

# THE EFFECT OF ORGANIZATIONAL SUPPORT ON EMPLOYEE VOICE IN HOTEL ENTERPRISES: THE MEDIATING ROLE OF PSYCHOLOGICAL COMFORT

O efeito do suporte organizacional sobre a voz do funcionário em empresas hoteleiras: a função mediadora do conforto psicológico

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## ABSTRACT

While organizational support refers to the help, support and appreciation offered to employees by the organization, psychological comfort is defined as the employee's free expression of thoughts within the organization. In the tourism sector, organizational support helps employees to cope with difficulties such as customer relations, and psychological comfort increases service quality by enabling them to express their feelings and thoughts without fear. Therefore, the aim of this study is to determine the effect of hotel employees' perceptions of organizational support on employee voice and the mediating role of psychological comfort in this relationship. A field study was conducted within the scope of this study on corporate hotel employees operating in Turkey and 407 data were collected by using the "convenience sampling" method, which functions as a non-probability-based method of sampling. The hypotheses developed throughout this study were tested through the use of structural equation modeling. The results obtained from the analysis revealed that organizational support perception levels of hotel industry workers are positively correlated with their psychological comfort perceptions and behaviors regarding the voices of employees. It has additionally been observed that the psychological comfort levels of the employees positively affect their employee voice behaviors. It was determined that psychological comfort has a mediating role in the relationship between organizational support perceived by employees working in hotel businesses and employee voice. Finally, various in-house trainings can be provided for employees to feel comfortable, to be supported by the organization and their colleagues and to ensure healthier communication within the organization.

## KEYWORDS

Organizational Support; Employee Voice; Psychological Comfort; Hotel Management.

## RESUMO

Enquanto o suporte organizacional se refere à ajuda, suporte e apreciação oferecidos aos funcionários pela organização, o conforto psicológico é definido como a livre expressão de pensamentos do funcionário dentro da organização. No setor de turismo, o suporte organizacional ajuda os funcionários a lidar com dificuldades como relações com clientes, e o

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conforto psicológico aumenta a qualidade do serviço, permitindo que eles expressem seus sentimentos e pensamentos sem medo. Portanto, o objetivo deste estudo é determinar o efeito das percepções dos funcionários do hotel sobre o suporte organizacional na voz do funcionário e o papel mediador do conforto psicológico neste relacionamento. Um estudo de campo foi conduzido dentro do escopo deste estudo sobre funcionários de hotéis corporativos que operam na Turquia e 407 dados foram coletados usando o método de "amostragem de conveniência", que funciona como um método de amostragem não baseado em probabilidade. As hipóteses desenvolvidas ao longo deste estudo foram testadas por meio do uso de modelagem de equações estruturais. Os resultados obtidos na análise revelaram que os níveis de percepção de suporte organizacional dos trabalhadores da indústria hoteleira estão positivamente correlacionados com suas percepções e comportamentos de conforto psicológico em relação às vozes dos funcionários. Além disso, foi observado que os níveis de conforto psicológico dos funcionários afetam positivamente seus comportamentos de voz. Foi determinado que o conforto psicológico tem um papel mediador na relação entre o suporte organizacional percebido pelos funcionários que trabalham em empresas hoteleiras e a voz dos funcionários. Finalmente, vários treinamentos internos podem ser fornecidos para que os funcionários se sintam confortáveis, sejam apoiados pela organização e seus colegas e garantam uma comunicação mais saudável dentro da organização.

## **PALAVRAS-CHAVE**

Suporte Organizacional; Voz do Funcionário; Conforto Psicológico; Gestão Hoteleira.

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## **INTRODUCTION**

The importance attributed to employees by behavioral and modern management theories has resulted in the creation of new management approaches such as democratic management style, employee empowerment and participative management. For example, theories such as Rhoades and Eisenberger (2002) organizational support theory, Herzberg (1966) motivation-hygiene theory, and Maslow (1943) hierarchy of needs theory explain various approaches to empower employees within an organization and provide an important framework for motivation and commitment in the business context. The main objective of these approaches, which include employees in the management process, is to build a strong work environment through making the voices of employees matter in the organization and having them participate in the decision-making process. Employees are the key to growth and development in global markets where organizational success has become a multi-elemental structure. The related literature presents various theories to explain the ways of empowering employees within an organization. The objective of approaches such as participatory management, employee empowerment, and organizational learning is to integrate employee groups into management by converting them into a polyphonic structure. A polyphonic work environment is an effective

way of establishing a stronger structural-functional mechanism by exchanging different views and opinions. Thus, organizations are required to move away from the managerial perspective that sees employees only as an intermediary element. Managers who provide their staff with sufficient support and empowerment will enable them to initiate the first steps necessary to establish a foundation for success within their organizations.

