

# Promoting Change-Oriented Organizational Citizenship Behavior: The Role of Social Support and Thriving

Chi Min Wu<sup>1</sup>, Tsung I Pai<sup>1</sup>, Tso Jen Chen<sup>2,\*</sup>, Cheng Che Lin<sup>3</sup>, Shih Hao Chen<sup>4</sup>

<sup>1</sup>Department of Recreation and Health-Care Management, Chia Nan University of Pharmacy & Science, Tainan, Taiwan

<sup>2</sup>Department of Business Administration, Tainan University of Technology, Tainan, Taiwan

<sup>3</sup>Department of Applied English, Tainan University of Technology, Tainan, Taiwan

<sup>4</sup>Graduate School of Business and Operations Management, Chang Jung Christian University, Tainan, Taiwan

## Email address:

tj0004@mail.tut.edu.tw (Tso Jen Chen)

\*Corresponding author

## To cite this article:

Chi Min Wu, Tsung I Pai, Tso Jen Chen, Cheng Che Lin, Shih Hao Chen. Promoting Change-Oriented Organizational Citizenship Behavior: The Role of Social Support and Thriving. *Science Journal of Business and Management*. Vol. 6, No. 2, 2018, pp. 32-37.  
doi: 10.11648/j.sjbm.20180602.11

**Received:** June 5, 2018; **Accepted:** July 7, 2018; **Published:** August 1, 2018

---

**Abstract:** The current study aims to investigate the relationships among social support, thriving at work, and change-oriented organizational citizenship behavior in the Taiwan's hotel workplace context. 276 valid data collected from employees in Taiwan's hotel were used to proof the research hypotheses through structural equation model. Empirical results demonstrated that the proposed model fits well. Findings also showed that social support was positive related to employees' thriving at work and change-oriented organizational citizenship behavior; employees' thriving at work was positively related to employees' change-oriented organizational citizenship behavior. This study highlighted that employees' thriving at work mediated the relationship between social support and change-oriented organizational citizenship behavior. Theoretical and practice implications, limitations, and suggestions for future were offered.

**Keywords:** Social Support, Thriving, Change-Oriented Organizational Citizenship Behavior

---

## 1. Introduction

In the rapidly changing business condition, hotels now face an increasingly competitive and complex environment in Taiwan [4, 33]. Due to the development of information technology, the diversity of customers' demands, and the customers' anticipation for the superior service committed by hotels, service processes of hospitality enterprises are becoming knowledge-based or knowledge-intensive [32]. Therefore, what hotel managers emphasize is how to provide touch service by change-oriented organizational citizenship behavior which is innovative and be encouraged to voice to maintain existing customer and create potential customers.

Positive psychology research is a new concept in the positive organizational behavior domain. Scholars consider it is important to apply the concept and measurement of positive psychology to the workplace because these positive human resources and psychological stocks assist in

improving performance [15, 16, 33]. At hotel service workplace, it is well known that frontline employees' service is critical to influence customers' impressions for hotels, work can be viewed a source of stress [26, 32, 33], but it can also be a vital motivation to personal growth and well-being in the workplace context. Therefore, Spreitzer and colleagues developed constructed social embedded model and noted that when people are thriving, they feel progress and momentum, marked both by a sense of learning (greater understanding and knowledge) and a sense of vitality (aliveness) [29]. In addition, when employees are thriving at work, they also can feel vigorous and experience high levels of psychosocial functioning [18, 34, 35].

Although [18] has noted that some research works have addressed the relationship between thriving at work and work-related outcomes, such as individual task performance, innovative work behaviors, organizational citizenship behaviors, and taking initiative for career development [5,

21]. Except the socially embedded model of thriving at work developed by [28] described how stable work characteristics and dynamic resources enable thriving, which consequently fosters well-being and health, this study found the research gap regarding the antecedents of thriving at work in hotel research domain. Following social embedded model, the study considers that the organizational, supervisors, and coworker support involved in social support will inspire employees' thriving at work, and thus, employees' change-oriented organizational citizenship behavior will be improved. Therefore, this study aims to build and verify the proposed model of employees' thriving at work as related to social support and change-oriented organizational citizenship behavior. To summarize our arguments and highlight our contribution, this proposed model significantly contributes to organizational behavior literature and hotel management practice by examining the antecedents and consequences of thriving at work in improving change-oriented organizational citizenship behavior in Taiwan's hotel industry. The ensuing sections review the literature; present the hypotheses; and describe the methodology, analysis, results, and conclusions regarding academic and managerial implications and suggestions for further study.

