

Perceived Organisational Support and Employee Pro-Social Behaviour in Hospitality Firms, in Yenagoa, Bayelsa State

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Abstract: This study examined the relationship between perceived organisational support and employees' pro-social behaviour of hospitality firms in Yenagoa, Bayelsa State. The relationship between emotional encouragement, guidance, recognition and employee pro-social behaviour was the objectives of the study. In order to achieve the research aim, the study employed a cross-sectional survey design. The population was made up of employees from all hotels in Yenagoa, Bayelsa State. 240 employees from 20 hotel firms were selected using a purposive sampling technique. The study's data were collected via a standardised questionnaire, which the experts examined. The Cronbach's alpha method was used to evaluate the study's reliability, and the result was a coefficient of 0.70. Out of the 240 questionnaires distributed, 207 were successfully retrieved and examined. The Statistical Package for the Social Sciences (SPSS) version 25.0 was used to examine the data using the Spearman rank correlation coefficient. The results showed that emotional encouragement, guidance, recognition, were significantly and positively related to employee pro-social behaviour of the studied firms. The research concluded that perceived organisational support is highly significant in encouraging workers' readiness to assist coworkers, collaborate with teammates, and exhibit discretionary helpful actions at work. The study further recommended that hospitality firms must create and maintain supportive work environments that promote the emotional well-being of their personnel.

Keywords: pro-social behaviour, guidance, recognition, emotional support, perceived organisational support.

1. INTRODUCTION

In contemporary corporate settings, employee prosocial behaviour has become increasingly important for preserving teamwork, service excellence, and organisational efficacy, particularly in the hospitality industry. Grant and Mayer (2009) assert that contemporary organisations depend not solely on individuals' formal work performance but also on their readiness to assist colleagues freely, serve customers, exchange knowledge, and exceed role expectations. In hospitality businesses, where service delivery relies heavily on human interactions, emotional responsiveness, and collaborative engagement, these discretionary supportive behaviours are particularly vital (Bolino & Grant 2016). Consequently, prosocial behaviour among employees is a strategic organisational asset that can enhance customer satisfaction, relationship management, and the company's reputation. Nonetheless, despite its importance, numerous businesses continue to experience a decrease in employee collaboration, emotional detachment, and readiness to engage in voluntary assistance, particularly in high-stress work settings. The extent to which employees engage in pro-social behaviour may not be determined solely by their personal values or job requirements, but could also be influenced by the organisational environment within which they work. Employees' perceptions and attitudes regarding their workplace can be shaped by organisational practices that demonstrate concern for their well-being, provide meaningful guidance, and acknowledge individual accomplishments (Kurtessis, et al., 2017). Cropanzano, et al. (2017) assert that these principles can cultivate a

climate that encourages individuals to participate in voluntary behaviours that improve the welfare of their colleagues, clients, and organisational objectives. This suggests that, particularly in hospitality organisations where employee interactions are vital to service delivery, perceived organisational support warrants examination as a potential organisational factor elucidating differences in employee pro-social behaviour (Caesens & Stinglhamber, 2020; Hobfoll, et al., 2018).

Perceived organisational support describes the extent to which employees believe that their organisation is genuinely concerned about their welfare and recognises the value of their contributions to organisational success(Eisenberger et al., 1986). Research indicates that employees are more inclined to exhibit devotional, engaging, and helpful behaviours when they perceive heightened organisational support (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017). Hospitality employees within the state frequently operate in environments characterized by prolonged working hours, interpersonal dependence, emotional labour demands, and limited organizational resources. Under such conditions, sustaining employee willingness to voluntarily assist coworkers and customers becomes increasingly challenging (Ugwu et al., 2014; Akintayo, 2010). Subjective evidence and industry observations suggest that many hospitality firms continue to experience declining employee morale, weak interpersonal collaboration, inconsistent customer service, and reduced voluntary helping behaviours among staff (Akinwale & George, 2020). These challenges are particularly problematic because hospitality service delivery depends heavily on relational coordination and cooperative employee conduct. As a result, this study aims to examine the relationship between perceived organisational support and employee pro-social behaviour of the hospitality firms in Bayelsa State, Nigeria.