Studies have shown that several factors are influential in ensuring effective management and achieving success by increasing the vocal behavior of employees in hotel businesses. In this sense, the tendency of employees to engage in vocalization behavior; organizational commitment (Örücü, Gizlier, & Onay, 2021; Farndale, Ruiten, Kelliher, & Hope-Hailey, 2011), individual-organization fit (Yavuz & Akgemci, 2021; Sugiono, Efendi, & Hendryadi, 2023), leadership (Kenar, 2023; Akgemci, Kalafatoğlu, & Erkunt, 2019; Yavuz & Gül, 2023), perceived manager support (Jawahar, Kisamore, & Stone, 2023), coworker support (Liu, Zheng, Ni, & Harms, 2022; Stinglhamber, Ohana, Caesens, & Meyer, 2020) and ethical climate (Wang & Yen, 2021).

In the present study, factors relating to the organizational support of employees as well as their levels of psychological comfort that may affect their behavior in terms of voicing their opinions are discussed within the scope of Hirschman's (1970) avoidance-talking and loyalty theory. Hirschman's (1970) theory highlights that individuals within an organization may refrain from openly expressing their opinions and may withdraw from the organizational environment if they feel unsafe or threatened. It is consequently assumed that the support given to employees will increase psychological comfort by increasing the sense of trust in organizations and this situation will positively affect employee voice, which plays a key role in the success of the business. Indeed, organisational support and psychological comfort have a critical importance for hotel employees in terms of job satisfaction, motivation and overall job performance. While organisational support makes employees feel valued in the organisation, psychological comfort helps employees to express themselves in an emotionally safe environment and cope with negative situations in the organisation. These factors increase employees' commitment to the organisation and contribute to organisational development and innovation processes by encouraging proactive behaviours such as vocalization (Morrison, 2011; Rhoades & Eisenberger, 2002; Van Dyne, Cummings & McLean Parks, 1995).

This study aims to evaluate the impact of organizational support on the voices of employees in hotel businesses as well as to investigate how psychological comfort plays a mediating role in the relationship. An examination of the literature reveals that, although it can be observed that the variables determined within the scope of the research are handled within cause-effect relationships, to date, no studies have covered all three of the aforementioned variables and examined them with the use of structural equation modeling. Furthermore, the fact that the role of psychological comfort in terms of providing mediation is addressed within the scope of escape-talk and loyalty theory reveals another significant feature of the present study. Upon examining the literature on psychological comfort, it can be observed that a majority of recent relevant studies have mostly been conducted within the fields of marketing and finance and these studies are customer-oriented (Radia et al. 2022; Roongruangsee et al., 2022; Roongruangsee & Patterson, 2023). In the present study, addressing psychological comfort from a managerial perspective in the field of tourism fulfills a significant demand. Therefore, it is anticipated that the results obtained in the study will significantly impact the literature as well as the tourism sector, organizations and employees. In the study, firstly, Hirschman's Exit, Voice, and Loyalty Model, perceived organizational support, employee voice and psychological comfort concepts were mentioned and research hypotheses and model were developed. Then, the method of the research was explained systematically and the analysis results were given. Finally, the theoretical and practical contributions provided by the research results were discussed and some suggestions were made.

## LITERATURE REVIEW

Hirschman's Exit, Voice, and Loyalty Model- Albert Hirschman's "Escape, Voice, and Loyalty" theory explains how employees can react to dissatisfaction with their organizations. According to Hirschman (1970), when employees encounter a problem in the organization they work for, they react in three different ways: escape, voice, and loyalty. In order to cope with the problems they encounter in the organization, employees prefer to leave the organization (escape), actively voice in order to solve the problems (speak), or accept the current situation and remain loyal to the organization (loyalty). When employees' perceived organizational support levels are high, they exhibit less escape from the organization and more voice. Similarly, employees who feel psychologically comfortable and secure in the organization adopt voice behavior more. In this

way, employees within the organization are encouraged to contribute to organizational change, thus helping organizational improvement (Morrison, 2014).

**Organizational Support and Employee Voice** - Perceived organizational support (POS) is defined as the views of individuals about how much importance and value an organization puts on the contributions provided by its employees and how much it cares about their welfare (Allen, 1992). POS forms a sense of responsibility among the workforce of an organization and enables them to take actions that may help achieve the goals and objectives set by employers (Rhoades & Eisenberger, 2002). POS is defined as employees feeling content and secure in the organization they are working in (Johlke et al., 2002). Employees who believe their employer values their contributions and makes them feel important develop confidence in their employer, which encourages them to take the initiative to be creative and make more sacrifices for the organization (Tamer & Bük, 2020). In case their expectations are met by their organizations, the employees who exhibit these behaviors have greater expectations for the organization over time (Üren & Çorbacioğlu, 2012). The fulfillment of such expectations by the organization provides benefits to the employees. Thus, it constitutes an essential factorial element that leads to an increase in how willing employees are to staying in their current organizations (Eisenberger et al., 1986). Perceived organizational support supports a sense of commitment among employees toward their employers and organizations, as well as a responsibility to exhibit attitudes and behaviors that match with organizational objectives (Wayne et al., 1997).