## 2. Theory and Hypotheses

Thriving can be defined as "the psychological state in which individuals experience both a sense of vitality and a sense of learning at work" [28]. Regarding to the learning, it refers to the sense that one is acquiring and can apply knowledge and skills to one's work [10]. For vitality, it refers to the subjective experience of energy and liveliness [26]. Therefore, this study consider thriving emphasize the positive experience of people growth through experiencing their own vitality and learning in an organization context. We found that it differs from related concepts reflecting positive functioning, such as flourishing, subjective well-being, self-actualization, resilience, and work engagement [5, 18, 28, 29]. Thus, the benefit of thriving is that it not only has the potential to enhance employees grow, development, and health, but can also benefit the organization through increased performance and lower health care costs [22].

Social embedded model highlighted that learning and vitality is embedded in social system. Scholars claimed that learning does not happen solely in the individual mind without social interactions at workplace [3, 12, 31]. Therefore, when employees perceived support from organizations, supervisors, and coworker, it will be beneficial for individual learning and make them feel vital. In addition, when supervisors clearly explain their vision and objectives to group members, it will increase the members' hope, optimism, and vitality for future challenges. In other words, hotel employees perceive that empowerment and participation, as elements of high-performance human

resource practices, indicate that their comments and ideas are valued [30]. Thus, social support not only encourages employees' thriving at work, but also promotes employees' voice in the hotel, thereby positively influencing innovative ideas and methods in providing customer service because employees perceive a climate of trust. Such employee contributions satisfy various customer demands and encourage employees to enthusiastically provide suggestions or actions for responding to customer demands [14], [24]. Based on the interacting context among support, thriving at work, and change-oriented organizational citizenship behavior, this study further hypothesizes that employees' thriving at work mediates the relationship between social support and employees' service support. Therefore, research hypothesis 1, 2, 3, and 4 are proposed.

H<sub>1</sub>: Social support positively influences employees' thriving at work

H<sub>2</sub>: Employees' thriving at work positively influences employees' change-oriented organizational citizenship behavior

H<sub>3</sub>: Social support positively influences employees' change-oriented organizational citizenship behavior

H<sub>4</sub>: Employees' thriving at work mediates the relationship between social support and employees' change-oriented organizational citizenship behavior

## 3. Method

### 3.1. Sample and Data Collection

To investigate the causal relationships among social support, thriving at work, and change-oriented organizational behavior, this study surveyed 32 hotels which belong to four and five star hotel as research objects and obtained data on employee participation. The current study obtained the hotel information from the official website of Taiwan's Tourism Bureau, Ministry of Transportation and Communications. All questions in this study, except personal information, were answered on a five-point Likert scale. Approximately one month after survey distribution, 284 of the 800 questionnaires were returned, and after eliminating the incomplete and invalid questionnaires, 276 valid questionnaires were identified, giving a valid response rate of 34.5%.

Table 1 presents the characteristics of the sample population. The participants were largely female (62.6%); 40.6% were less than 30 years old; 44.4% had completed university education; most participants (65.6%) had been working less than five years at their current hotel; 34.9% were subordinated to housekeeping department, 27.2% were subordinated to food and beverage department, 26.7% were subordinated to customer service department, and 10.2% were subordinated to administration department.

Table 1. Respondents' characteristics.

