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Unlocking the nexus between employees' empowerment and organizational citizenship behaviors in Saudi hotels: The moderating mediated roles of person-job fit and self-efficacy

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Abstract

The purpose of the study is to examine the direct effect of employees' empowerment on organizational citizenship behaviors (OCB) and the mediating effect of self-efficacy between empowerment and OCB. The study also investigates the moderating role of person-job (P-J) fit in the relationship between empowerment and self-efficacy. The study used a quantitative research method. We developed a questionnaire and distributed it to a sample of 400 employees at five-star hotels in Jeddah City, subsequently receiving 280 valid questionnaire forms. We used Smart PLS to analyze the collected data. The findings revealed that empowerment positively influences both OCB and self-efficacy, while self-efficacy also positively influences OCB. Consequently, self-efficacy mediates the association between empowerment and OCB. Finally, P-J FIT moderates the relationship between empowerment and self-efficacy. In order to boost OCB among employees, it is important to manage work demands to achieve positive work behaviors. Consequently, the study's primary recommendation is to provide a suitable environment through appropriate recruitment, selection, and training of employees, which helps increase their readiness to buffer work demands. Hence, empowering employees via redesigning jobs and providing autonomy becomes viable.

Keywords: Empowerment, Hospitality industry, Human resource, OCB, P-J fit, Saudi Arabia, Self-efficacy, Value congruence.

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1. Introduction

Future years should see a significant revenue boost for Saudi Arabia's hotel business. Revenue is predicted to reach US\$2.93 billion by the end of 2024 with an annual growth rate of 3.33%, so market volume is predicted to reach US\$3.34 billion by 2028 [1]. Saudi Arabia considers the hospitality and tourism sectors to be important avenues for economic diversification. The tourism and hospitality industry is evolving at a rapid pace [2].

An employee's voluntary work behavior within the company, such as assisting coworkers and providing extra services to clients, is known as OCB [3]. By encouraging staff members to show kindness to consumers, OCB fosters positive behaviors that advance organizational success [4]. In a highly competitive market, like the hotel industry, the emphasis is

usually on delivering outstanding customer service and creating customer satisfaction to attract and keep repeat business, thereby preserving competitive advantages [5]. This necessitates the presence of OCB in the domain of the hospitality industry [6, 7].

In reality, employees in the hospitality industry experience stress due to heavy workloads, changing work environments, long hours, poor working conditions, and lack of feedback [8]. Job stress is common and often unavoidable in the hospitality sector [7]. Failure to manage employee stress can lead to job dissatisfaction, burnout, and increased staff turnover [9]. This can also impact customer perception of service quality. So, developing OCB becomes crucial.

Job demands-resources (JD-R) and conservation of resources (COR) theories propose that every job has its demands and resources. On the one hand, job demands might be inhibiting (such as role ambiguity or conflict) or challenging (such as heavy workloads and lengthy working hours). On the other hand, there are a range of job resources that include tools like autonomy and social support. Autonomy allows for greater flexibility and independence at work, leading to enhanced job performance and relevant knowledge [10]. Job resources can balance demands and therefore influence motivation and work engagement. According to COR, having suitable resources motivates employees to exert efforts to maintain them and acquire more. The JD-R theory not only focuses on employee well-being but also predicts OCB [11, 12].

According to JD-R theory, employees can use self-efficacy, which is their belief in their ability to perform a task successfully, as a personal resource to mitigate job demands [13]. Additionally, P-J fit may usefully assist in coping with or overcoming role ambiguity and conflict. P-J fit describes the congruence between employees and the requirements of their jobs. This occurs through appropriate recruitment and selection of employees [14].

Prior studies have investigated the direct and indirect antecedents of OCB [15, 16] and have sought to support the connections between empowerment and organizational outcomes [17-19]. However, most of these studies concentrated only on the direct effect of empowerment on OCB [20, 21]. Moreover, there is a paucity of studies concerning the impact of empowerment on OCB in the context of Saudi hotels.

To the best of our knowledge, a deeper understanding of the underlying mechanisms that could explain how various job qualities (such as job demands and job resources) transform into OCB is needed. To this end, the current study integrated two novel variables that may illustrate the relationship between empowerment and OCB. P-J fit moderates these variables, which include self-efficacy as a mediator.

This study proposes that optimal job design, defined as the structure and content of an individual's work tasks, activities, relationships, and responsibilities, can encourage employees' initiative and willingness to go beyond what their job descriptions explicitly call for [22]. When employees experience both stimulation and support from their challenging job demands and have access to strong job resources, their motivation to work increases [23]. Specifically, through the lens of the JD-R theory, it's proposed that high job resources and challenging job demands, as mediated indirectly through self-efficacy and P-J fit affect OCB. This study contributes to the current literature by deepening the understanding of the mechanisms through which empowerment enhances OCB with potential practical and theoretical implications. Hence, research questions are:

- Can empowerment improve OCB within the hospitality sector in Saudi Arabia?
- Can self-efficacy mediate the relationship between empowerment and OCB within the hospitality sector in Saudi Arabia?
- Can P-J fit moderate the association between empowerment and self-efficacy?