Employee voice is a term defined by the attitudes and behaviors actively exhibited by employees, such as openly expressing the work-related suggestions, discussing the negativities that occur within the organization with managers, and communicating the troubles and problems encountered (Saunders et al., 1992; Babadağ & Dalgın, 2020). Hirschman (1970) defines this situation as employees expressing their dissatisfaction to the organization and managers instead of escaping from this condition when faced with an undesirable circumstance in the organization (Brinsfield, 2009). Employee voice refers to the capacity of an employee to communicate their ideas to organizational management in a simple and straightforward way while considering the views, suggestions, and ideas of other employees (Van Dyne & LePine, 1998) with the goal of aiding in the pursuit of the organization's aims and objectives (Premeaux & Bedeian, 2003). Maynes and Podsakoff (2014) define employee voice as a form of open

communication in which the employees aim to influence their working areas in the organization with their own will.

In supportive organizations, employees witness existing problems, inefficiencies, inappropriate activities and strategic problems. With the experience gained by the employees, the ability to openly present the negative situations helps the organization to prevent social losses that may occur in the future. Employees that exhibit vocal behavior at work are more satisfied and motivated to work, and they may experience less job stress when they feel in control of their work-related activities (Greenberger & Strasser, 1986; Parker, 1993). Additionally, when employees feel in control when they are supported by managers and colleagues in the organization, their vocalization behaviors increase (Tangiriala & Ramanujam, 2008). When an organization supports its employees' vocalization behavior the employees perform more effectively at work (Zhang, Bei, & Min, 2014). Research supports that the perception of organizational support positively affects employee voice behavior (Ta'Amnha, Samawi, Bwaliez, & Magableh, 2021; Erkubilay, 2019; Kantén & Ülker, 2012; Loi, Ao, & Xu, 2014; Kadiri & Akhimien, 2022).

In line with this evaluation, hypothesis H1 was developed.

**H1:** Organizational support positively impacts the employee voice factor.

**Mediation Through Psychological Comfort** - Psychological comfort is defined by Edmondson (1999) as the phenomenon that the employee will provide success returns regarding the business process in the organizational environment as a result of taking calculated risks in organizational behaviors (Çelik, 2023; Savaş, 2017). Perceived psychological comfort is the assurance that the risks an employee takes in demonstrating goodwill toward other people within the organization are unlikely to result in unfavorable outcomes (Edmondson, 1999; Guchait, Paşamehmetoğlu, & Dawson, 2014). According to Edmondson (2004), who describes psychological comfort as the tendency to both trust and respect others at the same time, employees who work in an environment where they feel trusted are likely to feel secure when they can freely express their character traits in the workplace and do not hesitate to do so. However, employees who work in an environment where they do not feel trusted are more likely to feel uncertain and uneasy (Savaş, 2017). There are some features that are deemed necessary by organizations and managers in order to create a higher level of perceived psychological comfort of employees (Bulut, 2024). Within this context, it is emphasized that

factors such as providing employees with an environment and conditions where they feel psychologically comfortable, providing help and support when they need it, expanding feedback behaviors, giving confidence to employees and exhibiting exemplary behaviors increase the perceived psychological comfort levels of employees (Samra, Giberlt, Shain, & Bilsker, 2021; Edmonson, 2004; Carmeli & Gittell, 2009; Yener & Saka, 2017).

According to Carmelli and Gittell (2009), supportive organizations are characterized by personal relationships based on mutual respect and trust between employees, unity of purpose and information sharing for the benefit of their organizations, and the perceived psychological comfort of the employees is consequently positively affected (Seçkin, 2018). Additionally, organizational management and leader approach towards employees also play an effective role in the perceived psychological comfort (Edmondson, 2004). The elimination of interpersonal risk and uncertainty from the workplace by the organization and managers tends to make employees feel more psychologically comfortable. The likelihood of employees with a high perceived psychological comfort as high communicating their issues, offering their ideas or suggestions, and owning up to their mistakes by offering helpful criticism that aligns with the organization's goals and objectives will be higher (Kılıç, 2021). In line with this information, hypothesis H2 was developed.

