moderate the relation.

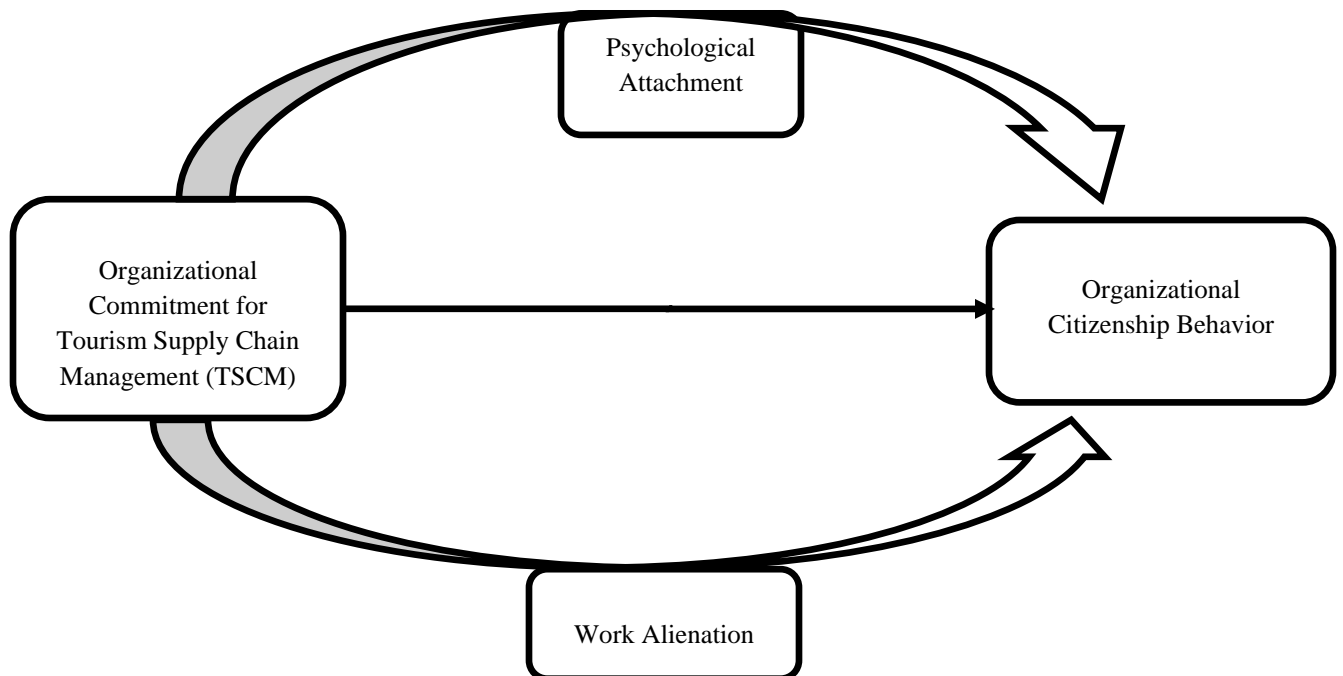


Figure 2. Theoretical framework of the study shows the relationship between organizational commitment for tourism supply chain management, work alienation, psychological attachment and organizational citizenship behavior

2.1 Organizational Commitment for TSCM and Organizational Citizenship Behaviors

Organizational commitment for TSCM is individual's psychology to attach with the organization. Now a day's culture of implementing the vital strategies of openness is being promoted, management employee's cooperation, mutual trust and association, responsibility to meet the objectives and willingness to help each other at the work place are traits of a strong culture [12]. To strengthen this type of behavior it is strongly recommended to develop a culture of citizenship behavior. It is important to achieve the organizational goals. Topic has been studied widely because of its importance for the managerial purpose as well. As concerned with the organizational citizenship behavior defined as organizational citizenship is the shown behavior by an employee that may formally not assigned by the organization, same way for its results these behaviors are not even officially praised by the organization [13]. Some worker performs for the betterment of their companies. Organizational commitment increases the citizenship behavior. Employee sacrifice for their organization and it happens when requirement for HR is increased, some employees are assigned over duties to perform for the organization. Some researchers have also established a relation between organizational commitment for TSCM and citizenship behavior. For all these researches a positive relation was observed by the researches [14]. A study concluded a positive correlation between organizational commitment for TSCM and organizational citizenship behaviors and organizational commitment and stated the same results of positive relationship. Commitment shows the loyalty of worker for their organization. A study conducted on the banking sector shows the citizenship behavior of employees positive, it found a direct relationship that more committed employees shown more citizenship [15]

Organizational commitment can be developed employee and the organization foster greater interest on keeping their working relationship. Employee which are committed to their organization show loyalty which boost their citizenship behavior [16]. From the above discussion we can conclude as.