Consequently, the purpose of this study is to examine the direct effect of empowerment as a job redesign technique on OCB. Additionally, the current study leverages COR to support self-efficacy through P-J fit in a moderation-mediated model, thereby enhancing the overall impact of empowerment on OCB.

2. Literature Review

2.1. Empowerment

The concept of empowerment in the field of organizational behavior dates back to Douglas McGregor's "Theory Y," which is founded on the idea that creating more flexible and autonomous work environments can enhance employee behaviors such as motivation, productivity, and participation [24].

According to Wong and Perry [25] empowerment is a social construct that is comparatively rooted in the way people integrate their sense of personal control. Sahoo and Das [26] characterize empowerment as an internally generated motivation that encompasses fulfilling experiences derived from one's employment. We can define empowerment as the process that eliminates all variables that promote powerlessness, thereby enhancing individuals' enthusiasm, self-efficacy, and performance. This process takes place through the formal or informal provision of useful knowledge to individuals [27]. Empowerment is also considered a self-motivating element depending on an employee's self-competence, personal control, and belief in personal relationships [28].

Four dimensions make up the psychological state of empowerment: impact, competence, self-determination, and meaning [29]. Meaning relates to the employee's perception of the importance and aptness of the job. Competence refers to the employee's belief in their ability to effectively carry out the tasks of the job. Self-determination reflects the employee's control over work and the freedom to select a task, while impact refers to the extent to which the employee's work creates differences within the workplace and to the ability to change the organization's results strategically [30].

2.2. Organizational Citizenship Behavior (OCB)

Organ [31] defined OCB as any voluntary actions relating to one's job that go above and beyond regular tasks and that enhance one's social or psychological environment.

Altruism, courtesy, sportsmanship, conscientiousness, and civic virtue are the five most frequent dimensions of OCB. In terms of altruism, we refer to the act of assisting others without considering their welfare [32]. When employees tend to be selfless in the workplace, outputs and efficiency increase in return. Courtesy, defined as the act of treating others with consideration and decency, fosters positive relationships in the workplace and aids in reducing employee stress [33]. When something goes wrong at work, which might be upsetting, the worker demonstrates the ability to handle the situation without acting badly [34]. Conscientiousness pertains to the ability to uphold self-control and rigorous discipline, surpassing the basic minimum requirements for task completion, such as punctuality. For instance, it encompasses staying late for projects that require additional time, especially when they involve a substantial workload [35]. Finally, civic virtue refers to the behavior a person demonstrates in representing the company they work for, even outside of regular business hours or when they are not acting in their official position.

Organizations greatly benefit from the conduct of their staff members who exhibit OCB, as it significantly enhances the effectiveness and efficiency of the organization. Research has proven that OCB plays a crucial role in the growth, success, effectiveness, and productivity of any business. OCB enhances an organization's ability to attract and retain top-quality and talented employees, improves intergroup coordination, and increases organizational stability, which enables the organization to respond more skillfully to external environmental changes [36]. Today's firms expect individuals to operate independently due to the growing emphasis on flexibility, innovation, and sensitivity to the surroundings. As a result, for a group to flourish, its members must be able to replace their egocentric ways of thinking and behaving with ones that are more constructive. In regard to this, several scholars have concentrated on OCB [37].

Empowerment helps individuals to absorb the negative effects on employees' well-being that result from job demands. Having access to personal and job resources (i.e., empowerment) boosts the ability of individuals to face high job demands and helps them to perform better [11].

2.3. Self-Efficacy

Ariff, et al. [38] define self-efficacy as the belief in one's ability to mobilize the motivation, cognitive resources, and actions necessary to meet certain situational demands. An individual's perception of the difficulty or ease of completing a task, as well as their self-assurance in their ability to do so, can demonstrate self-efficacy. Therefore, self-efficacy is a resource that one possesses to effectively carry out particular activities [39].

Self-efficacy is thus part of a psychological framework that influences people's motivation and actions to carry out specific activities, particularly in terms of people's perceptions of their own skills to perform [40]. According to Bandura's writings, self-efficacy arises from four different sources. These resources include verbal persuasion, vicarious experience, emotional and physiological states, and mastery experience. The mastery experience posits that a person develops or strengthens their self-efficacy when they successfully master the necessary abilities and coping mechanisms to successfully complete a task [41]. When someone watches others successfully complete a task and/or evaluates themselves against those who have completed a task they need to complete, they gain self-efficacy through vicarious experience. Verbal persuasion increases self-efficacy when word of mouth persuades someone that they can complete a task [42]. An individual's mental and physiological state influences their belief in their capacity to complete a task via good emotions, such as confidence and excitement [41].

Choi and Yu [43] argued that self-efficacy is a valuable job resource at the person level that depends on employment conditions. Self-efficacy not only reflects people's perceptions of social and organizational circumstances, but it can also influence creative behavior. The positive energy that self-efficacy gives regarding coworkers, superiors, subordinates, or the firm can be utilized to enhance pro-social behavior [44]. An employee's degree of self-efficacy has a significant impact on how hard they work and how individuals endure in the face of difficulties and bad experiences. Self-efficacy is one of the main factors determining an individual's OCB [45].