**H2:** Organizational support positively impacts psychological comfort.

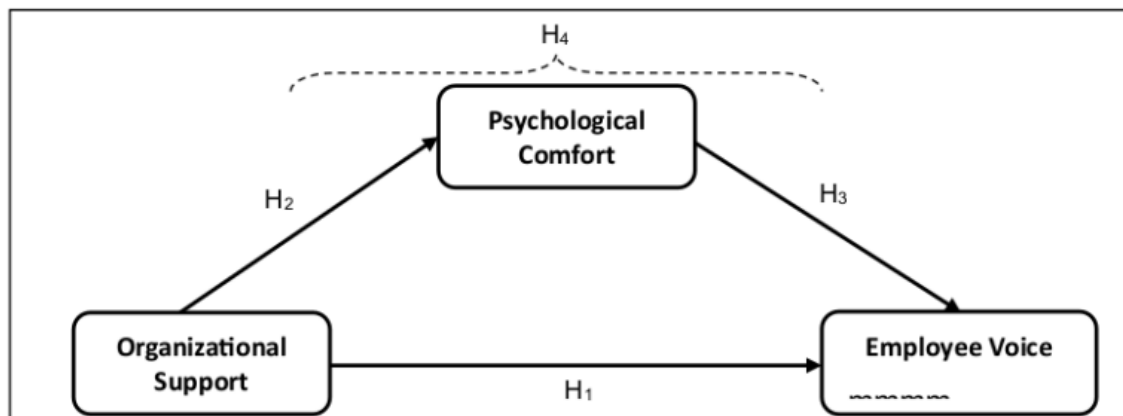
High perceived psychological comfort of employees is integral to the improvement of their work performance, to the benefit of the organization (Nergiz, 2015). The perceived psychological comfort is based on the "avoidance-talking and loyalty" theory developed by Albert Hirschman (Yener, 2014). According to Hirschman's (1970) theory, it is stated that organizational members will avoid expressing their opinions openly in environments where they do not feel safe and find themselves risky and will isolate themselves from the organizational environment (Yener & Saka, 2017). However, it is stated that in supportive organizations, employees with a high perceived psychological comfort are likely to make sacrifices that align with the aims of the organization they work for due to their increased participation in organizational decisions, positive vocalization behavior, increased learning behavior and receptiveness to change, reduced turnover intentions, increased productivity, increased work motivation and reduced error rates (Çelik, 2023; Yener, 2014). In line with this information, hypothesis H3 was developed.

**H3:** Psychological comfort positively impacts employee voice.

This study aimed to investigate how psychological comfort serves a mediating function with regards to organizational support on employee voices in hotels. The study—which is conducted within the framework of avoidance-talk and loyalty theory—is thought to contribute to the development of employee voice behaviors through psychological comfort, provided that employees in hotel businesses demonstrate high levels of perceived organizational support. A review of the relevant literature has also pointed to a similar conclusion (Yener, 2017; Van Dyne & Lepine, 1998; Edmondson, 1999). In line with this, hypothesis H4 has been developed.

**H4:** Psychological comfort demonstrates a mediating effect on the impact of perceived organizational support on employee voice.

**Figure 1. Proposed Model of Research**



Fonte: Prepared by the author (2024).

## METHODOLOGY

**Measures** - The hypotheses were analyzed through the conduction of a field study developed in accordance with the model created within the scope of this study. The relevant data on the variables subject to the research were collected through questionnaire technique. A shortened version of the organizational support scale developed by Eisenberger, Huntigton, Hutchison and Sowa (1986), consisting of 8 statements, was used to measure the perceived organizational support levels of hotel employees. On the other hand, the employee voice scale, which consisted of a total of 6 statements and was developed by Van Dyne and Lapine (1998) and adapted into Turkish by Arslan and Yener (2016) was used to measure the employee voice behaviors. Perceived psychological comfort, which is also considered as a mediating variable, was measured with the 7-item psychological comfort scale developed by Edmondson (1999) and adapted into Turkish by Yener (2015). All scales used for the variables addressed in the research



were prepared by applying a 5-point Likert scale consisting of (1) "Strongly Disagree", (5) "Strongly Agree".

**Sampling and Procedure** - The sample size of the present study individuals employed in a total of 173 (Ministry of Culture and Tourism, 2024) hotel establishments, including 131 five-star and 42 four-star hotels with tourism business certificates operating in the Manavgat district of Antalya province in Turkey. In the field study, documentation for the permission of the ethics committee, which was required for the application of the questionnaires utilized in the study to the employees working in the hotel enterprises were obtained from the "Sakarya University of Applied Sciences Scientific Research and Committee on Publication Ethics". The method of convenience sampling, which is among the non-probability-based methods of sampling, was employed within the boundaries set for this study. The data gathered from the research were obtained by increasing the amount of data through the prepared website. Sekaran (2003) stated that a sampling volume of 384 would be sufficient in cases where it is difficult to define the population. Accordingly, the data obtained from the employees in hotel businesses were examined in detail and 407 questionnaire forms were analyzed.