H1: Organizational commitment for TSCM positively relate to organizational citizenship behaviors.

2.2 Organizational commitment for TSCM, psychological attachment and organizational citizenship behaviors

A model of three components of organizational commitment for TSCM was analyzed. According to them organizational commitment is the emotional feelings of employees [17]. Many previous studies have found a positive relation for organizational commitment and citizenship behavior of employees. Becker in research has mentioned that it is the decision of an individual that makes him committed with his organization. Research by Caldwell has also concluded that committed employees are more motivated. When the organization is motivation employees also get motivationally attached to the organization. This behavior of employees develop a psychological attachment to their organization [18]. There may be different type and levels of attachment for employees, so commitment and citizenship behavior also effected with the level of attachment. In another study, suggested that individuals which face stress, discomfort and anxiety at the workplace they less committed and found having more relationship issues at the workplace with employees. It also decrease their citizenship behavior for the organization [19].

Psychological attachment makes the employee responsible for his job. Organizational citizenship is the behavior to understand organization as obligation to work for its prosperity. Employees that are psychologically attached to the organization are positively related to the citizenship behavior. That citizenship is result of the psychological satisfaction of employees. Research showed a negative relation for social dysfunction and positively related to psychological well-being [20].

Explaining the attachment theory, psychologically attached individual tries to eradicate the problems and finds solution for the organization. Negative experiences are also minimized which helps them to react as good citizen for the organization. Therefore from literature it can be concluded that attachment evasion would can result as propensity to surface act,

it is used as factor of emotion regulation that employee having at organization when they cannot explain their voice [21]. Negative relation for attachment avoidance and citizenship behavior. Many other researchers analyzed that job satisfaction results weather employees feel emotional satisfaction and employee turnover occur when to limiting the organizational citizenship behavior. It is beneficial for organizations when there is good relation of employees to the organization and their attachment increase citizenship behavior and commitment behavior [22]. Literature directs the relationship of organizational commitment, psychological attachment and citizenship behavior as relation predicted in the below given hypothesis:

H2: Organizational commitment for TSCM positively relate to psychological attachment.

H3: Psychological attachment positively relate to organizational citizenship behaviors.

H4: Psychological attachment mediates the relation between organizational commitment for TSCM and organizational citizenship behaviors.

2.3 Organizational commitment for TSCM, work alienation and organizational citizenship behaviors

Organizational commitment for TSCM simply relate to the satisfaction of employees at workplaces [23]. According to previous different studies it's proved that organizational commitment has three basic types like affective commitment, the necessary commitment and moral commitment. Third type that is affective commitment relate to psychological attachment and emotional coordination. Necessary commitment relates to common commitment that employees feel that they cannot leave their current job, benefits and compensation from this organization. Moral commitment relates to necessary obligation that employees feel related or connected their-selves towards organizations. Thus, this moral and affective commitment relate themselves towards psychological attachment and organizational citizenship behaviors [24].

Individuals who has similar beliefs and attitudes towards organizational culture s same as the

management and authority, those employees are most committed toward organization instead of those who have miss-confusion about workplace culture and mismanagement of organizational authorities. Work alienation is another discussing variables, it means that employees are concerned and related about their works [25, 26]. Work alienation has two types like powerlessness and meaninglessness. Powerlessness means that employees or mangers have not any control on their work that is done. Other is meaninglessness that employees think that their work are not meaningful, unimportant and worthless. These types of work alienation has great impact on organizational outcomes like job satisfaction and organizational citizenship behaviors [25].

Organizational citizenship behaviors are related to those psychological positive factors that are relatively considered important for effectiveness and efficiency of organization. An employee who have strong moral commitment with organization increase the organizational citizenship behavior and also the work alienation increase. Employees received some benefits and compensation from organization that employees are committed to give positive organizational citizenship behaviors at workplace [27, 28]. These increase in organizational citizenship behavior of employees also increase the efficiency, effectiveness, innovation and adaptability within various organizations.