2.4. Person-Job (P-J) Fit

According to Stich [46] P-J fit is the suitability of a job's characteristics as compared with the employee's preferences. People seeking specific qualities or attributes in a job perceive P-J fit in this context. In order to complete the given task, P-J fit is considered a unique technical proficiency [47]. Similarly, Rajper, et al. [48] consider P-J fit as a match between individual knowledge, skills, and talents and the needs of the workplace. The assignment must meet these three conditions to ensure correct execution and compliance with the requirements.

Based on the aforementioned definitions, Sylva, et al. [49] asserted that P-J fit includes two dimensions: the demands-abilities fit (DAF) and the needs-supplies fit (NSF) dimensions. NSF means congruence between personal preferences and the job, while DAF is more concerned with how well a person's knowledge, skills, and abilities (KSA) match the demands of the workplace.

Traditionally, evaluating P-J fit involved conducting a job analysis to determine the demand for a specific role, the duties involved, and whether the candidate possesses the necessary KSA to fill it [50]. Different tests such as interviews, screening, psychological testing, references, and knowledge tests can measure KSA. Providing appropriate training positively affects the P-J fit [51]. Theoretically, personality traits of employees are a key factor that affects an individual's ability [52]. Hence, using personality traits in employee selection contributes to enhancing employees' P-J fit.

3. Hypotheses Development

3.1. The Effect of Empowerment on OCB and Self-Efficacy

On the basis of JD-R theory, a theoretical framework was developed to investigate the correlations between the research variables [11]. The JD-R model asserts that individuals must utilize their personal and professional resources to meet or overcome the unique demands of each occupation. According to this approach, job demands might include any number of factors that put people under stress, such as organizational, social, physical, or psychological aspects of their jobs. Conversely, resources consist of all work characteristics permitting employees to decrease job demands and the related psychological costs in order to fulfill work goals [53]. Both resources and demands interact, influencing organizational outcomes and leading to either positive or negative outcomes depending on the balance between job demands and resources [54].

In this framework, employees define a resource as anything that helps them achieve their goals [55]. Consequently, empowerment can be conceived as a job resource that permits employees to relish work experiences and carry out tasks independently [56]. Drawing from the concept that job design influences employees' behaviors [57] empowerment has the potential to enhance employees' attitudes, such as fostering a stronger attachment to the company and promoting positive outcomes and improved performance [44]. Human motivation is associated with the three inherent psychological demands of competence, autonomy, and relatedness [58]. However, empowerment is another significant component that leads to motivation [59]. The relationship between empowerment and a number of other work-related outcomes, such as organizational commitment, has also been documented in earlier research [60] work engagement [61] OCB [62] and job performance [27]. Consequently, we can assume the following:

H₁: Empowerment affects OCB positively.

As already noted, according to Bandura [42] self-efficacy is defined as people's judgment of their capabilities to organize and execute courses of action required to attain designated types of performance. Therefore, we can characterize it as the conviction in one's ability or proficiency to utilize skills to accomplish goals. Ruiz-Fernández, et al. [63] found a favorable correlation between empowerment and self-efficacy, specifically a robust association between the competence dimension of empowerment and self-efficacy. Accordingly, highly empowered workers typically perceive themselves as more competent in performing tasks at work. Hence, it can be assumed that:

H₂: Empowerment affects self-efficacy positively.

3.2. Self-Efficacy as a Mediator

The conservation of resource theory (COR) can be used to explain the relationship between self-efficacy and OCB. The concept of COR clarifies how people strive to acquire and protect their resources [55, 64]. Once more, resources are anything that a person believes will assist them in achieving their objectives. The current study expands the COR theory to encompass more variables and offers a more comprehensive understanding of how personal resources, like self-efficacy, impact individual behavior [65]. The current evidence, which demonstrated employees' self-efficacy as a resource to understand why people participate in extra-role activities like OCB, enhanced the COR theory, providing a comprehensive theoretical model [66]. So, it can be hypothesized that:

H₃: Self-efficacy affects OCB positively.

Earlier studies have found a number of mediating factors, such as the work environment, in the connection between empowerment and task-based job performance that include engagement [67] job satisfaction [68] and psychological well-being [69]. However, there is currently a significant lack of research analyzing self-efficacy's mediating function in this relationship [70, 71]. Self-efficacy has been proposed as a mediating variable in the relationship between various organizational variables, including the relationship between emotional intelligence and task-based job performance [72], work engagement and affective commitment [73] empowerment and proactive behavior [74]. According to Halbesleben, et al. [55] workers with high levels of self-efficacy who feel supported by their supervisors (i.e., feel empowered) are able to sustain extra-role responsibilities and engage in more work. On the other hand, workers who lack self-efficacy may give up easily, even with their supervisor's support, if things do not go their way (this aligns with resource caravans in the COR model). Given this, empowerment may have an impact on self-efficacy, potentially influencing OCB. Hence, it can be proposed that:

H₄: Self-efficacy mediates the relationship between empowerment and OCB.