Upon the examination of the demographical properties of the employees included in the sample size of the study, it was found that 219 of the employees were male, 188 were female, and most of them were between the ages of 21-30 (n=146; 35%) and 31-40 (n=138; 33.9%). The majority (n=160; 39.3%) of the employees working in hotel businesses had a high school education. Regarding the status of the organization in which they work, 229 (56.3%) of the employees worked in five-star and 178 (43.7%) in four-star hotel establishments. In terms of professional experience, the majority of the employees (n=136; 33.4%) had 1-5 years of working experience, and most of them (n=170; 41.8%) had been employed in their current enterprises for a duration of 1-5 years. Regarding the departments of the employees participating in the study, it was determined that most of them (n=106; 26.0%) were employees of the food and beverage department.

**Data Analysis Strategy** - To test the mediation effect in line with the current research, both its direct and indirect effects were inspected. Accordingly, the hypotheses established by taking Andrew F. Hayes' contemporary method approach for statistically proving the mediating variable were analyzed with the help of two structural models. The level of significance of the mediation factor was determined in accordance with the results obtained through the bootstrap

analysis. The lower bound and upper bound (both together) of the bootstrap analysis results having a value above zero or a value range below zero (should not include zero) indicates that the mediation effect is accepted (Preacher & Hayes, 2008). Additionally, the goodness-of-fit of the structural equation model applied within the boundaries of the research was checked by using the values of "X<sup>2</sup>= Chi-square, df= Degrees of freedom, IFI= Incremental Fit Index, TLI= Tucker-Lewis Index, CFI= Comparative Fit Index, RMSEA= Root Mean Square Error of Approximation, SRMR= Standardized Root Mean Square Residual". Therefore, "X<sup>2</sup>/df value between ≤4-5; TLI, IFI and CFI values between 0.94-0.90; RMSEA and SRMR values between 0.06-0.08" indicate acceptable fit (Marsh & Hocevar, 1988; Özdaşlı & Yücel, 2010; İlhan & Çetin, 2014; Gürbüz, 2021).

The data of the study were analyzed using the software programs known as Statistical Package for the Social Sciences (SPSS) and Analysis of Moment Structures (AMOS). The normality distribution of the data obtained throughout the current study was initially analyzed through the use of the Skewness-Kurtosis values. According to the results of this analysis, the skewness values of the data were found to range from -,603 to-,263 and kurtosis values were between -,357/,165. Consequently, it was concluded that the normality criterion was met since all variables included in the model were distributed between +1 and -1 (Altunışık et al., 2023). Following the normality distribution, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were conducted to measure the construct validity of the research. Following the conduction of the factor analyses, the investigative model was evaluated in terms of its convergent and discriminant validity. Cronbach's Alpha values in this study were checked to determine the reliability level of the scales that were utilized and correlation analysis results were included in order to evaluate the severity and direction of the relationships shared between the variables at hand. The study employed Structural Equation Modeling (SEM) to analyze and test the hypotheses the model established, as well as to analyze the direct and indirect effects.

## RESULTS

Principal Component Analysis was performed as part of the EFA to measure the scales of this study in terms of their structural validity (Table 1). According to the results acquired from the EFA, the Kaiser-Meyer-Olkin (KMO) value of the organizational support scale was found to be

.90, whereas the KMO value for the employee voice scale was found to be .92 and the KMO value for the psychological comfort scale equaled .90. The EFA conclusions show that the KMO results for the variables have a sampling size deemed sufficient for the utilization of factor analysis. Moreover, since Bartlett's test of sphericity yielded statistically significant values ( $p=,000<,001$ ), it was determined that the correlation relations between the statements were suitable for the conduction of factor analysis. The factor loadings and explained variance ratios of the scales used in the study were found to be significant (Table 1). As a result of EFA, it was determined that organisational support, employee voice and psychological comfort variables had a single factor structure.

