

**AN ASSESSMENT OF ORGANIZATIONAL CITIZENSHIP  
BEHAVIOUR AMONG FRONTLINE STAFF IN THREE HOTELS  
IN THE GREATER ACCRA REGION**

by

**Asiwome Biekro**

© 2014 Department of Managerial Science

A Thesis submitted to the Department of Managerial science, Kwame Nkrumah  
University of Science and Technology in partial fulfillment of the requirements for the  
degree of

**MASTER OF BUSINESS ADMINISTRATION  
MANAGEMENT AND ORGANIZATION DEVELOPMENT**

School of Business

College of Art and Social Science

OCTOBER, 2014

## DECLARATION

I hereby declare that this submission is my own work towards the Master of Business Administration (Management and Organization Development) Degree, and that to the best of my knowledge it contains no materials previously published by another person nor material which has been accepted for the award of any other degree of the university, except where due acknowledgement has made in the text.

KNUST

Asiwome Biekro

.....

.....

Name of Student (Index Number)

Signature

Date

Certified by:

Dr. Mrs. Florence Ellis

.....

.....

Supervisor

Signature

Date

Certified by:

Mr. J.K. Turkson

.....

.....

Head of Department

Signature

Date

## **ABSTRACT**

Organizational Citizenship Behaviour (OCB) is essential to the proper functioning and effectiveness of organizations. In this regard, a few studies have been focused on the hotel industry

This based on an OCB model proposed by Wang et al (2008) for use as a strategic human resource management tool in the hospitality and tourism industry, seeks to asses OCB among frontline staff in three hotels in the Greater Accra region of Ghana. Three elements of OCB- Job Satisfaction, Perceived Organizational Support and Service Encounter were used to determine the level OCB performed and how it impacts employees' job performance in the selected hotels.

Literature was reviewed on OCB and questionnaires and interviews used to gather data from respondents

The study found out that while all three hotels were aware of the important role of OCB to job performance and it indeed affected their assessment of a staff in one way or another. It was also found that given the level of positive response employees offered to the model, some hotels are more likely to record high incidents of OCB while others may record much less.

It was recommended that management of hotels should apply themselves to understanding factors that motivate performance of OCB and implement them. Among the three elements examined, job satisfaction was particularly found to impact employee's OCB more and therefore attention should be paid to promotion of job satisfaction across all levels of the hotels.

## ACKNOWLEDGEMENTS

There are many people I have to thank for their support throughout this project. First, I would like to thank the Almighty God, for the grace on fronts throughout the programme. In addition, I greatly appreciate the support of my supervisor, Dr. Florence Ellis for her leadership and guidance.

I specially want to thank my family; my parents Mr. and Mrs. Christian Biekro, Miss Rejoice Tsetse; Rear Admiral and Mrs. GM Biekro, Mr. and Mrs. Holm, Mr. and Mrs. Fleischer-Ackon, Mrs. Rejoice Akakpo. This section may not be able to contain their names if I was to mention all individual efforts and inputs to making this project a success; their love, gifts, encouragements, prayers and unconditional support have truly helped me to come this far.

I am equally grateful to Nana Donkor for his support and generosity. Also the management and staff of Golden Tulip Hotel Accra front office especially Mr. John Quaye, thank you for your time and assistance. I say thanks to Ms. Doris Tsekpets for her assistance. To my course mates, group members and friends- Mr. Ofosu Tabiri, Ivy Kportufe, Sledge Doku and Esi Adetor. I say thank you for the diverse roles played during this period of my life. May God richly bless you all.

## TABLE OF CONTENTS

|  |           |
|--|-----------|
| DECLARATION .....  | ii        |
| ABSTRACT .....   | iii       |
| ACKNOWLEDGEMENTS.....  | iv        |
| TABLE OF CONTENTS .....  | v         |
| LIST OF TABLES.....  | viii      |
| LIST OF FIGURES .....  | ix        |
| LIST OF ABBREVIATIONS.....                                       | x         |
| <br>   |           |
| <b>CHAPTER ONE .....</b>   | <b>1</b>  |
| <b>INTRODUCTION .....</b>  | <b>1</b>  |
| 1.0 Background of the study .....                                | 1         |
| 1.1 Problem statement .....                                      | 5         |
| 1.2.2 Specific Objectives .....                                  | 7         |
| 1.3 Research questions.....                                      | 8         |
| 1.4 Significance of the study .....                              | 8         |
| 1.5 Brief Methodology.....                                       | 9         |
| 1.6 Scope of the study.....                                      | 10        |
| 1.7 Limitations of the study .....                               | 10        |
| 1.8 Organization of the study.....                               | 11        |
| <br>   |           |
| <b>CHAPTER TWO .....</b>   | <b>12</b> |
| <b>LITERATURE REVIEW .....</b>                                   | <b>12</b> |
| 2.0 Introduction.....  | 12        |
| 2.1 The phenomenon of organizational citizenship behaviour ..... | 12        |
| 2.4 Types of citizenship behaviour .....                         | 15        |
| 2.4.1 Helping behaviour .....                                    | 16        |
| 2.4.2 Sportsmanship .....  | 16        |
| 2.4.3 Organizational loyalty .....                               | 17        |
| 2.4.4 Organizational compliance.....                             | 17        |
| 2.4.5 Individual initiative .....                                | 17        |
| 2.4.6 Civic virtue.....  | 18        |
| 2.4.7 Personal development .....                                 | 18        |

|   |           |
|---|-----------|
| 2.5 Antecedents of OCB .....                                    | 18        |
| 2.5.1 Personal characteristic antecedents .....                 | 19        |
| 2.5.1.1 Self esteem.....  | 19        |
| 2.5.1.2 Organizational commitment .....                         | 20        |
| 2.5.1.3 Perceived fairness and equity .....                     | 20        |
| 2.6 Personality dimensions .....                                | 23        |
| 2.7 Leader behaviour .....                                      | 24        |
| 2.8 OCB in the hospitality industry .....                       | 24        |
| 2.9 Elements of OCB .....                                       | 25        |
| 2.10 Job satisfaction.....                                      | 28        |
| 2.10.1 Perceived organizational support .....                   | 29        |
| 2.10.2 Service encounter .....                                  | 29        |
| 2.11 Consequences of organizational citizenship behaviour ..... | 31        |
| 2.11.1 Individual level consequences.....                       | 31        |
| 2.11.2 Group level consequences.....                            | 32        |
| 2.11.3 Organizational level consequences .....                  | 33        |
| 2.12 Promoting Organizational Citizenship Behaviour.....        | 34        |
| 2.13 Conclusion .....   | 38        |
| <br><b>CHAPTER THREE.....</b>                                   | <b>39</b> |
| <b>METHODOLOGY AND ORGANIZATIONAL PROFILE .....</b>             | <b>39</b> |
| 3.0 Introduction.....   | 39        |
| 3.1 Research design .....                                       | 39        |
| 3.2 Research Strategy .....                                     | 39        |
| 3.3 Sources of data.....  | 41        |
| 3.3.1 Primary data.....   | 41        |
| 3.3.2 Secondary Data.....                                       | 41        |
| 3.4 Population .....  | 42        |
| 3.4.1 Sample size .....   | 42        |
| 3.4.2 Sampling Technique .....                                  | 43        |
| 3.4.3 Data collection instruments .....                         | 43        |
| 3.4.4 Mode of data collection .....                             | 44        |
| 3.4.5 Method of Data Analysis .....                             | 45        |
| 3.5 Ethical consideration .....                                 | 45        |

|   |           |
|---|-----------|
| 3.6 Organizational profile .....  | 46        |
| 3.6.1 Location of region of the study .....   | 46        |
| 3.6.2 Overview of the hospitality industry .....  | 47        |
| 3.7 Conclusion .....  | 50        |
| <b>CHAPTER FOUR .....</b>   | <b>51</b> |
| <b>DATA PRESENTATION ANALYSIS AND DISCUSSION OF FINDINGS .....</b>  | <b>51</b> |
| 4.0 Introduction.....   | 51        |
| 4.1 The quantitative analysis .....   | 51        |
| 4.2 Demographic Details of Respondents .....  | 52        |
| 4.2.1 Respondents' Gender Distribution.....   | 52        |
| 4.2.2 Respondents' Age Distribution .....   | 53        |
| 4.2.3 Number of Years Respondents have being working with their Respective<br>Companies .....                   | 54        |
| 4.3 The Assessment of Organizational Citizenship Behaviour in terms of Job<br>Satisfaction .....                | 54        |
| 4.4 The Assessment of Organizational Citizenship Behaviour in terms of perceived<br>Organizational Support..... | 58        |
| 4.5 The Assessment of Organizational Citizenship Behaviour in terms of Service<br>Encounter.....                | 63        |
| 4.6 Qualitative analysis.....   | 66        |
| 4.8 Findings and analysis of the interview .....  | 67        |
| 4.9 Conclusion .....  | 70        |
| <b>CHAPTER FIVE .....</b>   | <b>71</b> |
| <b>SUMMARY, RECOMMENDATIONS AND CONCLUSION .....</b>  | <b>71</b> |
| 5.0 Introduction.....   | 71        |
| 5.1 Summary of Findings .....   | 71        |
| 5.3 Conclusions.....  | 72        |
| 5.2 Recommendations.....  | 73        |
| <b>REFERENCES .....</b>   | <b>75</b> |
| <b>APPENDICES.....</b>  | <b>84</b> |