Organizational commitment for TSCM has significant impact on work alienation that increase in organizational effective commitment increase the organizational citizenship behavior and other all positive outcomes at workplace and also increase the work alienation in employees. Increase in affective commitment of employees also has increase the innovation, satisfaction and other related positive factors that overall increase the performance of employees and profit of organizations [29]. Hypothesis that proposed on the basis of above literature are

H5: Organizational commitment for TSCM significantly relate to work alienation

H6: Work Alienation significantly relate to organizational citizenship behaviors

H7: Work Alienation mediates the relation between organizational commitment for TSCM and organizational citizenship behaviors.

3. Research Methodology

This portion of study tells about research method, tools and techniques that are used in this present study. Present study investigating the impact of organizational commitment for TSCM on organizational citizenship behavior with mediation of psychological attachment and work alienation. This present study examines this link by proposing hypothesis and after it is analyzing by software, then this study is quantitative in nature. Data is collected from employees working in tourism industry of Indonesia. Data is collected from these respondents very first time for this study then this data is called primary data. Primary data is collected through questionnaire survey method.

Sample size for this study is collected according to instruction of Comrey and Lee [30], as he is giving rank to sample size that which is weaker, which is strong and which is excellent. According to his instruction sample size of 300 were selected that is good. Sample size calculation technique was simple random sampling technique. This technique is easy and suitable. Data is collected through questionnaire. Questionnaire administrated on five-point Likert scale including questions about demographics of

respondents, and also contain questions about variables that adopted from previous studies. Data is collected through electronic way. Questionnaire sent via e-mail. E-mail addresses of employees in use from management of tourism industry. Mail sent including cover page that telling about purpose of data collection and also have ensuring that this data is collected for research purposes and keep confidential. Filled questionnaire returned back after giving some reminders to respondents.

This study collect data for analyzing the impact of organizational commitment for TSCM on organizational citizenship behaviors with mediation of work alienation and psychological attachment. For this purpose, 300 questionnaires were distributed across the data collection sources and after deducting all missing and outlier's questionnaire 249 responses used. According to [31] this response rate is enough if data is collected from e-mail.

4. Data Analysis

In below given Table 1. Data screening is showed. This data screening is showed that no outliers and missing values are present in this collected data from employees working in tourism industry of Indonesia. Meaning of presences of outliers and missing values in collected data that, collected data are not valid for next analysis.

Table 1. Data Screening

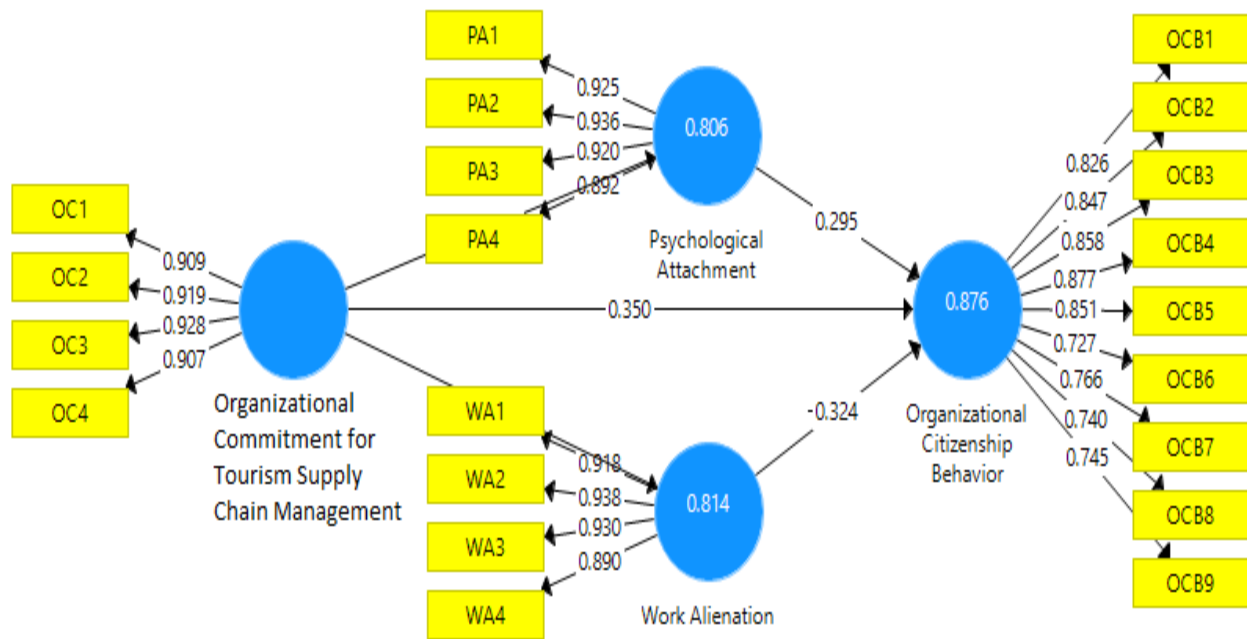
	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
OC1	0	3.158	3	1	7	1.547	-0.71	0.12
OC2	0	3.147	3	1	7	1.832	-0.68	0.476
OC3	0	3.379	3	1	7	1.877	-0.788	0.37
OC4	0	3.401	3	1	7	1.908	-0.798	0.431
PA1	0	3.492	3	1	7	1.744	-0.543	0.314
PA2	0	3.452	3	1	7	1.832	-0.789	0.253
PA3	0	3.441	3	1	7	1.844	-1.018	0.125
PA4	0	3.588	3	1	7	1.885	-0.84	0.243
WA1	0	3.61	3	1	7	1.801	-0.635	0.311
WA2	0	3.565	3	1	7	1.936	-0.804	0.358
WA3	0	3.469	3	1	7	1.884	-0.709	0.386
WA4	0	3.508	3	1	7	1.835	-0.589	0.396
OCB1	0	3.503	3	1	7	1.875	-0.8	0.278