**Table 1. EFA and CFA Results**

		EFA		CFA				
Factors	Items	Factor Loading	Variance (%)	Faktor Loading*	AVE	CR	MSV	Cronbach's Alpha
Organizational Support	OS1	,78	65,501	,86	,60	,92	,51	,92
	OS2	,78		,84				
	OS3	,77		,85				
	OS4	,79		,90				
	OS5	,61		,75				
	OS5	,39		,52				
	OS7	,46		,58				
	OS8	,68		,81				
Employee Voice	EV1	,76	81,811	,86	,79	,96	,51	,96
	EV2	,83		,88				
	EV3	,87		,94				
	EV4	,87		,91				
	EV5	,69		,81				
	EV6	,89		,93				
Psychological Comfort	PC1	,66	64,316	,75	,57	,90	,51	,91
	PC2	,69		,83				
	PC3	,72		,78				
	PC4	,50		,67				
	PC5	,70		,77				
	PC6	,64		,75				
	PC7	,61		,77				
Goodness-of-fit statistics for measurement model: $\chi^2/df=2,553$ , NFI=0,941, NNFI(TLI)=0,957, IFI=0,963, CFI=0,963, RMSEA=0,062, GFI=0,903, AGFI=0,875								
Note: <sup>a</sup> All factors loadings were deemed significant at $p<,001$								

**Fonte:** Prepared by the author (2024).

The results obtained from the model of measurement that was formulated as part of the research are presented in Table 1. In line with the CFA and by utilizing the method of maximum

likelihood, the theoretical structure of the measurement model was confirmed. When the factor loadings obtained from the previously conducted CFA were analyzed, it was found that the factor loading with the lowest value was .52. In addition to the CFA, the convergent and discriminant validity values of the scales were checked. To guarantee the convergent validity of the investigative model at hand, the CR (Composite Reliability) value is required to be higher than ,70 while the AVE (Average Variance Extracted) value must be greater than ,50 and all CR values must have a value greater than what the AVE values equaled, the MSV (Maximum Shared Variance) value, on the other hand, must have a value smaller than AVE value to ensure discriminant validity (Kline, 2010; Hair et al., 2013). According to the results obtained from the conduction of the analysis, it can be seen that the values obtained for convergent and discriminant validity are sufficient and acceptable. In addition, Cronbach's Alpha coefficients were checked to measure the reliability levels of the scales that were utilized in this study. The acceptable alpha ( $\alpha$ ) value should be .70 and above (Altunışık et al., 2023). According to the results of thje analysis, the Cronbach Alpha coefficients of organizational support, employee voice and psychological comfort scales were found to be .92, .96 and .91, respectively (Table 1).

**Table 2. Correlation, Mean and Standard Deviation Values for Variables**

	(1)	(2)	(3)	Mean	Standard Deviation
<b>Organizational Support (1)</b>	1			3,39	,81
<b>Employee Voice (2)</b>	,656**	1		3,83	,85
<b>Psychological Comfort (3)</b>	,659**	,702**	1	3,40	,81
Significance of Correlations: $p < ,001$					
*The square root of the AVE					

**Fonte:** Prepared by the author (2024).

In the present study, correlation analysis was utilized for the purpose of determining the severity and direction of the relationship between the perceived level of organizational support, employee voice, and perceived psychological comfort of hotel employees. Considering the proposed model, it was concluded that a positive and statistically significant relationship exists between the perceived level of organizational support and behaviors regarding the employee voice factor at a numerical level of ,656; there is, again, a positive and significant relationship between the perceived organizational support level and the perceived level psychological comfort at a numerical degree of ,659. Moreover, there exists a positive and significant relationship between the perceived psychological comfort and behaviors regarding employee voice at a numerical level of ,702 (Table 2).

In line with the research, SEM was applied by using AMOS statistical analysis program in order to analyze the model established based on the contemporary method approach. Table 3 depicts the results obtained through the research conducted in this study SEM and hypotheses. It has been observed that the fit index value of the first model in this study, which was established determine the direct impact of the level of organizational support on employee voice, are appropriate (Table 3). According to the results yielded from the conduction of the analysis, organizational support positively impacts employee voice at the level of ,716 ( $p<.001$ ). In addition, it was determined that organizational support explained 62% of employee voice. hypothesis H1 is, based on these findings, thereby approved.

**Table 3. The Results of the Structural Model**

Hypothesis	Relation	Path Coefficients	C.R.	Decision
<b>Direct Effects (Model-1)</b>				
H <sub>1</sub>	OS → EV	,716	14,180	Supported
<b>Interaction Effets (Model-2)</b>				
H <sub>2</sub>	OS → PC	,674	11,805	Supported
H <sub>3</sub>	PC → EV	,436	7,734	Supported
H <sub>4</sub>	OS → EV → PS	,000	-	Supported
Goodness-of-fit statistics (Model-1): $\chi^2/df=2,901$ , NFI=0,962, NNFI(TLI)=0,968, IFI=0,975, CFI=0,975, RMSEA=0,068, GFI=0,934, AGFI=0,905				
Goodness-of-fit statistics (Model-2): $\chi^2/df=2,796$ , NFI=0,935, NNFI(TLI)=0,950, IFI=0,957, CFI=0,957, RMSEA=0,067, GFI=0,895, AGFI=0,866				
OS: Organizational Support, EV: Employee Voice, PC: Psychological Comfort				

Fonte: Prepared by the author (2024).