## LIST OF TABLES

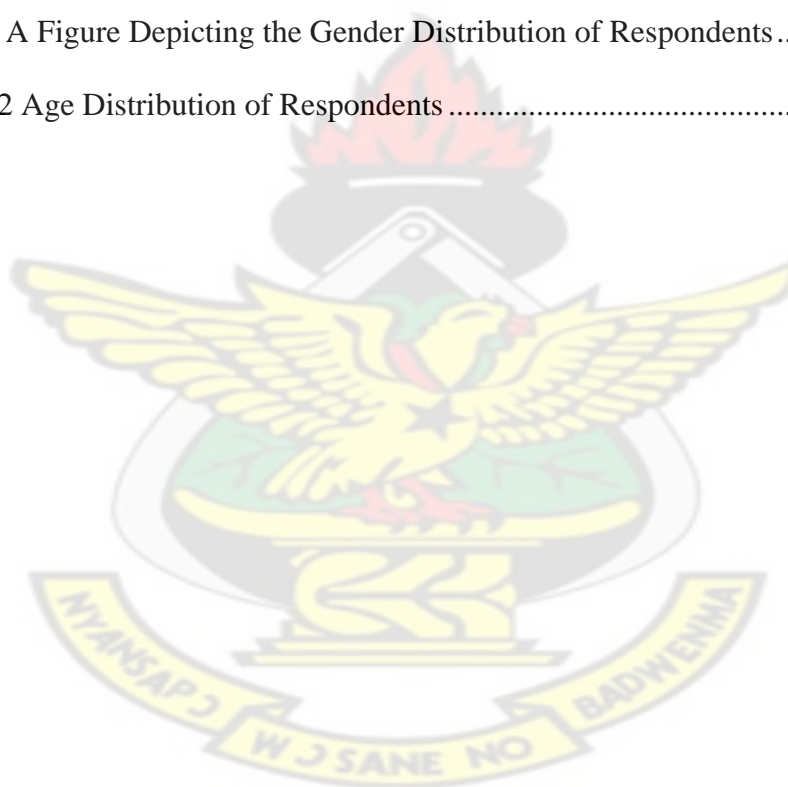
|   |    |
|---|----|
| Table 3.4.1 Sample size .....   | 42 |
| Table 4.2.2: A Summary Table of the Number of Years worked by Respondents ..... | 54 |
| Table 4.3 Job Satisfaction scale for Golden Petals .....                        | 55 |
| Table 4.3.1 Job Satisfaction scale for Sunny Beach .....                        | 56 |
| Table 4.3.2 Job Satisfaction scale for Wooden plaza .....                       | 57 |
| Table 4.4 Perceived Organizational Support scale for Golden Petals Hotel .....  | 59 |
| Table 4.4.1 Perceived Organizational Support for Sunny Beach Hotel .....        | 60 |
| Table 4.4.2 Perceived Organizational Support for Wooden Plaza Hotel .....       | 61 |
| Table 4.5 Support Encounter scale for Golden Petal.....                         | 63 |
| Table 4.5.1 Service Encounter Support for Sunny beach .....                     | 64 |
| Table 4.5.2 Service Encounter for Wooden plaza .....                            | 64 |





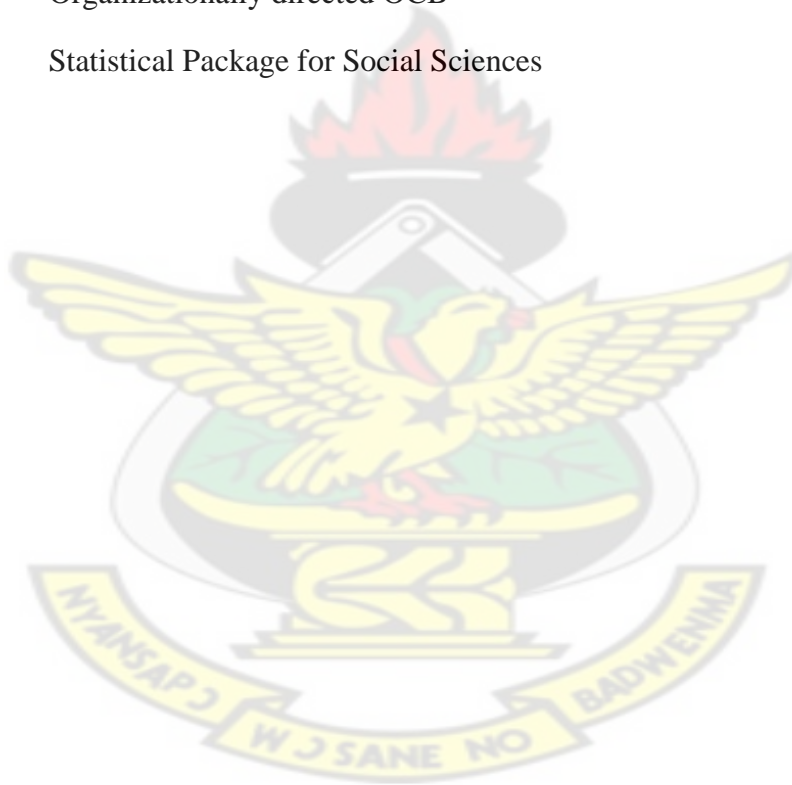
## LIST OF FIGURES

|  |    |
|--|----|
| Figure 2.1: Yearly and Cumulative Publications on Citizenship Behaviour and Related Constructs ..... | 13 |
| Figure 2.5 Equity Theory of Motivation.....  | 22 |
| Figure 2.9: A proposed model of OCB in the hospitality and tourism industry.....                     | 27 |
| Figure 2.10 Proposed model of OCB in the hotel industry .....  | 30 |
| Figure 2.12 Conceptual framework .....   | 37 |
| Figure 3.6 Map of Accra.....   | 47 |
| Figure 4.2: A Figure Depicting the Gender Distribution of Respondents.....                           | 52 |
| Figure 4.2.2 Age Distribution of Respondents .....   | 53 |



## LIST OF ABBREVIATIONS

|       |  |
|-------|--|
| CEEX  | Customer-Employee Exchange                       |
| COEX  | Coworker Exchange                                |
| LMEX  | Leader-Member Exchange                           |
| OBSE  | Organization Based Self-Esteem                   |
| OCB   | Organizational Citizenship Behaviour             |
| OCB-C | Organizational Citizenship Behaviour of Customer |
| OCB-I | Interpersonally directed OCB                     |
| OCB-O | Organizationally directed OCB                    |
| SPSS  | Statistical Package for Social Sciences          |



# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the study

All organizations seek to be effective and achieve their goals by facilitating the most suitable organizational design. Excellent organizational structures alone however cannot achieve these unless they are coupled with work practices that lead to high individual and high organizational performance. In doing so, it will be in the best interest of every organization to pay close attention to the employees' corporate activities. Organizations are made up of individuals whose behaviours range from the minimalists that contribute the least possible to maintain membership to those who discretionarily engage in extra-role behaviours that inure to the advantage of the organization.

These 'extra' work-related behaviours which impact on the efficiency of the organization go beyond those prescribed and evaluated by the formal job description. Many organizations conceptualize these behaviours in many ways; it is understood by some colloquially as 'going the extra mile' or 'going beyond and above' to help others. This is what is known as Organizational Citizenship Behaviour (OCB).

OCB can improve performance and effectiveness of organizations – it is capable of minimizing friction among different parts of the organization and creates social capital. OCB is believed to facilitate working relationships, coordination and co-operation, i.e. to 'lubricate the social machinery of the organization' Bateman and Organ, (1983). It would be difficult to achieve organizational goals relying entirely on in-role behaviours.

Citizenship behaviour in general represents the willingness of individuals to invest effort and energy in their social environment beyond any formal requirement and with no

expectation of formal reward (Vigoda-Gadot, 2006). In recent decades however, these altruism and helping behaviour has received considerable attention beyond its social relevancy to include management studies which has brought useful insights into our understanding of organizations and workplace in modern society. It is consequent to this that citizenship behaviour has found a special space in the management of organizations hence 'Organizational Citizenship Behaviour' (OCB).

OCB is referred to by some researchers as going above and beyond the call of duty. It is considered to be a socially desirable behaviour and is of tremendous value to managers. Conscious of it or not, employees exhibit citizenship behaviours in varying degrees during the performance of their contractual obligations in organizations. OCB is not always formally recognized or rewarded, and concepts like 'helpfulness' or 'friendliness' are also difficult to quantify. Yet OCB has been shown to have a considerable positive impact at the organizational level, enhancing organizational effectiveness from 18 to 38% across different dimensions of measurement (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Ehrhart, 2004).