OCB2	0	3.418	3	1	7	1.843	-0.554	0.462
OCB3	0	3.435	3	1	7	1.901	-0.995	0.196
OCB4	0	3.345	3	1	7	1.798	-0.716	0.32
OCB5	0	3.565	3	1	7	1.762	-0.675	0.226
OCB6	0	3.011	3	1	7	1.461	-0.082	0.638
OCB7	0	3.13	3	1	7	1.469	0.565	0.927
OCB8	0	3.186	3	1	7	1.432	0.91	0.961
OCB9	0	3.085	3	1	7	1.518	0.462	0.823

OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation

In below given Figure 3, measurement model assessment is showed. This test is conducted for checking the reliability and validity of data. Data should be reliable and valid for testing hypothesis. PLS measurement model generate below given values of factor loadings, composite reliability and

AVE (average variance extracted) as they showed in Table 1 (appendix) and Table 2, that these values are in accepted range [32-34]. For validity AVE square root is examined as showed in Table 3 and in Figure 4.



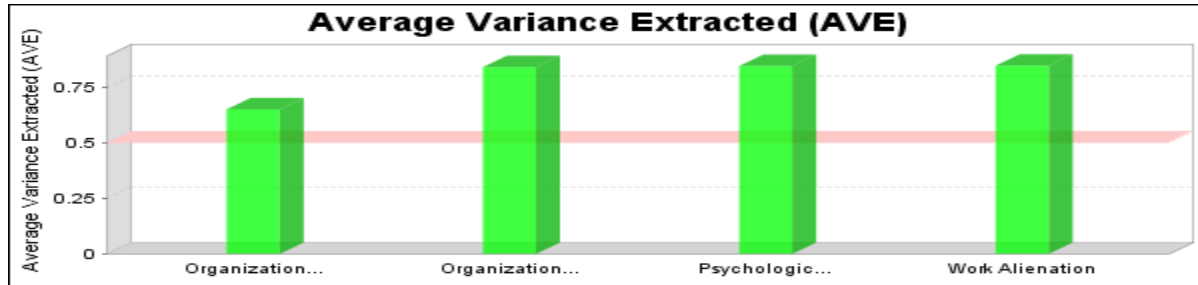
OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation

Figure 3. Measurement Model

Table 2. Alpha, CR and AVE

	Alpha	rho_A	Composite Reliability	(AVE)
Organizational Citizenship Behavior	0.933	0.943	0.943	0.65
Organizational Commitment for TSCM	0.936	0.936	0.954	0.839
Psychological Attachment	0.938	0.938	0.956	0.844
Work Alienation	0.939	0.939	0.956	0.845

OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation



OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation

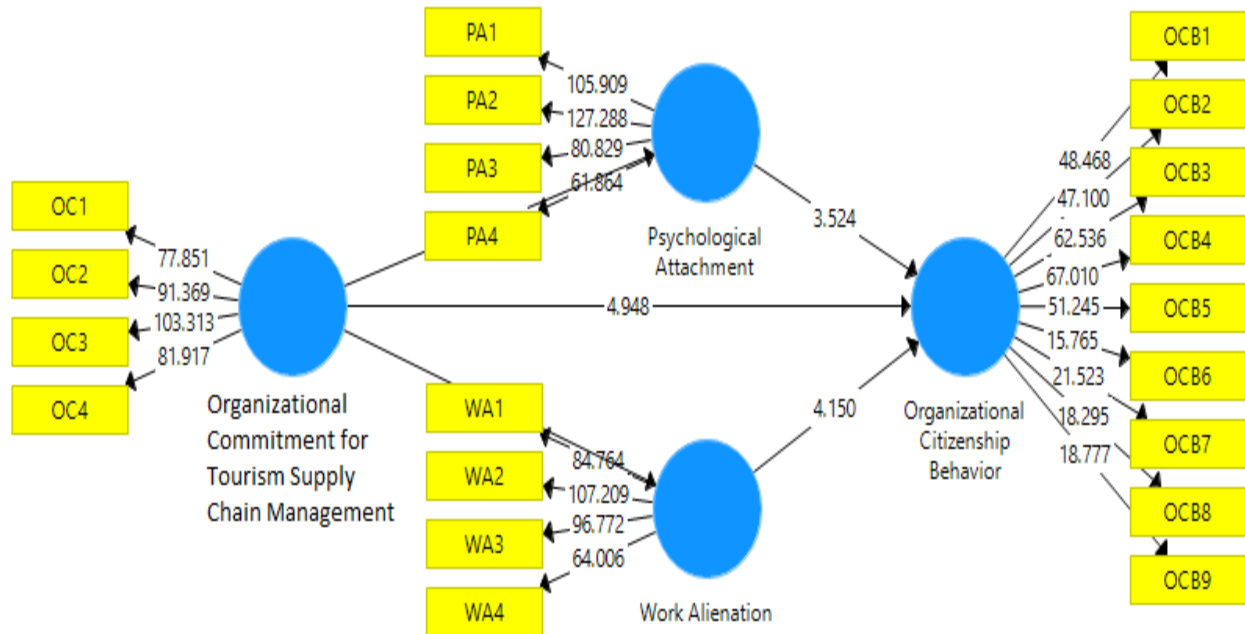
Figure 4. Average Variance Extracted**Table 3.** AVE Square Root

	Organizational Citizenship Behavior	Organizational Commitment	Psychological Attachment	Work Alienation
Organizational Citizenship Behavior	0.806			
Organizational Commitment	0.707	0.916		
Psychological Attachment	0.7	0.898	0.919	
Work Alienation	0.804	0.702	0.897	0.819

OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation

In below Figure 5, structural model generated through PLS for testing the proposed hypothesis [35]. Thorough structural model below given Figure 5 and table 4 was generated. In table t values are given which used for testing hypothesis. T threshold value

is above then 1.96. In below given Table 4 all t values are above 1.96 which means that all direct effect hypothesis that proposed in literature (H1, H2, H3, H5, and H6) is accepted. Beta values tell the intensity of relations between variables.



OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation

Figure 5. Structural Model

Table 4. Direct Effect

	Beta	M	SD	T Statistics	P Values
Organizational Commitment -> Organizational Citizenship Behavior	0.35	0.346	0.071	4.948	0
Organizational Commitment -> Psychological Attachment	0.898	0.897	0.014	64.035	0
Organizational Commitment -> Work Alienation	-0.902	-0.902	0.01	89.123	0
Psychological Attachment -> Organizational Citizenship Behavior	0.295	0.296	0.084	3.524	0
Work Alienation -> Organizational Citizenship Behavior	-0.324	-0.327	0.078	4.15	0

OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation

As direct effect, indirect effect also showed in Figure 5, t values in this below generated Table 5 are above then 1.96 which means that both mediation effect

mediates the relationship between organizational commitment and organizational citizenship behaviors.