The fit index values of the second model, which was established for the purpose of determining the indirect effects, are appropriate (Table 3). According to the results obtained from the analysis, it was determined that organizational support positively impacted psychological comfort at a numerical level of ,674 ( $p<.001$ ) and accounted for 45% of psychological comfort. Based on these results, hypothesis H2 is approved. Psychological comfort positively impacted employee voice at a numerical level of ,436 ( $p<.001$ ). Based on the results yielded by the analysis, The H3 hypothesis is considered accepted. The total, direct and indirect effects obtained through bootstrap analysis to determine the mediation demonstrated by psychological comfort are presented in Table 4.

**Table 4.** Bootstrapping Confidence Intervals for Indirect Effects

Dependent Variable	Total Effects	Direct Effects	Indirect Effects	Bootstrapping-Lower Bounds	Bootstrapping-Upper Bounds
Employee Voice	,717	,423	,294	,198	,389

Fonte: Prepared by the author (2024).

The final process required to determine whether psychological comfort causes mediation in the relationship between organizational support and employee voice was to test whether the mediation effect is significant. Bootstrapping method was employed to test this significance. In order to evaluate how significant the indirect effects of the mediating model are within the scope of the research, the bootstrapping coefficient and a confidence interval of 95% were utilized with a sample size of 5,000. Bootstrapping method identifies that the effect is significant when the lower bound and upper bound of the confidence intervals do not contain zero (Preacher & Hayes, 2008). Since the confidence interval values acquired from the results of Bootstrap analysis (lower bound=,198 - upper bound=,389) do not contain zero, it can be inferred that the mediation factor of psychological comfort demonstrated on the effect of organizational support on employee voice is statistically significant. Therefore, H4 hypothesis is approved. Overall, it was determined that all four hypotheses developed in accordance with the predefined scope of the study were accepted.

## DISCUSSION, CONCLUSION, AND SUGGESTIONS

Based on the relevant literature, a three-variable structural equation model with a mediating variable was developed and the model was tested based on the data obtained from the surveys. The tested model was formed based on the assumption that employees with high organizational support perception would be more participative and active in their workplaces. In addition to this direct effect, it has been questioned to what extent the perceived organizational support affects employee voice through the level of psychological comfort of the employees in question.

Predicated on the collected data, it was found that a high level of perceived organizational support can be formed if the efforts and performances of employees working in hotel businesses in accordance with the aims and objectives of the organization in question are acknowledged, supported, and valued by the organizational management, leaders, and colleagues. It has been found that the level of perceived organizational support directly improves the vocalization behaviors of the employees. These results are similar to the results indicating that the perceived

organizational support encourages employee voice (Bashir, 2021; Erkubilay, 2019; Ta'Amnha et al., 2021; Kanten & Ülker, 2012; Loi, Ao, & Xu, 2014). On the other hand, it has been determined that personal relationships based on mutual respect and trust, which are formed by the level of perceived organizational support of employees working in hotel businesses being at high values, have a determining role in the formation of perceived psychological comfort. These results correlate with those demonstrating that perceived organizational support directly affects psychological comfort (Battal & Soyalın, 2020; Edosoman, Oguegbe, JoeAkunne, & Ezeh, 2023; Gundersen, 2020; Kurt & Duyar, 2023; Wowor & Dewi, 2022). According to another finding, a high level of perceived psychological comfort of the employees working in hotel businesses positively influences employee voice. These results support that perceived psychological comfort encourages employees to communicate (Çelik, 2023; Yener, 2014; Burris, Detert, & Chiaburu, 2008; Elsaied, 2018; Salman, Awan, & Habib, 2020). Therefore, according to the results obtained, perceived organizational support levels of employees working in hotel businesses increase their vocalization behaviors both directly and through perceived psychological comfort.

**Theoretical Implications** - This study accepts the assumption that a measurement of the perception levels of organizational support, employee voice and psychological comfort of hotel employees will make contributions to the literature and the methodology of similar studies. The verification of the model established in the research within the framework of Hirschman's (1970) escape-talk and loyalty theory constitutes one of the most vital theoretical contributions made by this study. To put it differently, it has been found that psychological comfort serves to mediate in the effect of organizational support on the employee voice behavior in hotel businesses.

Studies focusing on psychological comfort as a mediating variable are concentrated in the fields of marketing and finance and are often customer-oriented (Radia et al. 2022; Roongruangsee et al., 2022; Roongruangsee & Patterson, 2023). Psychological comfort, which is discussed in the field of tourism and evaluated managerially in terms of employees, was found to have a statistically mediating effect. This provides a different managerial perspective to both literature on psychological comfort and the field of tourism.