Research Objectives

The general objective of the study is to examine the relationship between perceived organisational support and employee pro-social behaviour in hospitality firms, in Yenagoa, Bayelsa State

The specific objectives are as follows:

1. To examine the relationship between emotional encouragement and employee pro-social behaviour in hospitality firms, Bayelsa State.
2. To examine the relationship between guidance and employee pro-social behaviour in hospitality firms, Bayelsa State.
3. To examine the relationship between recognition and employee pro-social behaviour in hospitality firms, Bayelsa State.

2. CONCEPTUAL REVIEW

2.1 Conceptual Framework

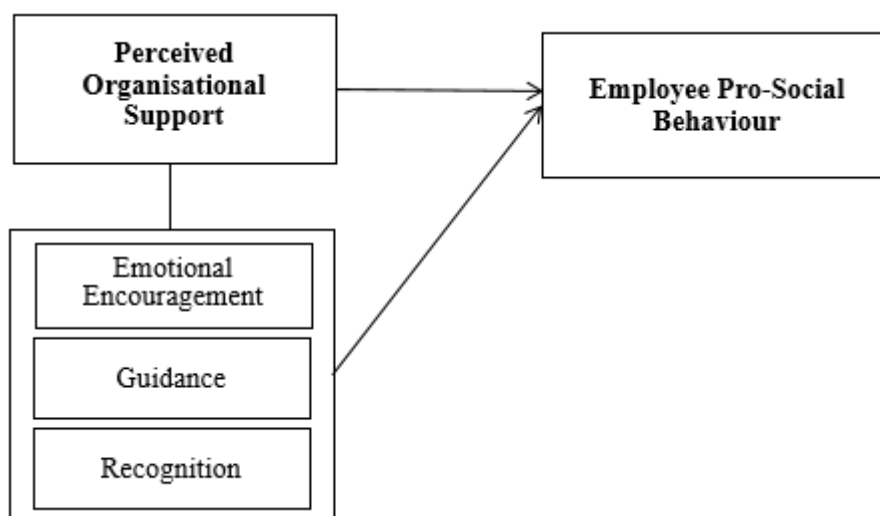


Fig 2.1. Conceptual framework between perceived organisational support and employee pro-social behaviour

Source: Researchers Construct (2026), adopted from (Eisenberger et al., 2020; Brun & Dugas 2008; Noe 2017).

2.1.1 Perceived Organisational Support (POS)

Perceived organisational support (POS) refers to employees' overall perception that their organisation recognises their efforts, provides the resources needed for them to succeed, and demonstrates a genuine commitment to their personal and professional welfare. It reflects the confidence employees have that the organisation will stand by them, acknowledge their importance, and respond to their needs. This perspective forms the foundation of organisational support research and has been widely adopted in empirical studies (Eisenberger et al. 1986).

Perceived organizational support is founded on the principle that organizations demonstrating care for employees' welfare cultivate good emotional bonds between employees and the organization. When employees see that their organization provides recognition, equitable treatment, adequate resources, and supportive leadership, they are more likely to foster trust, loyalty, and positive work attitudes. Rhoades and Eisenberger (2002) noted that organizational support enhances individuals' commitment to help the organization achieve its goals, hence strengthening work relationships and increasing motivation. Supportive environments augment employees' sense of belonging and emotional allegiance to the firm. Different organizational practices, like fairness in procedures, support from supervisors, and rewards for the organization, all have an impact on how people see organizational support (Kurtessis et al., 2017).

Recent studies have highlighted the strategic importance of perceived organizational support in modern enterprises. Caesens and Stinglhamber (2014) noted that people who feel like their organization supports them are more likely to show positive behaviors at work, like being flexible, working together, and being committed. Furthermore, organizational support is associated with less employee stress, increased job satisfaction, and a higher likelihood of contributing to organizational success.

How employees see organizational support has a big effect on how committed they are to their organization, which in turn affects how they work. Organizations that put their employees' well-being first and use supportive methods create work cultures that make the organization more effective and encourage positive attitudes at work, leading to improved employee performance and retention rates. As essential indicators of perceived organisational support, emotional encouragement, guidance and recognition are examined in this research.