3.3. P-J Fit as a Moderator

Social cognitive career theory (SCCT) was used to investigate the moderating function of P-J fit between self-efficacy and empowerment. SCCT is a relatively well-studied approach to understanding educational and occupational behavior [75]. According to SCCT, learning takes place in a social context when an individual engages in dynamic, reciprocal interactions with their environment, behavior, and self. The theory seeks to elucidate how individuals utilize reinforcement and control to establish a particular habit that fulfills a purpose and endures over time [42].

In this study, self-efficacy is transcendental. It represents a person's degree of confidence in their capacity to perform a particular behavior. According to SCCT, self-efficacy is affected by several factors, including a person's unique abilities, other personal characteristics, and contextual circumstances [76]. We made use of the SCCT, which postulates that self-efficacy can be affected by an individual's abilities. Since P-J fit can augment employees' abilities, which in turn enhance self-efficacy, it can be assumed that:

H₅: P-J fit moderates the relationship between empowerment and self-efficacy.

4. Research Model

Researchers and practitioners have been paying close attention to the idea of OCB because of its broad implications for improving employee performance [77]. A number of these researchers have also identified the factors that contribute to OCB, including emotional intelligence [78] ethical leadership [79] perceived organizational support [35] and, most importantly, psychological empowerment [62]. Based on the theories of JD-R and COR, this study incorporated two variables, self-efficacy and P-J fit, into a moderated mediation model. This model may offer a mechanism by which empowerment can both directly and indirectly enhance OCB. To the best of our knowledge, this is the first study integrating these variables to enhance OCB within the hospitality sector in Saudi Arabia. Based on the literature review and hypotheses Figure 1 represents the proposed model.

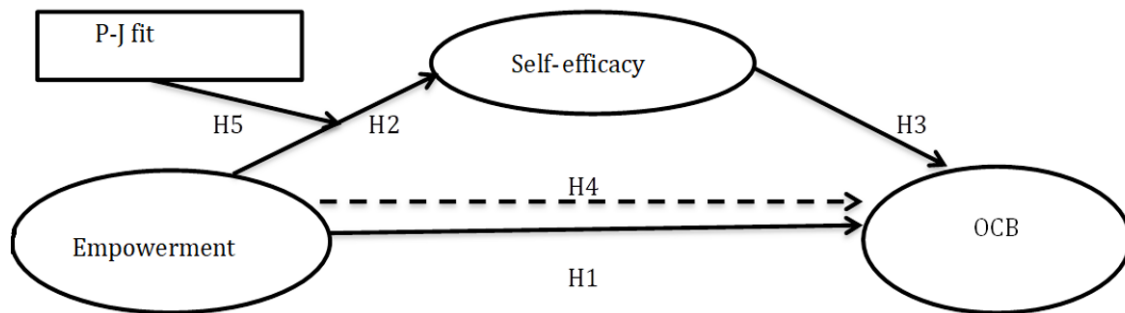


Figure 1.
The research model.

5. Research Design

The term "research design" refers to a comprehensive strategy that rationally and successfully integrates the various components of a study to accomplish the investigation's goal [80]. As such, it establishes the framework for the systematic collection, measurement, and analysis of data to achieve the research objectives. This study examined how self-efficacy mediated the empowerment effect on OCB. Furthermore, the moderating effect of the P-J fit between empowerment and self-efficacy was also examined. The study adopted a quantitative research design. Quantitative research is a systematic approach to investigating phenomena through the gathering, analysis, and interpretation of numerical data [81]. This type of research design typically begins with the formulation of a clear research topic or hypothesis. Researchers strategize to collect data through questionnaires and surveys for verification.

5.1. Data Collection Technique and Participants

A sample design is a thorough plan outlining the process for selecting a sample or subset from a certain population. By using sampling, researchers can focus their attention on a smaller group of participants instead of trying to look into the entire population, which improves the accuracy of the study's findings [82]. The sample frame includes all objects that are part of the research population. It specifically relates to five-star hotels in Jeddah. We chose five-star hotels in Jeddah city for the survey because this rating encompasses a variety of hotel types. We gathered research data using a questionnaire. We collected information from hotel staff members from April to June 2024 using "convenience sampling" and "drop-and-collect" techniques. Human resources management assisted in conducting the surveys, drawing suggestions from the staff members of these hotels. A sample of employees of these hotels received 400 surveys in total. After eliminating the unqualified responses, we approved 280 responses, achieving an efficient reply rate of 70%. Participants' ages in the study sample ranged from 20 to 50 years old. The survey was completed by staff members from a variety of hotel departments, including food and beverage, the rooms division, and Human Resources Management. The employees who participated in the survey ranged in experience from recent graduates to those with over ten years of experience. Workers in various managerial positions took part in the survey.