Studies have shown that OCB influences the quality of service the customer receives and hotel organizations that wish to achieve higher service quality will need to show more OCB. These behaviours are typified in the organization by such actions as offering to help a newcomer become familiar with processes and procedures, offering to help clear the workload of a colleague who may be struggling with deadline or volunteering to change shifts with a colleague who may need to be off duty at a particular time. When an employee chooses to work overtime without expecting remuneration, that employee is exhibiting Organizational Citizenship Behaviour. The afore-mentioned examples can be categorized into two types of OCB respectively. (a) Interpersonally directed OCB (OCB-I) that benefits other colleagues and (b) organizationally directed OCB (OCB-O) which

benefits the organization directly. Initially, researches in OCB were conducted in organizations that did not have services as a major component of their daily operations. Traditionally identified OCBs were indeed suggested by Borman and Motowidlo (1993) to be unsuitable for service oriented organizations. This they said was due to the special OCB dimensions that those organizations may require for dealing with customers. This was further corroborated by other researchers like Podsakoff and MacKenzie (1997) who called for customer and service oriented citizenship behaviour of customer-contact employees to be given attention separate from the internal operational focus of mainstream OCB literature. In an attempt to address the particular context and requirement of service organizations, another framework known as organizational citizenship behaviour of customer (OCB-C) was developed. The (C) representing customer since they are the main targets of service oriented OCB. Efforts have also been made by previous researchers to build a sound theoretical foundation for incorporating organizational citizenship behaviour of customers (OCB-C) into the interpersonally directed OCB (OCB-I) and the organizationally directed OCB (OCB-O) framework.

Of the many factors that have been investigated to influence OCB including, demographic factors, personality traits and contextual factors, social exchange has been repeatedly identified to be an important motivator for employees' performance of OCBs. It has been used to explain many phenomena and processes that occur in the organization. It also suggests that employees are more likely to engage in OCBs if they are treated fairly and with respect. Leaders' and supervisors' support has also been found to lead to employees' citizenship behaviour as social exchange is created between the employees and their supervisors. The context of coworkers' social exchange has also emerged as another motivator to OCB.

In the hotel setting, frontline employees have social exchanges with three groups of people which may lead to their engagement or otherwise in OCB. These are supervisors or leaders, coworkers and customers. The kind of exchanges that exist between them are named respectively as 1) Leader-Member exchange (LMEX); 2) Coworker exchange (COEX); and 3) Customer-Employee exchange (CEEX). Although Leader-Member exchange has received greater attention relative to the other two types of exchanges, Coworker exchange and Customer –Employee exchange are very important in the hotel industry so far as OCB engagement is concerned. At least two reasons account for this. Firstly, independence is not pronounced in the work of hotel employees. Quality service creation is largely dependent on the teamwork of the employees which generates lots of interactions among coworkers during customer service delivery. Secondly, customers of the hotel industry are not passive recipients of services; rather, they are actively involved in the process. The customer's active participation is therefore required for a successful service experience.

According to the social exchange theory, persons that get much from others are under pressure to give much back to them Homans (1958) and this giving back is always in various forms of OCBs. Additionally, employees are expected to have stronger reciprocal behaviours to the source of treatment under the social exchange theory leading to the employee performing OCB to different targets (organization, coworkers and customers). An employee's positive experience in social exchange with the various groups may lead to performance of OCBs related to that social exchange. Positive Customer-Employee exchange for instance may lead to an increase in OCB-C. However OCBs may not only be directed towards only that specific target of social exchange. There may be spillover effects such that a positive result in one sphere may enhance OCBs on the other two aspects. In line with this effects, this study attempts to understand



through empirical assessment the organizational citizenship behaviour among frontline staff in selected hotels in the Greater Accra Region.

### **1.1 Problem statement**

Frontline employees are a cardinal source of competitive advantage and differentiation in the service sector. In hotel enterprises, service quality is the main determinant of customer satisfaction. The spontaneous and extra volunteer behaviour indication of OCB makes it important to service provision and meeting customer needs as soon as possible. It has been suggested by researchers that service quality perceptions, customer satisfaction and decision to switch service providers are influenced by the actions of the service- provider (Chebat et al., 2002). Similarly, Kim et al. (2004) states that customers' perception of service quality is greatly influenced by the organization's employees and that it is crucial therefore that service oriented firms have employees who engage in appropriate behaviour as it leads to long term customer satisfaction. This perception links to the concept of OCB which has been found to enhance organizational effectiveness in the aggregate. One of the ways in which OCB can be encouraged is by building up an appropriate culture within the firm (Baum, 2006).

Cheng (2006) also proposes that a culture which encourages OCB has the potential to create excellent customer service. Various managers are aware of how valuable the idea of OCB is to hotel operations and makes rather vague efforts to promote it. Finding an appropriate method of encouraging and promoting OCB is however a challenge even Human Resource Units of hotel enterprises continue to grapple with. There is a lack of awareness of Organizational Citizenship Behaviour in its right framework and therefore in orientating employees in this regard, managers are unable to fully understand what they demand of them; it automatically results in their inability to explain to the



employees what OCB is. They mostly resort to an informal or colloquial conceptualization- 'going the extra mile'. Hardly able of going beyond this rhetoric, managers miss the full import of what they actually intend to convey while employees have no clue of how to assess themselves in this light.

Some empirical studies (Ackfeldt and Coote, 2005; Bell and Megnuc, 2002; Gonzalez et al., 2006; Yen and Niehoff, 2004; Yoon and Suh, 2003) have been conducted in recent times into OCB dimensions in the service sector. Perceived organizational support, leadership support, professional development, service encounter and trust in managers have been found to be some of the factors with positive relationship to OCB dimensions. In the hospitality industry however, only a few studies to systematically investigate how these factors affect dimensions of OCB have been carried out. With regards to findings of empirical research, there exist a few approaches or models that even have yet to be widely tested to qualify for a strategic human resource management tool applicable in the hospitality industry. Based on previous research work, this study will seek to shed light on ways to build a culture to support OCB in the hotel setting.

## **1.2 Objectives of the study**

The following form the general goals this study sought to achieve and is followed by specific objectives guiding its conduct

### **1.2.1 General Objectives**

The primary purpose of this study is to assess organizational citizenship behaviour among the frontline staff in three hotels in the greater Accra region and at the same time create awareness of the value of OCB in the service industry. OCB has been explored in in other parts of the world and its significance is reported in clear terms but hardly is

there any such assessments done in Africa and more especially in Ghana. The aim of the study is to direct focus of management of hotels and similar service oriented firms to the benefits of creating support for OCB in their service delivery process.

This study attempts to examine the level of influence certain factors that have been found to have a positive relationship with OCB dimensions have on the performance of OCB and whether or not those mediators exist at all. Also, this study seeks to shed light on ways to build a culture to support OCB in the hotel setting.

### **1.2.2 Specific Objectives**

Specifically, the project has the following objectives.

- To explore the level of influence job satisfaction has on OCB among frontline hotel employees in Golden Petal Hotel, Sunny Beach Hotel and Wooden Plaza Hotel.
- To determine how perceived organizational support affects the performance of OCB among frontline hotel employees in Golden Petal Hotel, Sunny Beach Hotel and Wooden Plaza Hotel.
- To assess the impact of service encounter on the performance of OCB among frontline hotel employees in Golden Petal Hotel, Sunny Beach Hotel and Wooden Plaza Hotel.
- To determine the impact of OCB on job performance among frontline hotel employees in Golden Petal Hotel, Sunny Beach Hotel and Wooden Plaza Hotel in the Greater Accra region

### **1.3 Research questions**

From the objectives stated above, this study systematically examines the following research questions in subsequent chapters

- To what extent does OCB impact job performance and evaluation among frontline employees and
- How does professional development received from the hotel influence the performance of OCB?
- How does perceived organizational support affect the performance of OCB?
- What is the extent of influence job satisfaction has on the performance of OCB?

### **1.4 Significance of the study**

This study has several potential contributions to our understanding of the relationship between an employee's performance of OCB and its consequences on organizational effectiveness. Meeting the needs of the hotel guests as soon as possible can only be achieved by proactive employees who take initiative and engage in behaviours that go beyond their defined roles.

A review of the literature reveals no work done so far in Ghana concerning OCB in any sector. Given the critical human resource need in hotels for service delivery, coupled with the rising number of luxurious hotels in the country over the last few years, hotels losing monopoly over the claim of closer proximity to the airport as competitive advantage and the souring expectations of guests, findings of this study has implication for managers of hotels with regards to creating competitive advantage with minimal cost to the organization. Research findings should also provide direction to the adoption of

suitable models for the development of a culture supporting OCB in the hospitality industry in Ghana. This research also has implication for researchers with respect to how OCB is viewed in this cultural context. This study also has practical offerings for the hotel industry. First of all, it provides insight regarding how organizational support, manager or supervisor support can influence the employee's citizenship behaviour. Secondly, examining the extent to which front line staffs of the target hotels exhibit OCBs will enable managers assess their level of engagement and put in the right measures to encourage them. Finally, this study provides comprehensive review of previous literature regarding the various dimensions of OCB, work done so far in its regard in the hospitality industry and specifically in hotel enterprises.