2.1.2 Pro-Social Behaviour

Pro-social behavior" is the term used to describe voluntary behaviors that employees conduct with the goal of helping others at work. These actions are usually driven by a desire to go above and beyond the call of duty to support customers, colleagues, and the company overall. Pro-social behaviour in organizational studies was first described by Brief and Motowidlo (1986) as actions meant to enhance the well-being of individuals, groups, or organizations. These activities, although optional and not legally mandated, significantly enhance organizational effectiveness. Pro-social behaviour includes various good deeds, such as helping clients outside of official duties, training new employees, sharing knowledge, and supporting coworkers with chores.

Penner, et al (2005), opined that pro-social behavior is a complicated concept that includes cooperation, empathy, and voluntary aid. These activities enhance employee cooperation and communication at work, which boosts organizational efficacy and service delivery. Pro-social behavior enhances interpersonal relationships and promotes collaboration among employees, as noted by Bolino and Grant (2016). Moreover, pro-social workers often act as exemplars for their colleagues, motivating them to embrace constructive practices. Preserving organizational cohesion and fostering a culture of reciprocal support rely on these actions.

Pro-social behavior among employees is essential for organizational functioning, particularly in environments that require customer engagement and collaboration. Pro-social behaviors that enhance employee connections and organizational success are more likely to be cultivated by firms that encourage supportive work environments.

2.1.3 Emotional Encouragement and Employee Pro-Social Behaviour

Emotional encouragement denotes the degree to which an organization exhibits empathy, care, and concern for the emotional well of its personnel. This reflects a socio-emotional dimension of perceived organizational support, wherein employees view demonstrations of care, empathy, and compassion as indicators that the organization values them beyond their professional positions (Rhoades & Eisenberger, 2002). Emotional support entails meticulously addressing employees'

concerns, offering reassurance in challenging circumstances, and cultivating a workplace defined by respect and mutual understanding.

In service-oriented organizations like hospitality firms, emotional support has become increasingly vital since employees frequently encounter elevated levels of emotional labor and occupational stress. An encouraging emotional environment can elevate employees' psychological well-being, fortify their sense of belonging, and boost their relationships with colleagues and clients. Kurtessis et al. (2017) assert that organizations prioritizing employee welfare are more inclined to foster positive employee attitudes and enhance organizational relationships. Caesens and Stinglhamber (2020) contend that supportive corporate cultures can alter individuals' views and affect their workplace behaviors. Considering that emotional support can enhance positive employee attitudes and interpersonal interactions, it is crucial to investigate its correlation with employee pro-social conduct in hospitality businesses.

Therefore, the study hypothesises that:

H01: *There is no relationship between emotional encouragement and employee pro-social behaviour.*

2.1.4 Guidance and Employee Pro-Social Behaviour

Guidance is a process that involves providing employees with direction, coaching, mentoring, and professional advice to improve their job performance. It encompasses managerial support, constructive feedback, and clear communication of job objectives, enabling employees to understand their obligations and do their tasks effectively. Employees who undergo consistent coaching are more likely to develop confidence, improve their problem-solving abilities, and adapt to changing workplace demands (Ghosh, Rai, & Sinha, 2014).

Guidance not only enhances performance but also promotes employees' professional growth by providing opportunity for continuous learning and skill development. Luthans et al. (2015) assert that excellent guidance equips employees with the necessary knowledge and confidence to overcome workplace challenges, thereby improving engagement and productivity. Kim and Beehr (2018) contend that supervisory support improves employees' perceptions of the organisation and fosters positive workplace relationships.

In hospitality establishments, where staff are expected to deliver exceptional service and effectively meet client needs, adequate training may cultivate an atmosphere that encourages supportive and voluntary behaviour. Therefore, it is imperative to examine the relationship between organisational guidance and employee pro-social behaviour. Therefore, the study hypothesises that:

H02: *There is no relationship between guidance and employee pro-social behaviour.*

2.1.5 Recognition

Recognition is the process by which organisation's appreciate and acknowledges individual efforts and achievements. Recognition includes both formal and informal means of expressing gratitude, such as commendations, accolades, and public acknowledgement of an employee's efforts. Recent research indicates that recognition enhances employees' perceived value and reinforces positive workplace behavior (Brun & Dugas, 2018). Employees who regard their job as esteemed are more likely to remain committed and devoted to the organization's goals.