5.2. Data Collection Tool

We developed a questionnaire to collect research data by thoroughly analyzing previous studies, and further refined it through in-person interviews with ten experts and academics who had extensive experience interacting with hotel customers. The content of the survey remained unchanged throughout this procedure. The questionnaire assessed each variable using a 5-point Likert scale. The questionnaire consisted of two parts: the first section gathered participant demographic information like age, tenure, degree of education, and occupations, while the second section collected data on the study variables. We used 8 statements based on the psychological empowerment scale [29] to measure employees' perception of empowerment, covering the four-component model of empowerment, which includes the employee's sense of meaning, competence, impact, and self-determination. Podsakoff, et al. [83] developed a scale of 12 statements to measure OCB, which included the five dimensions of OCB. We developed a scale of 5 statements based on [84] to measure employees' self-efficacy. Finally, we used 3 statements from [85] to measure P-J fit.

5.3. Data Analysis Methods

To investigate the given hypotheses, the partial least squares structural equation modeling (SEM-PLS) approach was adopted via SmartPLS v. 3.0. According to Hair Jr, et al. [86], PLS becomes feasible when the objective of the investigation is to predict one or more dependent constructs as opposed to validating an established theoretical model. As a result, this approach ought to be helpful for our study, which looks into the relationships between empowerment and OCB, the mediating function of self-efficacy, and the moderating effect of the P-J fit variable. Furthermore, the PLS performs well across a broad range of sample sizes, which makes it appropriate for testing more intricate models with less limits on the available data [87]. Analyzing the provided models' hypotheses using the PLS technique requires firstly investigating the validity and reliability of the outer (measurement model) and then examining the inner (structural model) [88].

6. The Study Results

6.1. Outer Model Assessment

The outer model's validity and reliability were assessed using convergent validity (CV) and discriminant validity (DV). Specifically, a variety of parameters, including item loadings, were employed to assess CV (> 0.50) [89], composite reliability (CR) (> 0.60) [90], average variance extracted (AVE) (> 0.50) [87] and Cronbach's alpha (α) (> 0.70) [91]. In addition, to achieve DV, the following requirements should be met: Heterotrait-Monotrait ratio of correlation (HTMT) should be less than 0.9; the AVE of each construct must exceed the squared inter-construct correlations [90] and an item loading within its variables should be more significant than any of its cross-loadings with another variable [92]. All of these requirements are necessary to achieve the DV. Tables 1, 2, 3, and 4 show that all recommended minimum and/or maximum values for the CV and DV indices were satisfactory, confirming the outer model's fitness.

Table 1 presents the outer loadings of every item of the study variable in addition to Cronbach's alpha, composite reliability, and Average Variance Extracted for every variable. The values of these measures are satisfactory, achieving convergent validity.

Table 1.
Psychometric metrics.

Variables	Loadings	α value	C.R	AVE
Empowerment	-	0.947	0.956	0.733
Emp1	0.903	-	-	-
Emp2	0.893	-	-	-
Emp3	0.876	-	-	-
Emp4	0.842	-	-	-
Emp5	0.864	-	-	-
Emp6	0.879	-	-	-
Emp7	0.893	-	-	-
Emp8	0.680	-	-	-
Organizational citizenship behaviors (OCB)	-	0.948	0.954	0.636
OCB1	0.769	-	-	-
OCB2	0.706	-	-	-
OCB3	0.785	-	-	-
OCB4	0.798	-	-	-
OCB5	0.779	-	-	-
OCB6	0.804	-	-	-
OCB7	0.837	-	-	-
OCB8	0.840	-	-	-
OCB9	0.796	-	-	-
OCB10	0.792	-	-	-
OCB11	0.834	-	-	-
OCB12	0.824	-	-	-
Self-efficacy	-	0.910	0.933	0.736
S-E1	0.831	-	-	-
S-E2	0.839	-	-	-
S-E3	0.884	-	-	-
S-E4	0.892	-	-	-
S-E5	0.841	-	-	-
Person-job fit	-	0.747	0.854	0.662
P-J1	0.777	-	-	-
P-J2	0.801	-	-	-
P-J3	0.860	-	-	-

The bolded elements in the table below display the factor loadings and cross-loadings for each construct. According to Table 2, each construct's cross-loading is quite low, showing strong discriminant validity. Moreover, to confirm the

discriminant validity, an item's loading within its variables must be more significant than any of its cross-loadings with another variable.

Table 2.

Factor and cross-loadings.