### **1.5 Brief Methodology**

The target population of this study includes front line staff of three hotels in the Greater Accra region of Ghana. Data collection was in two folds; quantitative and qualitative method and analysis. Qualitative approach was used to collect data from supervisors and managers, that is in-depth interview and questionnaires were used to collect information from junior frontline staff of the three hotels. Data analysis involved sorting, editing, coding and entry of data unto the Statistical Package for Social Sciences (SPSS). Editing was then done to remove errors for the purpose of ensuring quality control. Numbers were assigned to the variables through the provision of a coding frame. The SPSS screen was then developed and data entered for the analysis to be done. Descriptive statistics and simple percentages were used to represent the analysed data. Qualitative data from interviews were analysed as the study progressed following a content analysis. Views from some of the interviewees were presented and suggestions inferred from the messages collected.

## **1.6 Scope of the study**

The study was carried out in three hotels in Accra which is the capital city of the Greater Accra region and Ghana. This study focused on three of the hotels from the 3 to 5 star segment situated around La, Liberation road and the Spintex road. It targeted frontline employees and supervisors of departments of these three selected hotels that have face to face contact or interaction with guests as part of their daily activities. In other words, front line staff, supervisors and their managers were contacted.

## **1.7 Limitations of the study**

This study had a number of challenges to deal with to achieve the stated objectives. Prominent among these was the issue regarding availability of respondents. The nature of hotel work is such that most of the workers especially the target sample of this study – frontline staff stand throughout the work period and become very exhausted by the close of their shift. They hardly want to offer any assistance to a researcher after closing. The afternoon shift more especially has a little time to round up before their bus takes off. This made it particularly difficult for respondents to have enough time to volunteer their assistance. The managers likewise barely had time to spare away from their duties. Another challenge was getting some of the respondents to familiarize themselves with the concept of OCB in order to better answer the questions been asked. Another issue had to do with the fact that Human Resources Managers of some of the organizations contacted were interested in the kind of information being given out for the study and sought to control the process by directing all answered questionnaires to them before handing it to the researcher.

## **1.8 Organization of the study**

This dissertation is organized into five chapters. Chapter which is also known as introduction presents a general outlook of issues relating to organizational citizenship behaviour and its framework as the Background to the study in the first segment. The problems that exist currently to justify the conduct of the study were also presented as the Problem statement. This was followed by the objectives of the study which then guided the formulation of the research questions. The reason for conducting the study was also presented as the Significance of the study. Brief methodology followed providing a summary of detailed methodology. The coverage was also presented as the Scope of the study followed by the limitations of the study. An overview of how the dissertation was organized formed the last segment of the chapter one. In chapter two, previous literature addressing the concept OCB is reviewed. The detailed methodology used in collecting data and the various organizational profiles are presented in chapter three. Chapter four lays out the data and reports the results of the analysis. It also discusses the findings of the research here. Based on the findings from chapter four, the findings are summarized, conclusions are presented and recommendations for future research are provided in chapter five.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents the theoretical background for this study by reviewing relevant literature. The first section explores the concept of organizational citizenship behaviour and its application in organizations. This is followed by a comprehensive review of conceptual framework of OCB.

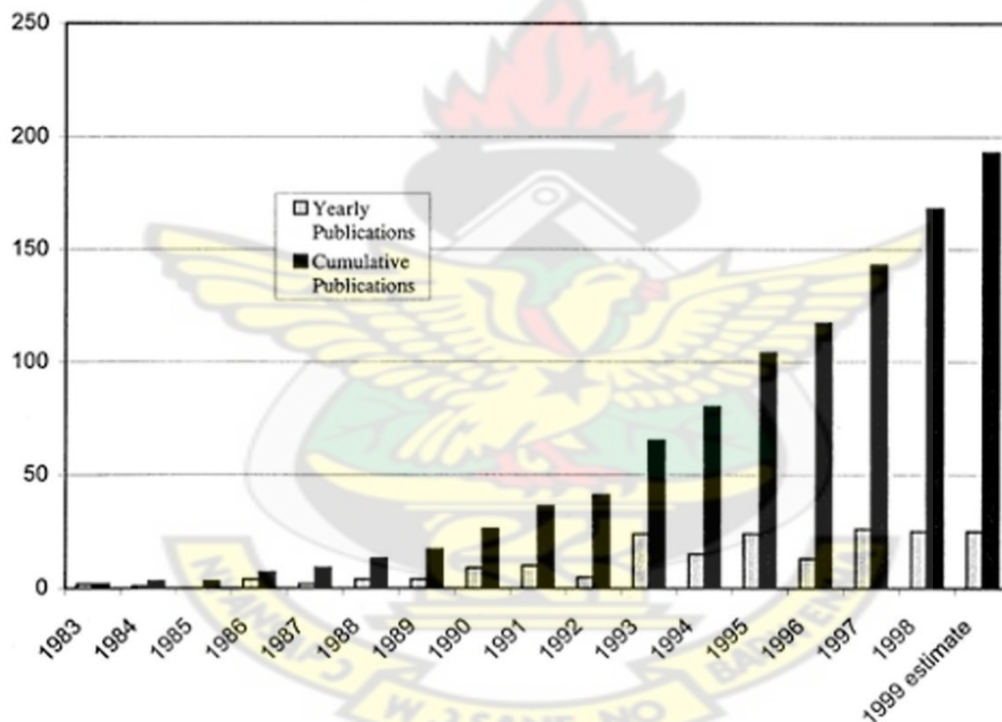
#### **2.1 The phenomenon of organizational citizenship behaviour**

The term Organizational Citizenship Behaviour was formally put forward by Bateman and Organ in 1983. Bateman and Organ (1983) defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization”. Others also have perceived OCB conceptually as a helping behavior involves voluntarily helping others with, or preventing the occurrence of, work-related problems. For example, prior to the coining of the term, OCB, theorists such as Katz’ (1964) perceived them as ideas of ‘innovative and spontaneous activity that goes beyond role prescriptions’. Barnard (1938) viewed the concept as ‘willingness to cooperate’. However, interest in the relating concepts of OCB has increased over the past few years although significant impact of OCB itself was barely felt in the field. Related concepts such as extra role behaviour (Van Dyne, Cummings, & Parks, 1995), prosocial organizational behaviors (Brief & Motowidlo, 1986; George, 1990, 1991; George & Bettenhausen, 1990; O’Reilly & Chatman, 1986), organizational spontaneity (George & Brief, 1992; George & Jones, 1997), and contextual performance (Borman & Motowidlo,



1993, 1997; Borman, White, & Dorsey, 1995; Motowidlo & Van Scotter, 1994), have received considerable attention over the past few years. From 1983 to 1988, only thirteen papers were published on the above mentioned topics, the number jumped to more than one hundred and twenty two in a comparable six year period from 1993 to 1998 in the ensuing decade with the concept mostly vested in the domain of organizational behavior (as shown in Figure 2.1).

It however started receiving attention from other domains and disciplines causing a rapid growth in volume.



**Figure 2.1: Yearly and Cumulative Publications on Citizenship Behaviour and Related Constructs**

Source: Podsakoff et al. (2000: 514)

Some of the domains include human resource management (cf. Borman & Motowidlo, 1993; Murphy & Shiarella, 1997; Podsakoff, MacKenzie, & Hui, 1993), marketing

(Bettencourt & Brown, 1997; Kelley & Hoffman, 1997; MacKenzie, Podsakoff, & Fetter, 1993; MacKenzie, Podsakoff, & Ahearne, 1998; MacKenzie, Podsakoff, & Paine, 1999; Netemeyer, Bowles, MacKee, & McMurrian, 1997; Podsakoff & MacKenzie, 1994), hospital and health administration (Bolon, 1997; Organ, 1990b), community psychology (Burroughs & Eby, 1998), industrial and labor law (Cappelli & Rogovsky, 1998), strategic management (Kim & Mauborgne, 1993, 1998), international management (Chen, Hui, & Sego, 1998; Farh, Earley, & Lin, 1997; Farh, Podsakoff, & Organ, 1990; Hui, Law, & Chen, 1999; Kim & Mauborgne, 1996), military psychology (Deluga, 1995), economics (Tomer, 1998), and leadership (cf. Podsakoff & MacKenzie, 1995; Podsakoff, MacKenzie & Bommer, 1996a, 1996b; Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

Some unfortunate consequences have arisen as a result of the rapid proliferation of publications on the subject. Van dyne et al (1995) has noted that much of the empirical research on OCB and its related concepts of organizational spontaneity and prosocial organizational behaviour has been focused on what Schwab (1980) referred to as *substantive validity* in which the literature has been focused on understanding the relationship between organizational citizenship and other constructs rather than what he called *construct validity* which focuses on carefully defining the nature of citizenship behaviour itself. Schwab (1980) further warned of the danger of producing a litany of literature that would prove of little value if additional focus is not redirected to a more comprehensive theoretical explication of the constructs and their measures. A careful reading of the literature also reveals a number of subtle differences and similarities in some of the constructs of OCB and other forms of extra- behaviour. It is not uncommon however that these differences and similarities are glossed over or ignored completely due to proliferation of research on the topic. Conceptual definitions of organizational citizenship behavior (Organ, 1988), prosocial organizational behavior (Brief

&Motowidlo, 1986), civic organizational behavior (Graham, 1991), organizational spontaneity (George & Brief, 1992; George & Jones, 1997), and contextual performance (Borman&Motowidlo, 1993) have shown these similarities and differences as well.