Recognition elevates employees' self-esteem and strengthens their connection to the organization. Hewett, Shantz, Mundy, and Alfes (2019) contend that recognition signifies equity and respect, hence cultivating confidence between employees and management. This positive reinforcement encourages individuals to continue acts advantageous to the organization and promotes a desire to contribute to its success. Stajkovic and Luthans (2013) contend that recognition improves performance outcomes by promoting positive reinforcement and maintaining behavioral consistency. In hospitality businesses, where customer satisfaction mostly depends on staff initiative and response, acknowledgement acts as a powerful motivator that promotes helpfulness, collaboration, and a service-oriented mentality, thus improving operational efficiency.

Therefore, the study hypothesises that:

H03: *There is no relationship between recognition and employee pro-social behaviour.*

2.2 Theoretical Review

2.2.1 Social exchange theory

The Social Exchange Theory (SET) was developed by Blau in 1964 which asserts that reciprocal exchanges regulate human interactions, with individuals striving to maximise benefits and minimise costs. It states that employees should assess their organisation's activities and behaviours to ensure equal social connections. Employees regard emotional support, direction, and admiration as beneficial investments by the organisation when it comes to perceived organisational support (POS). These supportive settings promote positive behaviours such as enhanced devotion, loyalty, and altruistic acts. SET provides a psychological framework for studying how POS affects employee conduct. When employees see that the company values their contributions and well-being, they are inspired to reciprocate by engaging in prosocial behaviours (PSBs), such as assisting colleagues, sharing expertise, and supporting organisational goals. Research consistently shows that perceived organisational support (POS) predicts extra-role behaviour through this reciprocal relationship (Eisenberger, et al., 1986; Rhoades, Eisenberger, & Armeli, 2001). The Social Exchange Theory (SET) explains that emotional support, coaching, and appreciation come before voluntary, collaborative acts that improve organisational performance in hospitality environments because service delivery is dependent on employees' discretionary efforts.

2.2.2 Conservation of Resource Theory

The Conservation of Resources (COR) theory, proposed by Hobfoll (1989), asserts that people seek to acquire, retain, and protect resources that are essential to their functioning and well-being. These resources may be tangible, social, or psychological, and stress is likely to arise when they are diminished, threatened, or unavailable. The COR theory clarifies employee behaviour in organisational research by studying resource investment and protection perspectives. Employees obtain critical resources through perceived organisational support, which includes guidance, emotional support, and recognition. These technologies improve employees' social and psychological abilities, increasing their willingness to engage in pro-social behaviours (PSB) such as assisting colleagues, sharing knowledge, and providing volunteer service.

The COR theory strengthens the social exchange perspective by defining the incentive mechanism. Employees distribute and monitor resources received through perceived organisational support (POS) to engage in activities that benefit the organization and others, generating a positive feedback loop and discretionary effort. Employees in the hotel industry that receive strong support exhibit higher resilience and proactivity; they participate in volunteer activities to promote team cohesion, service quality, and overall organisational effectiveness. The theory emphasises the value of organisational support as a protective and facilitative resource, offering a resource-based justification for the transition from perceived organisational support to pro-social behaviour.

2.3 Empirical Review

Caesens, et al. (2016) conducted a study titled *Perceived Organizational Support and Employees' Helping Behaviors: The Role of Affective Commitment* in Belgium. The purpose of the study was to examine the relationship between perceived organisational support and employees' helping behaviour, which represents a major component of pro-social behaviour in organisations. A quantitative research design was adopted, and data were collected from 315 employees across service-based organisations using structured questionnaires. The data were analysed using structural equation modelling. The findings revealed that perceived organisational support significantly influenced employees' helping behaviour through affective commitment. Employees who perceived high levels of organisational care were more willing to assist colleagues voluntarily and engage in supportive workplace relationships. The study recommended that organisations should strengthen supportive workplace policies to enhance cooperative and helping behaviours among employees.