Items	Empowerment	OCB	P-J fit	Self-efficacy
Emp1	0.903	0.482	0.270	0.551
Emp2	0.893	0.502	0.292	0.547
Emp3	0.876	0.490	0.275	0.482
Emp4	0.842	0.456	0.246	0.428
Emp5	0.864	0.480	0.213	0.487
Emp6	0.879	0.488	0.309	0.578
Emp7	0.893	0.510	0.259	0.607
Emp8	0.680	0.405	0.239	0.385
OCB1	0.428	0.769	0.385	0.592
OCB2	0.350	0.706	0.385	0.400
OCB3	0.451	0.785	0.364	0.419
OCB4	0.446	0.798	0.365	0.428
OCB5	0.473	0.779	0.321	0.369
OCB6	0.443	0.804	0.411	0.369
OCB7	0.454	0.837	0.442	0.364
OCB8	0.511	0.840	0.416	0.412
OCB9	0.390	0.796	0.364	0.409
OCB10	0.446	0.792	0.320	0.353
OCB11	0.483	0.834	0.400	0.378
OCB12	0.447	0.824	0.392	0.354
P-J1	0.298	0.415	0.777	0.223
P-J2	0.280	0.417	0.801	0.262
P-J3	0.194	0.350	0.860	0.311
S-E1	0.456	0.391	0.238	0.831
S-E2	0.455	0.392	0.241	0.839
S-E3	0.567	0.452	0.319	0.884
S-E4	0.614	0.478	0.287	0.892
S-E5	0.454	0.464	0.323	0.841

Table 3 presents Fornell–Larcker criterion matrix to ensure DV. In order to accomplish the DV, the AVE of each construct must exceed the squared inter-construction correlations; this was confirmed.

Table 3.

Fornell–Larcker criterion matrix.

Variables	Empowerment	OCB	P-J fit	Self-efficacy
Empowerment	0.856			
OCB	0.558	0.798		
P-J fit	0.308	0.477	0.814	
Self-efficacy	0.600	0.510	0.330	0.858

Note: Bold scores are AVEs higher than the inter-variable correlation coefficient, indicating a valid DV.

Finally, Table 4 presents the Heterotrait-Monotriat to ensure DV. In order to confirm the DV, the Heterotrait-Monotriat ratio of correlation (HTMT) should be below 0.90. This was achieved (see Table 4).

Table 4.

HTMT matrix.

Variables	Empowerment	OCB	P-J fit	Self-efficacy
Empowerment				
OCB	0.587			
P-J fit	0.376	0.575		
Self-efficacy	0.634	0.543	0.392	

6.2. Inner Model Assessment

To avoid multicollinearity problems, the research utilized the Variance Inflation Factor (VIF) test. VIF values must be less than 5.0 to achieve this [87]. In addition, the study examined the model's explanatory appropriateness using the R2 and Q2 indices. According to Hair, et al. [87] R2 score of 0.20 is regarded as high, and Q2 value of more than 0.0 is approved [93]. Table 5 presents satisfactory VIF, R2, and Q2 scores based on these indicators.

Table 5.
R2, Q2 and VIF results.

Items	VIF	Items	VIF	Items	VIF	Items	VIF
Emp1	4.286	OCB1	2.351	P-J1	1.479	S-E1	2.340
Emp2	4.140	OCB2	1.887	P-J2	1.444	S-E2	2.429
Emp3	3.421	OCB3	2.313	P-J3	1.570	S-E3	3.071
Emp4	3.066	OCB4	3.313	-	-	S-E4	3.188
Emp5	3.389	OCB5	3.299	-	-	S-E5	2.293
Emp6	3.851	OCB6	3.326	-	-	-	-
Emp7	4.276	OCB7	4.176	-	-	-	-
Emp8	1.626	OCB8	3.005	-	-	-	-
-	-	OCB9	3.206	-	-	-	-
-	-	OCB10	3.305	-	-	-	-
-	-	OCB11	3.716	-	-	-	-
-	-	OCB12	3.752	-	-	-	-
-	-	-	-	Q2	0.249	R2	0.452
-	-	-	-	Q2	0.312	R2	0.468

The Standardized Root Mean Square Residual (SRMR) test, an accepted test in the PLS technique, can estimate the Goodness of Fit (GoF) of the analyzed model. According to [Hu and Bentler \[94\]](#) accepted GoF is indicated by an SRMR score of less than 0.08. The SRMR of the presented model is 0.056. Finally, in order to validate the study hypotheses, [Table 6](#) presents the findings of the β , T-Value, and p-Value analyses.

Table 6.
Hypotheses testing (Inner model results).

Hypotheses	B	T-value	P	Results
Direct paths				
H1- Empowerment -> OCB	0.434	5.220	***	✓
H2- Empowerment -> Self-efficacy	0.510	7.420	***	✓
H3- Self-efficacy -> OCB	0.522	4.835	***	✓
Indirect mediating paths				
H4- Empowerment-> Self-efficacy -> OCB	0.266	4.280	***	✓
Moderating effects				
H5- Empowerment x P-J Fit -> Self-efficacy	0.329	4.579	***	✓

Note: ***, significant at $p < 0.001$ level.