Table 5. Indirect Effect

	Beta	M	SD	T Statistics	P Values
Organizational Commitment -> Psychological Attachment -> Organizational Citizenship Behavior	0.265	0.265	0.075	3.517	0
Organizational Commitment -> Work Alienation -> Organizational Citizenship Behavior	0.292	0.295	0.07	4.143	0

OCB: organizational citizenship behavior, OC: organizational commitment, PA: psychological attachment, WA: work alienation

R square (R^2) for organizational citizenship behavior was 0.876. According to instructions of Chin [36] that this effect of 87.6% is significant impact on organizational citizenship behavior variable.

5. Findings and Discussion

This present study established for measuring the impact of organizational commitment for TSCM on organizational citizenship behavior with mediation of psychological attachment and work alienation. Respondents for this current study were employees working in tourism industry of Indonesia. Sample were calculated by simple random sampling technique. Smart PLS used for analysis.

Results that are generated from collected data by using Smart PLS revealed that, organizational commitment for TSCM has positive significant impact on organizational citizenship behavior. It means that increase in organizational commitment for TSCM of employee's also increased the organizational citizenship behavior in organizations. Organizational commitment for TSCM itself a positive work attitude that increased other positive work behaviors at workplace. Increase in employees' commitment increase the organizational citizenship behaviors in employees of tourism industry of Indonesia. These results proved from previous studies also for see instance [37]

Organizational commitment for TSCM of employees also increases the psychological positive factors like psychological attachment of employees at workplaces. Psychological attachment is positive psychological factor that increase by increasing the organizational commitment [38]. Psychological attachment of employees also increases the organizational citizenship behaviors of employees that are positive work attitudes necessary for gaining profit and increasing performance of employees and organizational also. Psychological attachment also mediates the relationship between organizational commitment and organizational citizenship behaviors among employees working in tourism industry of Indonesia. for see instance [39].

Next hypothesis that proposed in literature review of this current study are accepted as work alienation has significant effect on organizational citizenship

behavior. But results revealed that this relationship between work alienation and organizational citizenship behavior is negative. Relation between organizational commitment and work alienation also negative according to results. This work alienation mediates the relation between organizational commitment for TSCM and organizational citizenship behavior among employees working in tourism industry of Indonesia. for see instance [40].

6. Conclusion

This study conducted to examine the impact of organizational commitment for TSCM on organizational citizenship behavior with mediation of work alienation and psychological attachment among employees working in tourism industry of Indonesia. Data is collected through self-visited approach and through questionnaire method. Sample size calculated by simple random sampling technique. For testing the hypothesis collected data analyzed by the statistical software like Smart PLS.

It showed in results that organizational commitment for TSCM has positive significant impact on organizational citizenship behavior, psychological attachment but has negative significant impact on work alienation. Psychological attachment has positive impact on organizational citizenship behavior and also mediates this relation between organizational commitment for TSCM and organizational citizenship behavior. Increase in organizational commitment increase psychological attachment and organizational citizenship behavior but decrease the work alienation. Work alienation has negative impact on organizational commitment for TSCM and also mediates the relationship between organizational commitment for TSCM and organizational citizenship behavior among employees working in tourism industry of Indonesia.

7. Implications

This study examines the impact of organizational commitment for TSCM on organizational citizenship behavior with mediation of psychological attachment and work alienation among employees working in tourism industry of Indonesia. This were missing in previous literature. Thus, by calculating this impact,

this study theoretically implements in previous literature.

Practically, this study wants to increase the organizational citizenship behavior of employees as these positive factors overall increase the performance and profit of tourism industry [41]. So, management should focus on increasing positive psychological factors for increasing the organizational citizenship behavior and overall profit and performance of tourism industry of Indonesia.

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Appendix

Table 1. Factor Loadings

	Organizational Citizenship Behavior	Organizational Commitment	Psychological Attachment	Work Alienation
OC1	0.909			
OC2	0.919			
OC3	0.928			
OC4	0.907			
OCB1		0.826		
OCB2		0.847		
OCB3		0.858		
OCB4		0.877		
OCB5		0.851		
OCB6		0.727		
OCB7		0.766		
OCB8		0.74		
OCB9		0.745		
PA1			0.925	
PA2			0.936	
PA3			0.92	
PA4			0.892	
WA1				0.918
WA2				0.938
WA3				0.93
WA4				0.89

OCB: organizational citizenship behavior, OC: organizational commitment for TSCM, PA: psychological attachment, WA: work alienation