In spite of the similarities and differences within the context of the above discussion, the working definition of Organizational Citizenship Behaviour (OCB) for the purpose of this study is Organ (1988: 4) definition as:

*“individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.”*

The adoption of this definition makes it possible to examine the various types of citizenship behaviour. This is explained below.

#### **2.4 Types of citizenship behaviour**

A review of the literature has shown a lack of consensus on the dimensionality of the construct. Podsakoff et al. (2000) point out that there have been identified almost 30 potentially different forms of citizenship behaviour. They further captured the conceptual definitions most of which had a great deal of conceptual overlap into seven common dimensions. (1) Helping behaviour (2) Sportsmanship (3) Organizational loyalty (4) Organizational compliance (5) Individual initiative (6) Civic virtue and (7) Self development

### **2.4.1 Helping behaviour**

Helping behaviour is referred to as helping others with or preventing the occurrence of work related problems. Helping behaviour has been found by many researchers to be one very vital form of citizenship Borman & Motowidlo(1993, 1997), Smith, Organ, & Near, 1983. Conceptually, the definition has two phases; the first part which is helping others with work related problems encapsulates dimensions including altruism, peacemaking, cheerleading, interpersonal helping, interpersonal facilitation and the helping others (Organ, 1988, 1990b; Graham, 1989; Williams & Anderson, 1991; Van Scotter & Motowidlo, 1986; George and Brief, 1992; George and Jones, 1997).

The second part (preventing the occurrence of work related problems) also includes the notion of courtesy Organ (1988, 1990b); helping others by acting in ways that prevent the creation of problems for coworkers.

### **2.4.2 Sportsmanship**

According to Organ (1990b: 1996) sportsmanship is “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.” Podsakoff et al. (2000) however find this definition somewhat narrower than the construct will suggest. They suggest that a ‘good sports’ not only do not complain when inconvenienced by others, they equally maintain a positive attitude even when things do not go as planned for them, are willing to subordinate their personal interests for the greater good of the team or success of the organization and do not take personally the rejection of their ideas.

### **2.4.3 Organizational loyalty**

Organizational loyalty describes the promotion and defense of the organization to outsiders even under adverse conditions. Organizational loyalty includes other forms of OCB such as loyalty (Van Dyne et al, 1994) loyal boosterism (Graham, 1989; Moorman & Blakely, 1995), spreading goodwill and protecting the organization (George & Brief, 1992; George & Jones, 1996) and endorsing, supporting and defending organizational objectives (Borman & Motowidlo, 1993).

### **2.4.4 Organizational compliance**

This dimension of OCB refers to the scrupulous adherence to organizations rules, regulations and procedures, resulting from personal internalization of them and performing same even in the absence of monitoring. Rules are meant to be obeyed but not all employees observe them; an employee that sticks to them even when no one is watching is therefore considered a “good citizen”. Smith et al. (1983) referred to it as generalized compliance; Graham (1991) as organizational obedience; Williams and Anderson (1991) as OCB-O; and following organizational rules and procedures by Borman and Motowidlo (1993).

### **2.4.5 Individual initiative**

Organ (1988) describes this type of behaviour as one of the most difficult to distinguish from in-role behaviour or job performance. It is in this light that some researchers do not include it in their studies of OCB. Individual initiative involves engaging in task-related behaviours in a way that far exceeds the minimally required or usually expected levels such that it takes on a voluntary dimension. Acts of creativity done voluntarily, innovations directed at improving ones task for the benefit of the organization, extra



enthusiasm to complete a task, volunteering for extra responsibility are all ways in which employees display individual initiative. Similar to this is ‘persisting with enthusiasm and volunteering to carry out task activities’ (Borman&Motowidlo, 1993, 1997); taking charge at work (Morrison & Phelps, 1999); George & Jones (1997) making constructive suggestions.

#### **2.4.6 Civic virtue**

This is the interest in, commitment to or being part of the organization as a whole. According to Graham (1991) employees have responsibilities as ‘citizens’ of an organization. Civic virtue is shown by actively engaging in activities and programmes of the organization, being genuinely concerned for its wellbeing, looking out for its interest and taking responsibility to ensure its sustenance. This works much the same way a patriotic citizen of a country considers responsibility to country.

#### **2.4.7 Personal development**

This final dimension of OCB has received the lowest of attention in the literature. Developing oneself was found by George & Brief (1992) to be an essential form of citizenship behaviour based on the work of Katz (1964). It includes voluntary efforts employees make to develop their skills, knowledge and abilities. Taking advantage of training opportunities aimed at improving performance, keeping updated on current developments in one’s field all connote good citizenship.

### **2.5 Antecedents of OCB**

Several authors have come up with factors that influence the engagement of citizenship behaviours- Antecedents of organizational citizenship behaviour; however, the

antecedents to be considered in this work are personal characteristic antecedents, personality dimensions and leader behaviour; these are examined as follows.

### **2.5.1 Personal characteristic antecedents**

Under the personal characteristics, the following are looked at: self-esteem, organizational commitment and perceived equity

#### **2.5.1.1 Self esteem**

Self-esteem is defined by Rosenberg (1965) as an individual's overall evaluation of his/her competence at work. The definition of self-esteem varies Brockner, (1988); Korman, (1970); and Pelham & Swann, (1989) but the construct is often organized in hierarchies around situations or some dimensions. Workplace has been found to be one of these dimensions that influence self-esteem (Pierce & Gardener, 2004). Pierce, Gardener, Cummings and Dunham introduced the organization based self-esteem (OBSE) in 1989. Pierce and Gardener (2004) defined it to be an evaluation of an individual's competencies as a member of the organization he/she belongs to. According to Pierce et al. (1989), an individual with a high OBSE attaches importance to contributions made to the organization and feels he/she can make a difference in the organization. An individual with a low OBSE on the hand also after evaluating his/her competencies may feel unimportant as a member of the organization no influence can be made by him/her. OBSE has been found to predict more specific work-based helping behaviour or OCB Pierce and Gardener (2004) while global self-esteem has been found to have a significant relationship more general forms of helping behaviour or pro-social behaviour Brown & Smart, (1991). Self-esteem being organization based or more global



has significant influence on the likelihood of an individual engaging in helping behaviour.

#### **2.5.1.2 Organizational commitment**

In their study, relationship between organizational commitment, mentorship, and OCB, Donaldson, Ensher, and Grant-Vallone (2002) found significant positive correlation between organizational commitment and OCB. Alotaibi, (2001); Feather & Rauter, (2004) also found organizational commitment to be positively related to OCB. Organ (1995) also found organizational commitment as a predictor of OCB

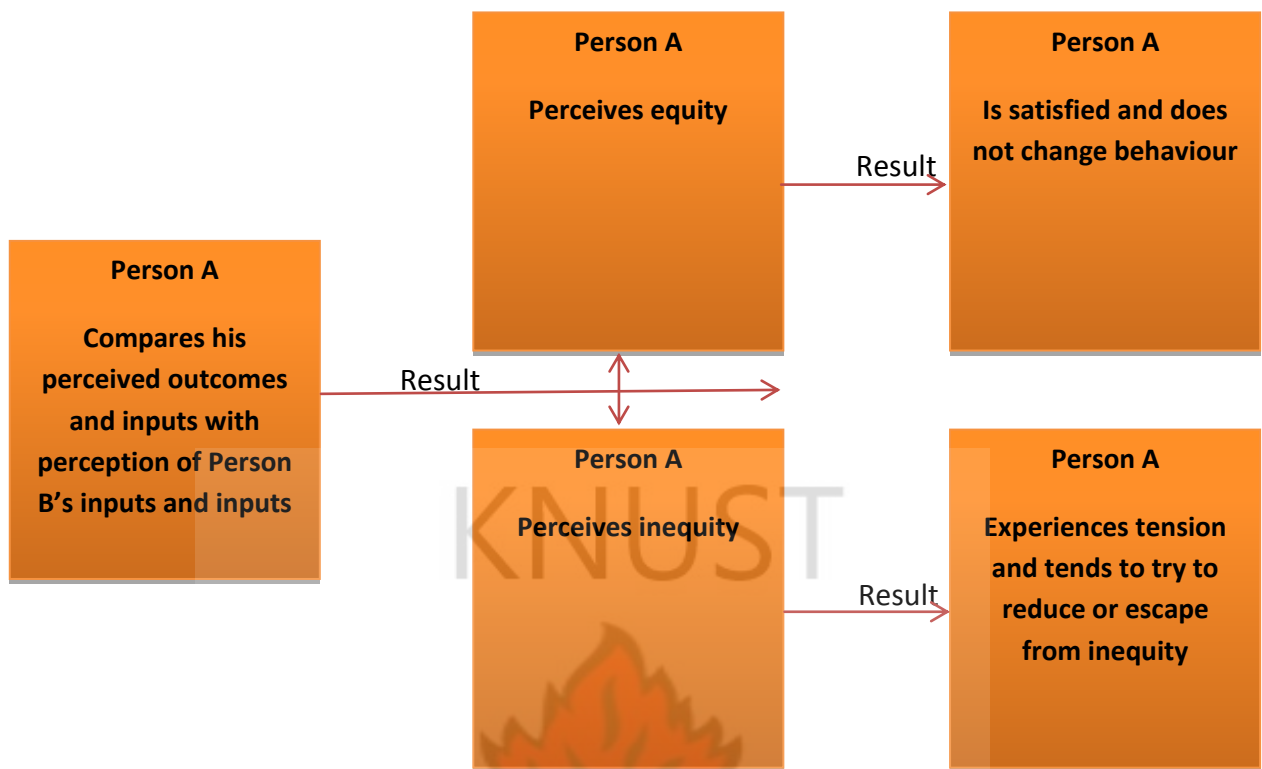
#### **2.5.1.3 Perceived fairness and equity**