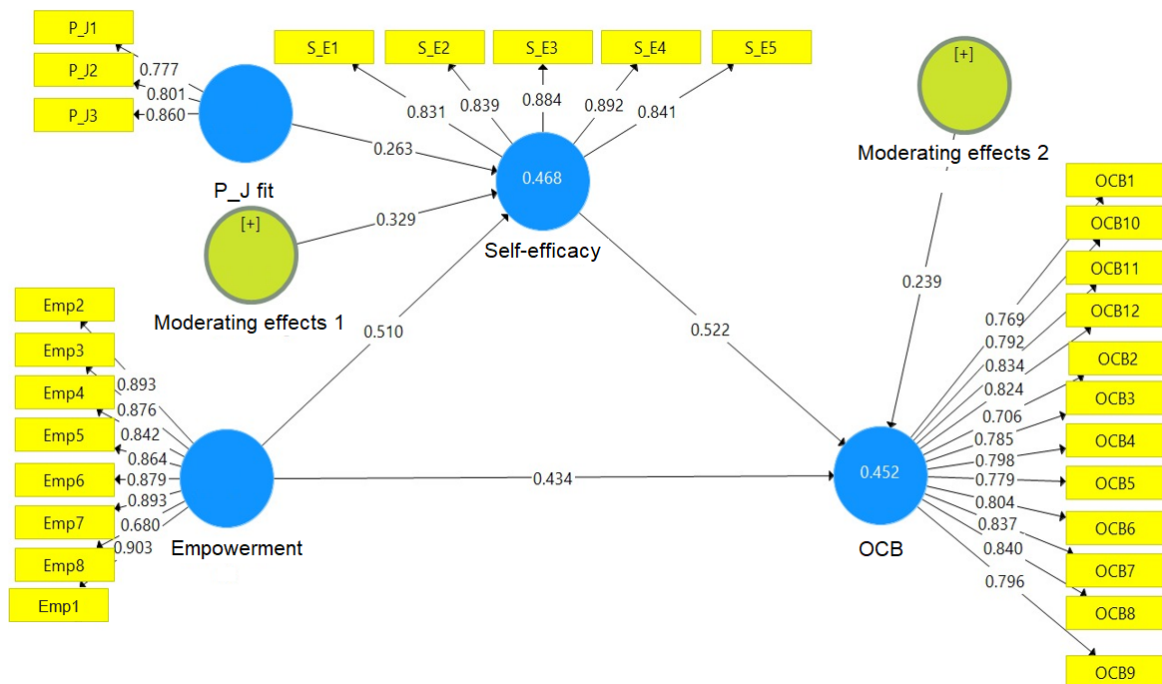


Figure 2.
The study model.

Results in [Figure 2](#) and [Table 6](#) support H1 and H2. They show that empowerment had a positive and significant effect on OCB ($\beta = 0.434$, $t = 5.220$, $p < 0.001$) and a positive effect on self-efficacy ($\beta = 0.510$, $t = 7.420$, $p < 0.001$). Additionally,

the results validated H3 by showing that self-efficacy has a significant and beneficial impact on OCB at $\beta = 0.522$, $t = 4.835$, $p < 0.001$. Furthermore, the association between empowerment and OCB was mediated by self-efficacy at $\beta = 0.266$, $t = 4.280$, $p < 0.001$, supporting the acceptability of H4. Finally, H5 was confirmed by the P-J fit, which was able to moderate the association between empowerment and self-efficacy at ($\beta = 0.329$, $t = 4.579$, $p < 0.001$).

7. Discussion and Implications

7.1. Discussion

One of the most popular topics in the organizational sciences nowadays is OCB research. OCB is a noteworthy metric that possesses the capacity to enhance customer satisfaction, staff retention, cost reduction, performance, and operational efficiency. In order to achieve OCB, the current study looked at the roles that P-J fit, self-efficacy, and empowerment play. The purpose of the study was to investigate how empowerment affects OCB directly as well as indirectly through self-efficacy. It also looked at the moderating relationship that P-J Fit has between self-efficacy and empowerment.

According to the results of the current study, it was revealed that empowerment affects OCB positively. This coincides with previous studies [Turnipseed and VandeWaa \[62\]](#); [Cheasakul and Varma \[95\]](#) and [Haerani, et al. \[96\]](#). This result can be illustrated in the light of JD-R theory, which assumes that coping with occupational demands via gained resources can decrease employees' stress, consequently increasing their motivation and thus their behavior in the form of OCB [\[97\]](#). Similarly, [Ryan and Deci \[58\]](#) demonstrated the connection between human motivation and the three basic psychological demands of relatedness, competence, and autonomy. By definition, empowerment entails giving staff members relevant information, whether formally or informally [\[27\]](#). This equips employees with self-competence and personal control, enhances self-motivation, and consequently behavior in the form of OCB [\[28\]](#). This supports H1.

To elaborate on this, the study sought to describe the mechanism through which empowerment can enhance OCB. In doing so, the study proposed self-efficacy, as a mediating variable (empowerment boosts self-efficacy which in turn enhances OCB). The study also revealed that empowerment affects self-efficacy positively. This result aligns with previous studies [\[63, 98, 99\]](#). Self-efficacy affects OCB positively, which was confirmed via previous studies [\[66, 100\]](#).