Characteristic	Frequency	Percentage	Accumulative Percentage
Gender			
Male	73	37.4	37.4
Female	122	62.6	100
Age			
Under 30	79	40.6	40.6
31~40	57	29.2	69.8
41~50	38	19.5	89.3
Older than 51	21	10.7	100
Tenure			
Under 5 years	128	65.6	65.6
6~10 years	54	27.7	93.3
Over 11 years	13	6.7	100
Education			
Under secondary and high school	75	38.5	38.5
Junior college	32	16.4	54.9
University	86	44.1	99
Over Master degree	2	1	100
Department of Hotel			
Housekeeping department	68	34.9	34.9
Food and beverage department	53	27.2	62.1
Customer service department	52	26.7	88.8
Administration department	22	10.2	100

### 3.2. Measurements

This study adopted measurements from the original English versions and followed a back-translation procedure to ensure item equivalence [3]. To adequately capture the nature and the domain of the hotel industry, the study consulted two managers prior to the survey to discuss and check the scale's appropriateness for the hotels' conditions. All measurements for this study were taken with multiple-item scales, and participants answered all questions on a five-point Likert scale from 1 (*strongly disagree*) to 5 (*strongly agree*). Social support, employees' thriving at work, and employees' change-oriented organizational citizenship behavior are described below. For social support, it contains three factors, organizational support, supervisor support, and coworker support. The study adopted 18 items listed in [2] and modified them for suitability to the hotel workplace. For employees' thriving at work, learning and vitality were involved in thriving, and adopted 8 items in [22] was adopted. For change-oriented organizational citizenship behavior, we used four-item change-oriented organizational

citizenship behavior in [7].

### 3.3. Data Analysis

This study used descriptive statistics to demonstrate means, standard deviations, and correlation. A two-step analysis process [1, 17] tested the reliability and validity of measurements and research hypotheses. In the first step, this study adopted a confirmatory factor analysis with maximum likelihood to test the measurement model. Second, structural equation modeling was utilized to test research hypotheses.

## 4. Results

### 4.1. Descriptive Analysis

Table 2 shows mean values, standard deviations, and zero-order correlations among the constructs. The average values of all research constructs are between 3.244 and 3.860, with standard deviations between 0.569 and 0.798. Additionally, as expected, Pearson correlation analysis result shows that all factors are interrelated.

Table 2. Means, Standard Deviations, and Correlations.

	Mean	s.d	1	2	3	4	5	6
1. Organizational support	3.244	0.731	(0.738)					
2. Supervisor support	3.565	0.798	0.643	(0.925)				
3. Coworker support	3.765	0.569	0.319	0.469	(0.911)			
4. Learning	3.860	0.622	0.441	0.430	0.428	(0.785)		
5. Vitality	3.741	0.712	0.428	0.502	0.327	0.735	(0.827)	
6. Change-oriented organizational citizenship behavior	3.787	0.698	0.418	0.548	0.458	0.415	0.372	(0.886)

Note. N=276; Cronbach's  $\alpha$  values are provided along the diagonal in parentheses.

### 4.2. Measurement Model Analysis

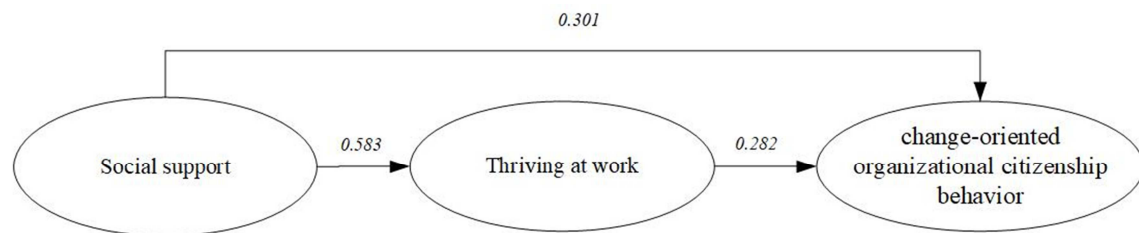
To test construct validity, the current study performed a confirmatory factor analysis assessing the fit of the

three-factor model, comprising social support, thriving at work, and change-oriented organizational behavior. A confirmatory analysis yielded acceptable fit statistics. Results