The frequency of performance OCB is influenced by an employee's perception of fairness both in supervision and in conduct (Bateman & Organ, 1993). According to Lee and Allen (2002) perception of fairness is significantly related positively with OCB and specifically, OCBO. Employee's perception of equity is primarily based on equity ratio. The employee is less likely to perceive fairness in relationship to the organization if he/she perceives an imbalance in equity ratio especially when his/her inputs (efforts) are greater than outputs (benefits) this may lead to less likelihood in engaging in OCB. When there is balance in the ratio as perceived by the employee, equity is perceived and OCB is more likely to be engaged in. Examples of inputs or what employees contribute to working could be skills, effort, and education etc. outcome or what the employee perceives they receive from working would be pay, promotions, satisfaction, recognitions and so on. This relationship between outcome and input can be expressed as O/I ratio. (O) being outcome and (I) being input. Person A compares his O/I ratio to the

O/I ratio of person B in equity theory. The resultant effect is Person A perceiving equity or inequity.

*Perceived Equity-* When equity is arrived at after comparison, person A believes that per the O/I ratios of both him and B the reward is fair if equity is arrived at after the comparison, person A is satisfied and will not change behaviour according to equity theory. Adams (1965) also says that this individual may multiply the cause of action producing the balance. This satisfaction however does not mean that person A is performing satisfactorily. Others may indeed notice that he is being over rewarded. Perceived equity does not necessarily mean employee is well motivated. *Perceived Inequity-* If this A to B comparison results in a perception of inequity, equity theory predicts that person A will experience an internal tension as a result of the perception. This tension then causes person A to attempt a reduction or elimination of the tension thus leading person A to action. There are two types of perceived inequity. The perception of being under rewarded which in this case, person A feels Person B is receiving more outcomes than deserved compared to person A considering the inputs of both. On the other hand person A may also believe that person B is receiving insufficient outcomes compared to person A given their inputs. It has been observed that when people perceive inequity which is gives them an over reward, they are likely not to complain or attempt to change the situation. An under reward is however quickly noticed and actions set in motion to rectify it.

The process through which an evaluation is made to arrive at equity or inequity in terms of equity theory is illustrated in Figure 2.2 below.



**Figure 2.5 Equity Theory of Motivation**

**Source:** adapted from Albanese et al. (1997: 398)

*Equity Sensitivity*- Huseman et al. (1987) gave a definition to the dispositional construct of equity sensitivity as “how individuals react in consistent but individually different ways to both perceived equity and inequity because they have different preferences. (Blakely, Andrews, & Moorman, 2005) in the same vein say that individuals vary in the degree to which they observe their input/outcome ratios and how this ratio compares to others’. Based on differences in equity sensitivity, Huseman et al. (1987) came out with three classes of equity preferences: benevolents, entitleds, and sensitives. Individuals who fall into the benevolent category are people who value giving more than receiving, and as such, prefer their input/outcome ratios are lower to comparable peers. Entitled according to them are individuals with a sense of entitlement, or an attitude of having much and wanting more, that results in a preference for their input/outcome ratios to be higher than those of comparable peers. Sensitives typify the concept of equity theory:

they feel guilty when inputs are less than outcomes, and slighted when outcomes are less than inputs. In short, sensitives experience distress, and seek to reduce it, when over rewarded or under rewarded (Huseman et al., 1987). Benevolents' and entitleds' behaviour, however, follows more closely to expectancy theory than equity theory, as both of these groups' behaviour follows a linear relationship between level of reward and job satisfaction. Following from this, entitleds are theoretically least likely to engage in OCB, and benevolents are most likely to engage in OCB. There is a bit of inconsistency in the result of the aforementioned classes in relation to OCB. Kickul and Lester (2001) found support for a significant relationship between equity sensitivity and a type of OCBO. Others such as Hartman, Patti and Razek(1999), Miles, Hatfield and Huseman (1989)also found a great deal of support for significant correlation between OCB and the classes of equity sensitivity.

## **2.6 Personality dimensions**

Individual level antecedents are generally studied as personality traits in the form of the Big Five typology Vardi & Weitz (2004). Careful, neat, punctual, self-discipline, reliable are adjectives used by Organ (2004) to describe *conscientiousness*. Traits such as tolerance, courtesy and prosocial disposition also form *agreeableness*. Individuals rich in these traits are likely to engage in voluntary behaviour and are less likely to perceive themselves as victims of organization injustice (Skarlickiet al., 1999). Another personality trait which reflects the tendency of the individual to feel angry, tense, nervous, insecure and depressed is known as *neuroticism* which according to Goldberg (1999) has significant negative relationship with OCB; employees high in neuroticism are more likely to perceive themselves as victims of organizational injustice which has high negative correlation with OCB (Skarlickiet al., 1999). *Extraversion* also reflects

traits such as drive, assertiveness, talkativeness and sociability Mount & Barrick, (1995). A significant positive relationship has been found between extraversion and job satisfaction an important variable relating to OCB Seibert and Kraimer (1999). *Openness* consists of curiosity, inquisitiveness, intellectual stimulation, responsiveness to creativity, and receptiveness to new experiences McCrae & Costa, (1991). The employee more likely to seek out unfamiliar and new experiences is the one with high openness. Organ & Ryan (1995) have however reported the relationship between openness and OCB to be consistently insignificant.

## **2.7 Leader behaviour**

A significant relationship was found between leadership and OCB in the exploration of the following dimensions of leadership (Podsakoff et al., 2001). These are: (1) transformational leadership (offering vision and direction, intellectual stimulation, high performance expectations); (2) transactional leadership (contingent and non-contingent rewards and penalties); and (3) leadership behaviours consistent with the Path-goal theory (role and procedure clarification, supportiveness).

## **2.8 OCB in the hospitality industry**

Literature in marketing has shown that frontline employees form a part of the hospitality products and play a pivotal role in affecting service encounters in the industry. Frontline employees have a greater opportunity of engaging in OCB than any other group of employees because of the volume and frequency of interactions that occur between them and customers or guests Wang et al. (2008). In the work of Gonzalez et al. (2006), almost all forms of OCB have a direct and positive relationship with service encounters. The benefit of OCB in the hospitality goes both ways; to the customer and the employee



and for that matter the organization. There is sometimes the need for workers to lend a helping hand to colleagues during service delivery. When customers want to place other orders for instance in a restaurant, they may want to be served by other waitresses instead of waiting for the one that served them previously. Such helping behaviour from coworkers is believed to create cordial relationships among frontline staff and relieves work-overload on them.

## 2.9 Elements of OCB

As proposed by Wang et al. (2008), six elements namely, Job satisfaction, job attitude, leadership support, organizational perceived support, and trust in managers are identified to positively encourage OCB in the hospitality industry.

Job satisfaction is mostly in terms of attitude (Weiss and Cropanzano, 1996). It is defined as the extent to which an employee views his or her job either positively or negatively (Odom et al., 1990). It includes satisfaction with pay, work supervisor, opportunities for promotion, workmates and customers (Brown and Peterson, 1993). Judgment about the favourability of one's work environment was also suggested by Motowidlo (1996) to be what job satisfaction is about.