Karatepe and Olugbade (2017) carried out a study titled *The Effects of Perceived Organizational Support on Prosocial Service Behaviors in Hospitality Firms* in Turkey. The aim of the study was to investigate how organisational support influences pro-social service behaviour among hospitality employees. The study used a survey research design involving 420 hotel employees, and data were analysed using regression analysis. The findings indicated that perceived organisational support positively influenced employees' willingness to help customers, cooperate with colleagues, and provide extra-role service behaviours. The study further found that employees who received recognition and managerial support demonstrated stronger pro-social service behaviour. The authors recommended that hospitality organisations should enhance recognition systems and supervisory support to encourage customer-focused and cooperative behaviours.

Hur, et al. (2019) conducted a study titled *How Perceived Organizational Support Influences Employee Voluntary Helping Behavior* in South Korea. The study examined the influence of perceived organisational support on voluntary helping behaviour among service workers. A quantitative research design was used, with data collected from 356 employees in customer-service organisations. Data were analysed using path analysis. The findings revealed that perceived organisational support significantly influenced voluntary helping behaviour through enhanced emotional attachment to the organisation. Employees who felt emotionally encouraged by management demonstrated greater willingness to assist customers and colleagues. The study recommended that organisations should provide emotional support systems and maintain supportive leadership styles to encourage voluntary service behaviours.

Ahmed, et al. (2020) conducted a study titled *Perceived Organizational Support and Employee Citizenship Behavior in the Hospitality Sector* in Pakistan. The purpose of the study was to investigate the effect of perceived organisational support on organisational citizenship behaviour, which is closely related to pro-social behaviour. The study adopted a survey design using structured questionnaires administered to 310 hotel employees. Data were analysed using multiple regression analysis. The findings revealed that perceived organisational support significantly influenced employees' citizenship behaviours, including helping co-workers and supporting organisational objectives. The study recommended that hospitality organisations should strengthen supportive policies that promote fairness, employee recognition, and supervisory assistance.

Akanbi and Itiola (2013) conducted a study titled *Perceived Organisational Support and Organisational Citizenship Behaviour among Employees in the Nigerian Banking Sector*. The study examined the relationship between organisational support and employees' discretionary behaviours in selected commercial banks in Nigeria. A survey research design was adopted, and data were collected from 286 employees using structured questionnaires. Data analysis was carried out using Pearson Product Moment Correlation and regression analysis. Findings revealed that employees who perceived higher levels of organisational support through recognition, emotional care, and supervisory assistance were more likely to demonstrate helping behaviours, cooperation, and voluntary commitment to organisational goals. The study concluded that perceived organisational support positively influences employee pro-social behaviour in service organisations. The researchers recommended that organisations should improve support systems and recognition practices to encourage positive workplace behaviour.

Okonkwo and Chukwu (2019) carried out a study on *Perceived Organisational Support and Employee Helping Behaviour in Manufacturing Firms in South-East Nigeria*. The objective of the study was to determine the influence of organisational support on helping behaviour among employees in selected manufacturing companies. The study adopted a cross-sectional survey design involving 312 employees selected through simple random sampling. Data were analysed using Spearman Rank Correlation Coefficient and multiple regression analysis. The findings indicated that emotional encouragement, managerial guidance, and recognition significantly enhanced employees' willingness to assist colleagues and participate in cooperative workplace activities. The study concluded that supportive organisational practices improve employees' pro-social tendencies and workplace relationships. It was recommended that manufacturing firms should create supportive work environments that encourage employee participation and interpersonal cooperation.

Eze and Olanipekun (2021) conducted a study titled *Perceived Organisational Support and Employee Pro-Social Behaviour in Telecommunication Firms in Nigeria*. The study investigated the extent to which organisational support practices influence employees' voluntary workplace behaviours in selected telecommunication companies. A descriptive survey design was adopted, and data were obtained from 340 employees through structured questionnaires. The hypotheses were tested using correlation and regression analysis with the aid of SPSS. Findings showed that employees who perceived strong emotional support, guidance, and recognition from management were more likely to engage in helping behaviour, teamwork, and voluntary customer service activities. The study concluded that perceived organisational support significantly predicts employee pro-social behaviour in telecommunication organisations. The researchers recommended that management should adopt supportive leadership and recognition strategies to improve employee cooperation and service delivery.