confirmed social support as being composed of three factors: organizational support, supervisor support, and coworker support ( $\chi^2 = 311.5$ ,  $p = 0.000$ ,  $\chi^2/df = 3.58$ ,  $GFI = 0.902$ ,  $CFI = 0.953$ ,  $IFI = 0.952$ , and  $SRMR = 0.048$ ). Thriving at work comprised two factors: learning, and vitality ( $\chi^2 = 181.738$ ,  $p = 0.000$ ,  $\chi^2/df = 4.88$ ,  $GFI = 0.876$ ,  $CFI = 0.935$ ,  $IFI = 0.936$ , and  $SRMR = 0.063$ ). Change-oriented organizational citizenship behavior was confirmed as a one-order factor structure with four indicators ( $\chi^2 = 2.177$ ,  $p = 0.337$ ,  $\chi^2/df = 1.088$ ,  $GFI = 0.994$ ,  $CFI = 0.999$ ,  $IFI = 0.999$ , and  $SRMR = 0.006$ ). CFA results demonstrated that the fit of our data and the proposed model are acceptable. In addition, all factors loaded significantly on their intended construct, and all were above 0.7 ( $p < 0.01$ ), the composite reliabilities of all constructs were greater than 0.8, the reliability range was 0.708 to 0.925. The average variances extracted (AVE) were all above 0.5, indicating adequate internal consistency [11], and results also demonstrated adequate convergent validity. For the discriminant validity criterion noted by [19], all AVE values were higher than all r-square values, indicating the discrimination of measures and demonstrating the adequate discriminant validity of the study constructs.

### 4.3. Hypotheses Test

Structural model results for hypothesized model is shown as Figure 1, structural model analysis result showed that the proposed model demonstrated a reasonable fit:  $\chi^2 = 71.606$ ,  $\chi^2/df = 2.984$ ,  $GFI = 0.940$ ,  $CFI = 0.969$ ,  $IFI = 0.970$ ,  $RMSEA = 0.078$ , and  $SRMR = 0.046$ . For direct effects, this study used standardized path coefficients to determine whether Hypotheses 1, 2, 3 were supported. The results indicated that social support significantly and positively influenced employees' thriving at work ( $\beta = 0.583$ ,  $p < 0.000$ ), supporting Hypothesis 1; employees' thriving at work significantly and positively influenced employees' change-oriented organizational citizenship behavior ( $\beta = 0.282$ ,  $p < 0.05$ ), supporting Hypothesis 2; and social support significantly and positively influenced employees' change-oriented organizational citizenship behavior ( $\beta = 0.301$ ,  $p < 0.05$ ), supporting Hypothesis 3. In addition, this study follows the criterion of Sobel test to test the mediating effect by [23], Sobel test statistics demonstrated that the  $z$  value was 2.61 ( $p < 0.000$ ) and greater than 1.96, indicating that employees' thriving at work mediated social support and employees' change-oriented organizational citizenship behavior.



*Model fit statistics:*

$\chi^2 = 71.606$ ,  $\chi^2/df = 2.984$ ,  $GFI = 0.940$ ,  $CFI = 0.969$ ,  $IFI = 0.970$ ,  $RMSEA = 0.078$ , and  $SRMR = 0.046$ .

*Note:*

1. path coefficient are standardized, maximum-likelihood

2. Partially mediating effect of collective mindfulness: Sobel test:  $z = 2.61$

**Figure 1.** Structural Model Results for Hypothesized Model.

## 5. Discussion

This study proposed a research model which integrates social support, thriving at work, and change-oriented organizational citizenship behavior, it contributed to the fields of positive psychology and positive organizational behavior literature. Although previous studies have noted the critical role of innovation and service performance for customers in the hotel workplace [32, 33], this study adopted the socially embedded model and argued the effect of social support and employees' thriving at work in hotels for enhancing employees' change-oriented organizational citizenship behavior. Particularly this study highlighted that employees' thriving at work mediated the relationship between social support and change-oriented organizational citizenship behavior. As [25] noted, we need "a scientific

understanding and effective interventions to build thriving in individuals, families, and communities." Thus, in practical, to enhance employees' thriving for promoting hotel human resource synergy, hotel managers can re-evaluate the appropriateness of the communication channel and the reward system, employees' career planning and employees care project are also further suggested.