**Professional development** is held to positively relate to a frontline employee's OCB especially among young employees (Ackfeldt & Coote, 2005). Most frontline employees in the hospitality industry are young and have less working experience, they therefore need to be trained and mentored in customer service. These youngsters are likely to reciprocate the perception of development offered them by the organization with OCB. They are also likely view the training received as an investment in their human estate and offer the best attitude as a reward. In addition, Hart et al.'s (2000) study indicated a positive relation between professional development and job attitude. He further states



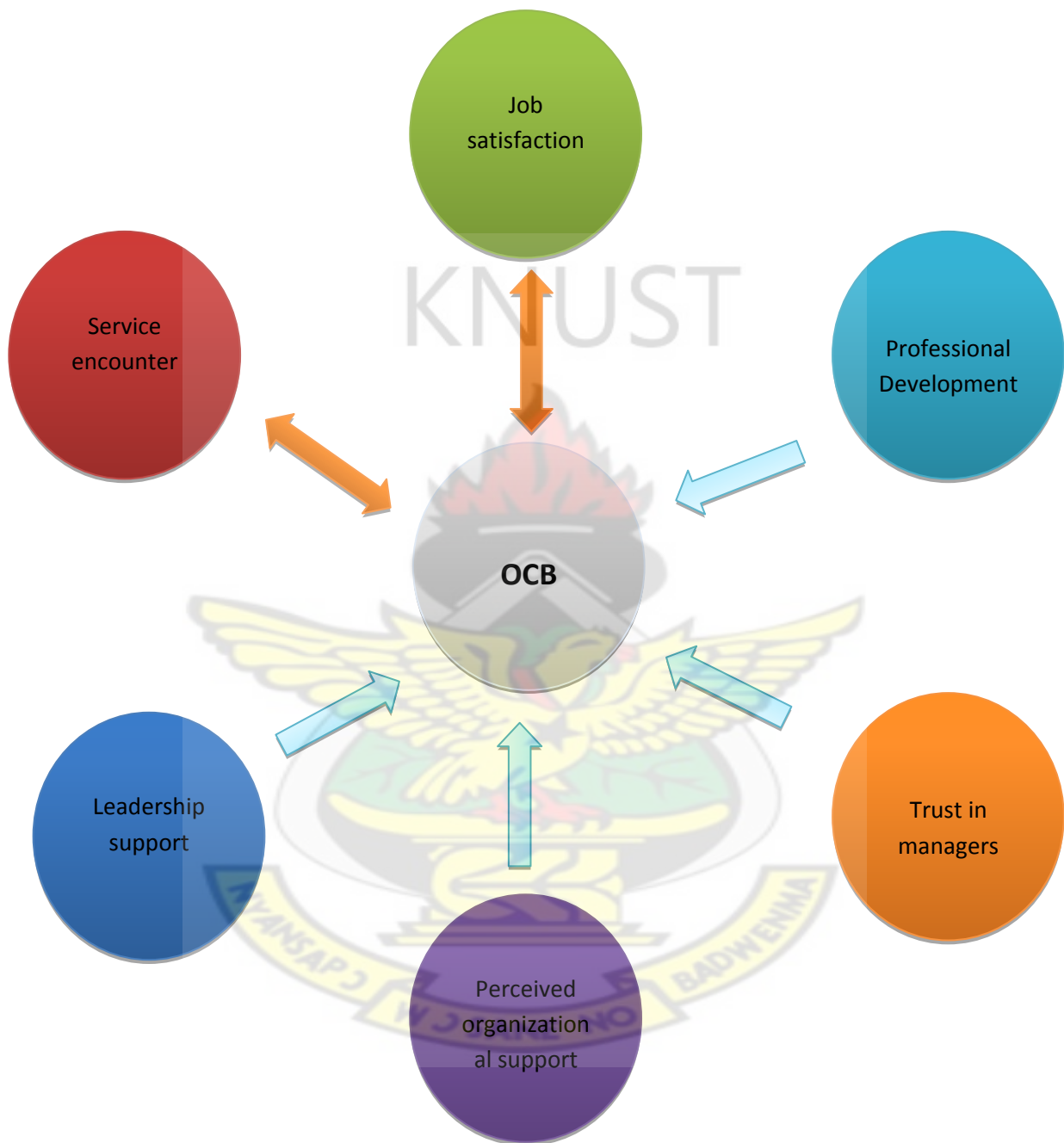
that developing social skills of the frontline employee is a vital step towards encouraging his or her OCB engagement as it enhances the ability to cope well with service interactions.

**Perceived Organizational support** has a number of empirical evidence backing its positive correlation with OCB. Helping behaviour is positively related to perceived organizational support (Bell & Megnuc, 2002), leadership support (Gonzalez et al., 2006) and trust in managers (Yoon & Suh, 2003). Sportsmanship is pointed to have positive relationships with perceived organizational support (Bell and Megnuc, 2002), and trust (Yoon and Suh, 2003). Organizational loyalty has been found to have positive association with leadership support (Gonzalez et al., 2006). There is also a positive relationship between individual initiatives and perceived organizational support (Bell and Megnuc, 2002). Finally, civic virtue is found to be positively associated with perceived organizational support (Bell and Megnuc, 2002), leadership support (Gonzalez et al., 2006) and trust in managers (Yoon and Suh, 2003). research reveals that employees spend more time helping others when they trust managers and feel supported by the organization Yoon & Suh, (2003).

A positive link has also been drawn between **service quality** and OCB. It is essential to create an environment and a culture that supports service quality which employees can be proud to make inputs to. Employees are more likely to engage in OCB when quality service is the norm and may not be motivated to perform same when the quality of services provided is constantly low.

The above mentioned factors have been proposed as a model (as shown in Figure 2,3) to measure OCB in the hospitality industry by Wang et al. (2008). According to the model, service encounter and job satisfaction have mutual effects on OCB while the remaining

four- professional development, trust in managers, perceived organizational support and leadership support have direct positive effect on OCB.



**Figure 2.9: A proposed model of OCB in the hospitality and tourism industry.**

**Source: Wang et al. (2008)**

For the purposes of this study, three main factors are treated in detail-Job satisfaction, perceived organizational support and service encounter (as shown in figure 2.10)

### **2.10 Job satisfaction**

Career satisfaction refers to the satisfaction that an individual derives from the intrinsic and extrinsic aspects of his or her career (Loi & Ngo, 2010). Relation between job satisfaction and OCB was also explained by Organ (1988) using social exchange theory. Organ argued that expressions of satisfaction reflected cognitive appraisals of the fairness of the social exchange between a person and an organization. This explanation makes it possible for a partial extension to the relation between career or job satisfaction and OCB. When people experience satisfaction with their career success, advancement, income, new skill development, and career goal obtainment, they not only show cognitive appraisals of the fairness of the social exchange between their input and the reward from their coworkers, supervisors, and organizations, they also show cognitive appraisals of the fairness between their personal input and reward. In other words, people not only attribute their career success mainly to their personal factors, but also partially to others, including coworkers, supervisors, and organizations. Thus we can suggest that a more career-satisfied or job satisfied person is more indebted to others.

A more career-satisfied or job satisfied person will be more likely to show OCB according to social exchange theory. At the same time, when individual ability and effort are acknowledged and rewarded fairly a person can experience positive emotions, such as self-value, self-efficacy, hope, pride, and so forth. Fredrickson's broaden-and-build theory and the work of other positive psychologists has shown that people who

experience positive emotions become more helpful to others (Fredrickson, 2003; Isen & Levin, 1972), which is the “feel good, do good” effect.

We can infer that a more career-satisfied or job-satisfied person experiences more positive emotions, and therefore will show more OCB. Valentine et al. (2011) have also shown in their work that career satisfaction was positively related to altruistic OCB.

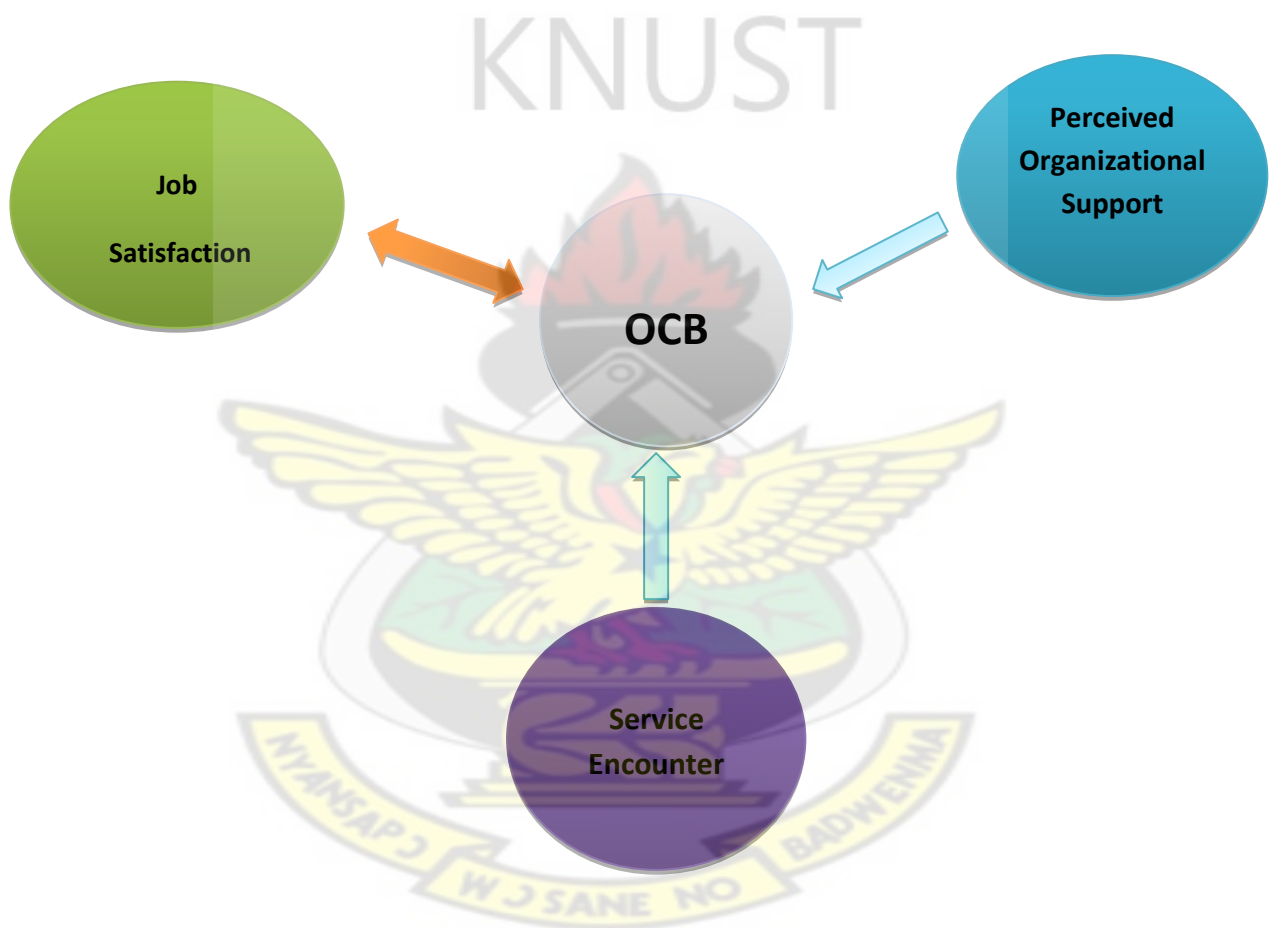
### **2.10.1 Perceived organizational support**