We adopted the JD-R and COR theories to explain the mediating effect of self-efficacy between empowerment and OCB. As previously mentioned, each occupation has its own set of demands and resources that aid in meeting these demands. According to JD-R theory, having sufficient resources compared to demands results in boosting employees' motivation and behavior in return. Employee empowerment can develop self-efficacy as a personal resource. [Ruiz-Fernández, et al. \[63\]](#) found a favorable correlation between empowerment and self-efficacy, specifically a robust association between the competence dimension of empowerment and self-efficacy; highly empowered employees tend to perceive themselves as more competent in performing tasks at work. Similarly, the COR theory posits that employees strive to acquire, preserve, and enhance the resources they perceive as valuable [\[101\]](#). Self-efficacy is defined as a personal resource under the COR theory [Bandura \[102\]](#). [Halbesleben, et al. \[55\]](#) describe self-efficacy as people's assessments of their own ability to plan and carry out the actions necessary to achieve specific performance goals. As a result, workers who perceive a highly supportive work environment and high levels of self-efficacy are more likely to expand the scope of their current responsibilities to include extra-role behaviors (such as OCB) in order to access additional resources [\[103\]](#). On the contrary, workers with poor self-efficacy may easily give up when things are not going their way. This supports H2, H3 and H4, confirming the mediating role of self-efficacy between empowerment and OCB.

Finally, we confirmed the moderating role of the P-J fit between empowerment and self-efficacy. SCCT views self-efficacy as a complement to ability, not a replacement for it. In addition to the necessary skills, complex performances benefit from a positive feeling of efficacy that enables individuals to plan, coordinate, and utilize their strengths. What people can accomplish depends partly on how they interpret and apply their skills [\[102\]](#). Possessing the necessary skills and abilities increases self-efficacy, thereby achieving P-J fit, a measure of how well employees match their jobs in terms of KSA. This confirms H5 and clarifies the moderating function of P-J fit.

8. Conclusion

The current study used JD-R theory to enhance organizational effectiveness in the hospitality industry in Saudi Arabia. In the light of JD-R and COR theories, this study aimed to assess the direct effect of empowerment on OCB and the indirect effect via self-efficacy as a resource to buffer work demands. In addition, this study involved P-J fit as a moderator between empowerment and self-efficacy to ensure its essence. It was shown/demonstrated/evidenced that empowerment can boost OCB among employees, and this may occur through increasing self-efficacy. Additionally, achieving high P-J fit can aid in increasing the ability of empowerment to increase self-efficacy. To cope with work demands and achieve positive work behaviors, the primary recommendation is to provide a suitable environment through appropriate recruitment, selection, and training of employees; this helps to increase their readiness to cope with demands. Consequently, empowering employees via redesigning jobs and providing autonomy becomes viable.

8.1. Theoretical Implications

The current study theoretically expands on earlier research on increasing workers' OCB. This study emphasizes the importance of personal resources for employees' behavior in the pursuit of improved performance at work.

This study first examines the relationships among empowerment, P-J fit, self-efficacy, and OCB, thereby contributing to the existing body of research. Second, by incorporating self-efficacy, the study clarifies the process by which empowerment might improve OCB. In order to maximize the effects of psychological empowerment on OCB, the study highlights how

important it is to improve personal factors like self-efficacy. The mediation role of self-efficacy theoretically advances the association between empowerment and OCB. Finally, we examined the moderating function of the P-J fit between empowerment and self-efficacy to determine self-efficacy. This suggests that interventions targeted at enhancing empowerment and self-efficacy may minimize the detrimental effects of demanding work environments on output. All things considered, the study deepens our comprehension of the relationship between job demands and resources. Overall, the study opens up new possibilities for theory development and application and deepens our understanding of the relationship between job demands and available resources.

8.2. Practical Implications

The outcomes may serve as the foundation for policies, strategies, and initiatives aimed at enhancing employees' behavior and achieving effectiveness at the organizational level.

Enhancing employee empowerment through initiatives like more freedom and educational opportunities could result in better work output. Supervisors should restructure job roles to reduce unrealistic expectations and more effectively distribute resources in order to better align with job demand-resource hypothesis. These protocols may create a productive and encouraging work environment that promotes employees' well-being.

Achieving P-J fit—finding the optimal fit between workers and their duties and responsibilities—is highly beneficial for organizations. Person-job fit facilitates the encouragement of self-efficacy, which in turn improves OCB. Thus, HR managers should ensure that employees are actively involved in their work by expediting the selection process, recruiting, pre-job training, and other proactive techniques in order to improve the degree of fit between people and their positions. This justifies a large investment in both financial and human resources, including strict hiring and selection procedures, in-depth training programs, and various promotion and advancement strategies.

8.3. Limitations and Future Research Directions

There are theoretical and practical issues with this investigation. This study mostly looked at how empowerment and self-efficacy (as resources) affected OCB through the P-J fit effect. In the future, resilience and optimism may be looked at as additional resources to get a more complete picture. Moreover, we can examine other variables, such as person-environment fit, as moderators instead of P-J fit. Regarding the context of application, other studies may focus on sectors other than hospitality. This could lead to varying outcomes based on the unique characteristics of different businesses. Additionally, we targeted five-star hotels; thus, targeting other categories within the sector may yield different results, depending on the nature of employees and management in different settings.

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