Despite the aforementioned contributions and implications, this study found some potential limitations in this study. First, the cross-sectional study design undermines the causal conclusions derived from the findings; therefore, a longitudinal design is recommended in the future. Second, methodologically, before the survey, even though this study used back-translation and consulted practicing managers to validate the scale for the hotel environment, and this study have adopted confirmatory factor analysis for testing

measures' construct validity, revealing that the fitness is acceptable. Nonetheless, the primary dependent variable, change-oriented organizational citizenship behavior, was a self-reported measure and the weakness of self-reports is their potential to introduce common method variance ([8], [20]). In order to avoid common method variance, this study recommend that future research collect data from separate sources (supervisors, employees, or customers) and phases.

## 6. Conclusion

Change-oriented organizational citizenship behavior is a contemporary research issue that is getting more attention at hotel workplace. This current study presented a hypothesized model that integrates social support, thriving at work, and change-oriented organizational citizenship behavior, and further found empirical evidence to support hypotheses. The findings revealed that, respectively, social support and thriving at work act as an antecedent role of change-oriented organizational citizenship behavior. This study further highlighted that thriving at work mediates the relationship between social support and change-oriented organizational citizenship behavior in the hotel workplace context. In short, these findings and implications provide valuable references for hotel management in academic and practical fields.

## References

- [1] Anderson, J. C., Gerbing, D. W., 1988. Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin* 103 (3), 411-423.
- [2] Banai, M., & Reisel, W. D. 2007. The influence of supportive leadership and job characteristics on work alienation: A six-country investigation. *Journal of World Business*, 42, 463-476.
- [3] Brislin, R. W., 1970. Back-translation for cross-culture research. *Journal of Cross-Cultural Psychology* 1, 185-216.
- [4] Brown, J. S., & Duguid, P. 1991. Organizational learning and communities of practice: Towards a unified theory of working, learning and innovation. *Organization Science*, 2, 40-57.
- [5] Carmeli, A., & Spreitzer, G. M. 2009. Trust, connectivity, and thriving: Implications for innovative behaviors at work. *Journal of Creative Behavior*, 43, 169-191.
- [6] Chiang, C. F. and Hsieh, T. S. 2012. The impacts of perceived organizational support and psychological empowerment on job performance: the mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31, 180-190.
- [7] Choi, J. N. (2007). Change-oriented organizational citizenship behavior: Effects of work environment characteristics and intervening psychological processes. *Journal of Organizational Behavior*, 28, 467-485
- [8] Crampton, S. M., & Wagner, J. A. 1994. Perceptual inflation in microorganizational research: An investigation of prevalence and effect. *Journal of Applied Psychology*, 79, 67-76.
- [9] Crawford, C. B. Strohkirch, C. S., 1997. Cognitive differentiation and organizational influence tactics: Findings and implications for leaders as agents of influence. *Journal of Leadership Studies* 4 (3), 152-161.
- [10] Elliott, E. S., & Dweck, C. S. 1988. Goals: An approach to motivation and achievement. *Journal of Personality and Social Psychology*, 54, 5-12.
- [11] Fornell, C., & Larcker, D. F. 1981. Evaluating Structural Equation Models with Unobservables and Measurement Error. *Journal of Marketing Research*, 18: 39-50.
- [12] Gherardi, S., Nicolini, D., & Odella, F. 1998. Toward a social understanding of how people learn in organizations: The notion of situated curriculum. *Management Learning*, 29, 273-297.
- [13] Hu, M. L., Horng, J. S., Sun, Y. H. C., 2009. Hospitality teams: Knowledge sharing and service innovation performance. *Tourism Management* 30 (1), 41-50.
- [14] Liao, H., Chuang, A., 2004. A multilevel investigation of factors influencing employee service performance and customer outcomes. *Journal of Management Journal* 47 (1), 41-58.
- [15] Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., & Combs, G. M. 2006. Psychological capital development: Toward a micro-intervention. *Journal of Organizational Behavior*, 27 (3), 387-393.
- [16] Luthans, F., Avolio, B. J., Avey, J. B. & Norman, S. M. 2007. Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60 (3), 541-572.
- [17] Medsker, G. J., Williams, L. J., Holahan, P. J., 1994. A review of current practices for evaluating causal-models in organizational-behavior and human-resources management research. *Journal of Management* 20, 439-464.
- [18] Niessen, C., Sonnentag S., & Sach, F. 2012. Thriving at work—A diary study. *Journal of Organizational Behavior*, 33 (4), 468-487.
- [19] Nunally, J. C. 1978. *Psychometric Theory*. NY: McGraw-Hill.
- [20] Podsakoff, P. M., Mackenzie, S. B., Lee, J. Y., Podsakoff, N. P., 2003. Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology* 85 (5), 879-903.
- [21] Porath, C. L., Spreitzer, G. M., & Gibson, C. 2008. Antecedents and consequences of thriving at work across six organizations. Paper presented at the 2008 Academy of Management Meeting in Anaheim, CA.
- [22] Porath, C. L., Spreitzer, G. M., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior*, 33 (2), 250-275.
- [23] Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, and Computers*, 36, 717-731.
- [24] Ro, H. Chen, P. J., 2011. Empowerment in hospitality organizations: customer orientation and organizational support. *International Journal of Hospitality Management* 30 (2), 422-428.