**Practical Implications** - There are many strategies and practices that the organization and organizational management can implement in order to ensure that employees can feel a high

level of organizational support perception within the establishment. Providing supportive leadership by creating supportive organizations is a significant element that facilitates the success of both the organization and its employees. Supportive organizations value their employees by creating a work environment that meets their needs and expectations. Perceived organizational support is likely to increase in cases where employees receive regular feedback from their organizations about their work progress and performance, where they are able to give open feedback back to the management, where their contributions and achievements in the organization are appreciated and rewarded, and where they are supported by the organization and their managers. Additionally, when they are provided with professional training and development opportunities to achieve their career goals and are provided with opportunities for promotion, when a safe, peaceful and comfortable working environment is created that encourages them to work, they feel supported by the organization, organizational management and leaders, and their level of perceived organizational support will increase. These strategies will contribute to increased motivation, organizational commitment and work productivity by enabling employees to feel valued, supported and secure within the organization. In the long run, these approaches contribute to the creation of more sustainable and successful organizational workplace cultures by increasing employee satisfaction and the overall performance of the organization.

Increased employee voice provides many benefits for organizations. Encouragement and dissemination of this behavior by the organization, organizational management and leaders contribute to increasing organizational performance, employee satisfaction and the overall success of the organization. When employees are supported by their organizations, leaders and colleagues, they are able to express their ideas openly and express innovative and creative ideas. This contributes to adaptation to current market conditions by substantially improving the competitiveness of the relevant organization in the sector. On the other hand, organizational support is perceived as a facilitating factor in the formation of employee voice. Therefore, employee voice behaviors provide numerous benefits for organizations. These benefits aid the involved organizations in their pursuits to achieve sustainable, long-term success by increasing their innovation capacities, employee engagements, job satisfaction, customer satisfaction and overall performance.



Another factor that significantly benefits the organization is the psychological comfort of the employees as a result of organizational support. Employees with a high level of perceived psychological comfort in the organization show commitment to their jobs, are motivated, make extra effort to perform their tasks more carefully and diligently, making minimal mistakes. Employees who are supported and psychologically comfortable prefer to remain in the organization they are currently employed in by showing loyalty to the organization and therefore the turnover rate decreases. Ensuring that the employees feel comfortable, are supported by the organization and their colleagues, and that communication within the organization is healthier provides an incentive for the exchange of information, teamwork and cooperation.

The development and sustainable success of hospitality businesses largely depend on the performance, motivation and commitment of their employees. High levels of perceived organizational support and psychological comfort of employees play an essential role in encouraging behaviors regarding the employee voice factor. Thus, the emergence of new ideas and the creation of innovative and productive working environments provide hotel businesses with a competitive advantage and contribute to the long-term growth of their businesses. Therefore, strategic approaches and support of hotel managements towards their employees play a significant role in the emergence of psychological comfort and behaviors regarding the employee voice factor.

In conclusion, organisational support is an important factor that increases the motivation of employees, strengthens their commitment and increases their work productivity. A supportive organisational structure that values its employees and exhibits approaches to meet their needs allows employees to feel valued and secure. These opportunities contribute to achieving sustainable success by increasing employee satisfaction and the overall performance of the organisation. Especially in highly competitive sectors such as the tourism sector, the ability of employees to exhibit vocal behaviour increases competitiveness. At the same time, employees with a high perception of psychological comfort are more committed and motivated and encourage information sharing and cooperation within the organisation. As a result, creating a psychologically comfortable and safe working environment in which employees are supported allows employees to express their opinions freely. This plays a critical role for the development and long-term success of hotel organisations.

**Limitations and Future Research Directions** – The field study was limited to employees working in theoretical hotel businesses operating in Turkey. Considering the geographical limitations, sample size, responses to survey questions and analyses conducted, it does not seem appropriate to generalize the results. Therefore, studies conducted on other stakeholders of the tourism sector and hotel businesses in different regions will allow the results to be interpreted in a broader area. In addition, since hotel businesses are constantly renewing themselves and the employees are required to improve themselves continuously, the perceptions and behaviors of the employees may change accordingly. For this reason, it would be useful to measure the levels of perceived organizational support, employee voice and perceived psychological comfort levels of the employees periodically. This study was conducted with a scope limited to only hotel establishments. Studies to be conducted in the future could instead investigate other tourism stakeholders such as travel agencies, restaurants, recreation businesses, etc. In order to obtain deeper information on organizational support and psychological comfort, qualitative research can be conducted on these issues.

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