3. METHODOLOGY

The study adopted a cross-sectional design. The population of the survey consisted of all hotels in Yenagoa, Bayelsa State. Using a purposive sample technique, 240 employees were selected from 20 hotel enterprises in Yenagoa Metropolis, with 12 employees selected from each establishment. Three-star hotels with standard and recreational amenities, such as event

centers, gyms, swimming pools, spa services, and good restaurants, and over ten years of working experience were the parameters for determining the sample size. The structured questionnaire was used to collect data from the respondents. Expert validation verified the instrument's validity. The instrument's reliability was evaluated using the Cronbach Alpha reliability technique; a coefficient criterion of 0.70 or higher was considered good. To examine the relationship between the study variables, the data gathered from the respondents was evaluated using the Spearman Rank Correlation Coefficient. The analysis was aided by the Statistical Package for Social Sciences (SPSS) version 25.0.

4. RESULTS AND DISCUSSION

4.1 Data Analysis

Out of 240 copies of the questionnaire administered, a substantial 207 copies were successfully retrieved, resulting in a high response rate of 86%. This suggests a strong level of engagement and interest from the respondents. However, 33 copies of the questionnaires were not retrieved and invalid, accounting for 14% of the total administered, which is a relatively moderate non-response rate. Notably, all 207 retrieved copied were deemed valid and subsequently used for analysis, maintaining the effective response rate at 86%.

4.1.1 Bivariate Analysis

The rule of thumb correlation coefficient by Bryman and Bell (2003) is adopted in this study as a decision table that defines the level of acceptance or rejection of the null hypotheses from that of very strong or very weak either positive or negative.

Hypothesis One

H₀₁: There is no relationship between Emotional Encouragement and Employee Pro-social Behaviour

Table 1: Correlations Between Emotional Encouragement and Employee Pro-social Behaviour
Correlations

		Emotional Encouragement	Employee Pro-Social Behaviour
Spearman's rho	Emotional Encouragement	Correlation Coefficient	1.000
		Sig. (2-tailed)	.701**
		N	.000
	Employee Pro-social Behaviour	Correlation Coefficient	.701**
		Sig. (2-tailed)	1.000
		N	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: spss windows version 25.0

Interpretation: The results presented in the table indicate a positive relationship between emotional encouragement and employee pro-social behaviour. The Spearman's Rank-Order Correlation Coefficient ($\rho = 0.701$) reveals a strong positive association between the two variables, suggesting that higher levels of emotional encouragement are associated with increased employee pro-social behaviour. Furthermore, the relationship is statistically significant ($p = 0.000 < 0.05$). Consequently, the null hypothesis is rejected, while the alternative hypothesis is accepted. It is therefore concluded that emotional encouragement has a statistically significant positive relationship with employee pro-social behaviour.

Hypothesis Two

H₀₂: There is no relationship between Guidance and Employee Pro-social Behaviour

Table 2: Correlations Between Guidance and Employee Pro-social Behaviour
Correlations

			Guidance	Employee Pro-Social Behaviour
Spearman's rho	Guidance	Correlation Coefficient	1.000	.684**
		Sig. (2-tailed)	.	.000
		N	207	207
	Employee Pro-social Behaviour	Correlation Coefficient	.684**	1.000
		Sig. (2-tailed)	.000	.
		N	207	207

** . Correlation is significant at the 0.01 level (2-tailed).

Source: spss windows version 25.0

Interpretation: The results presented in the table indicate a positive relationship between guidance and employee pro-social behaviour. The Spearman's Rank-Order Correlation Coefficient ($\rho = 0.684$) demonstrates a strong positive association between the two variables, implying that higher levels of guidance are associated with greater employee pro-social behaviour. The relationship is statistically significant ($p = 0.000 < 0.05$). Therefore, the null hypothesis is rejected, while the alternative hypothesis is accepted. It is concluded that guidance has a statistically significant positive relationship with employee pro-social behaviour.