- [25] Seligman, M. E. P., & Csikszentmihalyi, M. 2000. Positive psychology: An introduction. *American Psychologist*, 55, 5-14.
- [26] Shirom, A. 2003. Feeling vigorous at work? The construct of vigor and the study of positive affect in organizations. In D. Ganster, & P. L. Perrewe (Eds.), *Research in organizational stress and well-being* (Vol. 3, pp. 135–165). Greenwich, CN: JAI Press.
- [27] Sonnentag, S., & Frese, M. 2003. Stress in organizations. In W. C. Borman, D. R. Ilgen & R. J. Klimoski (Eds.), *Comprehensive handbook of psychology* (Vol. 12: Industrial and organizational psychology, pp. 453–491). Hoboken, NJ: Wiley.
- [28] Spreitzer, G. M., Lam, C. F., Fritz, C. 2010. Engagement and human thriving: Complementary perspectives on energy and connections to work. In M. P. Leiter, & A. B. Bakker (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 132–146). New York, NY: Psychology Press.
- [29] Spreitzer, G. M., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. 2005. A socially embedded model of thriving at work. *Organization Science*, 16, 537–549.
- [30] Tang, T. W., & Tang, Y. Y. 2012. Promoting service-oriented organizational citizenship behaviors in hotels: the role of high-performance human resource practices and organizational social climates. *International Journal of Hospitality Management* 31, 885-895.
- [31] Wenger, E. 1998. *Communities of Practice: Learning, Meaning and Identity*. Cambridge University Press, New York.
- [32] Wu, C. M., & Chen, T. J., 2015. Psychological contract fulfillment in the hotel workplace: empowering leadership, knowledge exchange, and service performance. *International Journal of Hospitality Management*, 48 (3), 27–38.
- [33] Wu, C. M., & Chen, T. J., 2018. Collective psychological capital: Linking shared leadership, organizational commitment, and creativity. *International Journal of Hospitality Management*, 74, 75–84.
- [34] Walumbwa, F. O., Muchiri, M. K., Misati, E., Wu, C., & Meiliani, M. A. (2018). Inspired to perform: A multi-level investigation of antecedents and consequences of thriving at work. *Journal of Organizational Behavior*, 39 (3), 249-261.
- [35] Walumbwa, F. O., Hartnell, C. A., & Misati, E. (2017). Does Ethical Leadership Enhance Group Learning Behavior? Examining the Mediating Influence of Group Ethical Conduct, Justice Climate, and Peer Justice. *Journal of Business Research*, 72, 14-23.