Hypothesis Three

H03: There is no relationship between Recognition and Employee Pro-social Behaviour

Table 3: Correlations Between Recognition and Employee Pro-social Behaviour
Correlations

			Recognition	Employee Pro-Social Behaviour
Spearman's rho	Recognition	Correlation Coefficient	1.000	.672**
		Sig. (2-tailed)	.	.000
		N	207	207
	Employee Pro-social Behaviour	Correlation Coefficient	.672**	1.000
		Sig. (2-tailed)	.000	.
		N	207	207

** . Correlation is significant at the 0.01 level (2-tailed).

Source: spss windows version 25.0

The results presented in the table indicate a positive relationship between recognition and employee pro-social behaviour. The Spearman's Rank-Order Correlation Coefficient ($\rho = 0.672$) indicates a strong positive association between the two variables, suggesting that increased recognition is associated with higher levels of employee pro-social behaviour. The relationship is statistically significant ($p = 0.000 < 0.05$). Consequently, the null hypothesis is rejected, while the alternative hypothesis is accepted. It is therefore concluded that recognition has a statistically significant positive relationship with employee pro-social behaviour.

4.2 Discussion

The findings of the study revealed that there is a strong and positive relationship between emotional encouragement, guidance, recognition and employees' pro-social behaviour. This suggests the extent to which employees feel supported by their organisations and a significant impact on their propensity to participate in selfless behaviours, teamwork, and extracurricular activities.

The first results revealed a positive significant relationship between emotional encouragement and pro-social behaviour. The research shows that individuals are more likely to voluntarily assist coworkers and cultivate positive working

relationships when they perceive their employer genuinely cares about their well-being. The research supports the study of Caesens et al. (2016) as they revealed that employees' perceptions of organisational support greatly increase their altruistic behaviours through affective commitment. Hur et al. (2019), noted that managers' emotional support enhances workers' attachment to the organisation, which subsequently encourages them to assist others voluntarily. Their assertion supports the study and lends credence to the widely held belief that encouraging employees to lean on one another emotionally is the best way to motivate them to do beneficial deeds on the job.

The findings have shown a positive and significant correlation between guidance and pro-social behaviour. Managerial feedback, clear instructions, and supervisory support greatly increase employees' propensity to display altruistic conduct and provide additional services in hospitality organisations. The findings support the works of Karatepe and Olugbade (2017) who posited that managerial direction has a substantial impact on workers' propensity to cooperate and offer mutual support in South-East Nigerian industrial businesses. The study findings also corroborates with their research showing that when given proper guidance and mentoring, employees show more confidence, better coordination, and a greater willingness to help their colleagues.

The findings have shown a positive and significant correlation between recognition and pro-social behaviour. The study discovered that doing good deeds is favourably correlated with receiving praise by employers. The findings support the view of Ahmed et al. (2020), on the assertion that when employees feel supported by their organization, which is shown through equity and recognition, they are more likely to participate in organisational citizenship activities, like supporting corporate aims and helping colleagues. Employees are more likely to exhibit discretionary behaviours like cooperation and voluntary commitment when they receive appreciation and acknowledgement from their employer. This suggests that recognition serves as a psychological incentive that drives workers to respond with excellence.

5. CONCLUSION

A large body of evidence suggests that employees' perceptions of their organisation's support have a significant impact on their pro-social actions while on the job. Firms are more likely to engage in prosocial behaviour when they receive emotional support, instructions, and recognition. The study concludes that organisations are more likely to foster teamwork, dedication, and social responsibility among their staff if they provide emotional support resources, establish strong leadership structures, and implement recognition programs.

6. RECOMMENDATIONS

The recommendations presented below are derived from the findings of this study:

1. Hospitality firms must create and maintain supportive work environments that promote the emotional well-being of their personnel. Thus, management should exhibit empathy, care, and understanding towards employees in difficult circumstances.
2. Hospitality firms should promote collaboration, and healthy interpersonal interactions in the workplace. supervisors must provide clear instructions, constructive comments, and continuous professional assistance to employees
3. Management of hospitality firms should create effective employee recognition and incentive systems that acknowledge employees' efforts and extracurricular activities for employees at work.

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