Some organizations are perceived as being concerned with the welfare of their employees. This environment could be thought of as one characterized by organizational support (Shore and Shore, 1995; Fasolo, 1995). Supportive organizations are seen as taking pride in their employees, compensating them fairly, and looking after their needs. In this setting one's investment in time and effort is relatively safe. It is therefore expected that individuals raise their investments in the form of higher job performance and more helpful citizenship behaviour.

### **2.10.2 Service encounter**

Service encounter according to (Surprenant & Solomon, 1987) is the dyadic interaction between a customer and service provider. Studies conducted by Amossa (2004) indicate that most service jobs are low in visibility, power and status. He further states that some personal and organizational factors create great variations within the same occupation; he shows how shop assistants in a fashionable clothing department express great occupational pride. Findings from Larson (2009) also show clearly that employees who work in an exclusive setting where quality of service is not only high but managed in a way that they can identify with are keener to provide service beyond the customers'

expectations. They conclude that working for a company or an organization with an exclusive image is connected to feeling great occupational pride to a much higher degree than working for an organization with an ordinary image. When employees cherish the nature of service encounter they experience, they are more likely to offer beyond the customers' expectation. A rich customer encounter can therefore be said to promote organizational citizenship behaviour.



**Figure 2.10 Proposed model of OCB in the hotel industry**

**Source: Researcher's model**

## **2.11 Consequences of organizational citizenship behaviour**

Much of research work has been dedicated to studying the antecedents of OCB. Nowadays however, some attention has been directed at looking at the consequences of OCB. Podsakoff et al. (2000) have noted two key issues presented by the current research: (a) the effects of OCB on performance evaluation by managers and judgment on promotions, pay raise etc. (b) the effects of OCB on organizational performance and success.

Benefits and costs of OCB are presented on three levels by Cynthia (2008): the individual level, the group level and the organizational level.

### **2.11.1 Individual level consequences**

Employees engage in citizenship behaviours often with an expectation of informal rewards and benefits based on norms of reciprocity. Research has shown that employees also use helping behaviours as a means to an end (Netemeyer et al., 1997). MacKenzie et al (1999) found that employees who engage in OCB receive better performance ratings which are tied with promotions, bonuses, pay raise and other work related benefits. One particular research of theirs showed OCB to score almost as much as job performance itself. This is because such employees are likely to be perceived favorably by superiors and result in what is known as “halo effect”. It may also be due to the manager’s perception of the behaviour as employee commitment due its voluntary nature. Finally, employees who engage in OCB also benefit from high performance evaluations such that during periods of downsizing, such employees have a lower chance of being made redundant (Organ et al. 2006).

Inasmuch as OCB engagement is beneficial to the individual, some costs have been identified in the literature from engaging in same. Brown (2007) in his investigation



between OCB and burnout found that the extra time and effort invested into the organization beyond what is required leads to burnout and overall wellbeing. These effects increased according to him when employees do not receive reciprocation for engaging in the helping behaviours. In addition Bollino & Turnley (2005) examined the relationship between individual dimensions of OCB and individual wellbeing and found a positive correlation between OCB and job stress, role overload and work-family conflict. Vigoda-Godat (2007) in his work “Compulsory citizenship behaviours” highlights the tendency of some superiors in organizations to exploit employees by way of citizenship in situations or manner the employee does not feel he or she can refuse. He stresses the fact that leaders can rather legitimately encourage OCB than manipulating, coercing and forcing employees to engage in helping behaviours.

#### **2.11.2 Group level consequences**

On the group and unit level, research has shown more focus on the positive outcomes in relation to OCB performance Ehrhart & Naumann, (2004). Group functioning is enhanced by OCB because it increases communication and facilitates coordination within and across groups Podsakoff et al. (1997); results from their study conducted at a unit level in paper production mill indicated that the more a unit engaged in helping behaviour especially in altruism and sportsmanship, the more the quality and quantity of the unit level performance was enhanced. In his study of OCB in the service industry setting, Koys (2001) recorded a direct linkage between unit-level OCB and increased profits in the following year.

A number of researches have been focused on the costs of group or unit level of OCB. Most of them fall under the costs to the organization as will be examined below.

### **2.11.3 Organizational level consequences**

There is enough evidence that validates the assumptions posited that OCB impacts positively on the organization's effectiveness, performance and productivity. These studies were carried out beginning from the last two decades based on three key assumptions; OCB are performed by employees due to good intentions, OCB are beneficial to employees who perform them, OCB promotes organizational level functioning (Organ & Ryan, 1995; Podsakoff, MacKenzie, and Hui, 1993; Van Dyne et al., 1995). Based on social exchange theory, it was originally posited that OCB in the aggregate should improve organizational functioning because if employees help one another, then they do not have to solicit help from supervisors, which leaves supervisors free to attend to tasks more important to smooth operation of the organization (Organ, 1988b; Podsakoff et al., 1997; Koys, 2001). Walz and Niehoff (1996) found three dimensions of OCB (sportsmanship, altruism, and civic virtue) positively relating with two very important organization outcomes-customer satisfaction and financial results. Schnieder et al. (1998) also found that employee perceptions of a helping norm lead to increased customer perception of an organization's service quality. In addition, three forms of OCB (loyalty, obedience, and participation) were positively related to increased customer perception of service quality and adherence to organizational performance standards (Bienstock et al., 2003; Morrison, 1995). Castro et al. (2004) put forth that there are two positive organization-level outcomes regarding OCB-directly and externally such as the interaction that takes place between employees and customers. Another way is indirectly and internally for example creating ease and making and reducing tension in the workplace (Castro et al., 2004).

Organizations are not void of adverse consequences of OCB at the corporate level. OCB in some cases is detrimental to the organization. According to Bolino et al. (2004),

helping behaviours are beneficial to the organization only when they are performed in addition to in-role behaviours. On that premise, its performance actually becomes detrimental to the organization when employees feel that they do not have enough time to perform their formally assigned tasks much less to think about engaging in helping behaviours. The detriment happens in the form of time taken away from performing the formal job requirement while engaging in helping behaviours. Bulkeley (1992) in a study conducted in ten large corporations in North America noticed a loss of \$6000 to \$15000 in a year from the help workers gave to coworkers on computer related problems. There is comparatively little research supporting the organizational outcomes of OCB although more work has been done in the area of determinants (Organ & Ryan 1995). Despite these adverse factors, the importance of OCB in organizations cannot be overemphasized. The significant contributions OCB has on organizational effectiveness is indeed part of the definition of OCB by Organ (1988a) some researchers also are of the view that OCB is a necessity for organizational effectiveness; "...an organization which depends solely upon its blueprints of prescribed behavior is a fragile social system" (Bolino, 1999, p. 741).

## **2.12 Promoting Organizational Citizenship Behaviour**

Citizenship happens as voluntary act but can also be encouraged and promoted when understood properly. "The extent to which employees exhibit OCB depends mostly on their ability and motivation and opportunity they receive." Organ et al. (2006, p. 93)

A good understanding of OCB and its significance to the delivery of high service quality is needed for a successful encouragement and promotion of it to be achieved. OCB is a tool that that can be used to enhance the way customers perceive and experience service quality. If the delivery of high quality service to the desired level through cannot be

achieved only through rules and regulations as suggested by Bolino (1999), encouraging OCB is another way of exploring its enhancement. Literature suggests that the engagement is determined (partly) by the organizational context such as the organizational structure and culture, human resource policies and granted rights to employees (Raub 2008; Bienstock et al. 2003; Graham 1991). Bureaucracy in organizations was found to have a negative impact on job satisfaction and organizational commitment as well as stifle innovation in the organization (Adler & Borys, 1996). In his study, Raub (2008) examined the impact of two elements of organizational structure (1) centralization (decisions are made hierarchical) (2) formalization (individual decision-making power is restricted by rules, regulations and standard operating policies), on organizational citizenship behaviour.

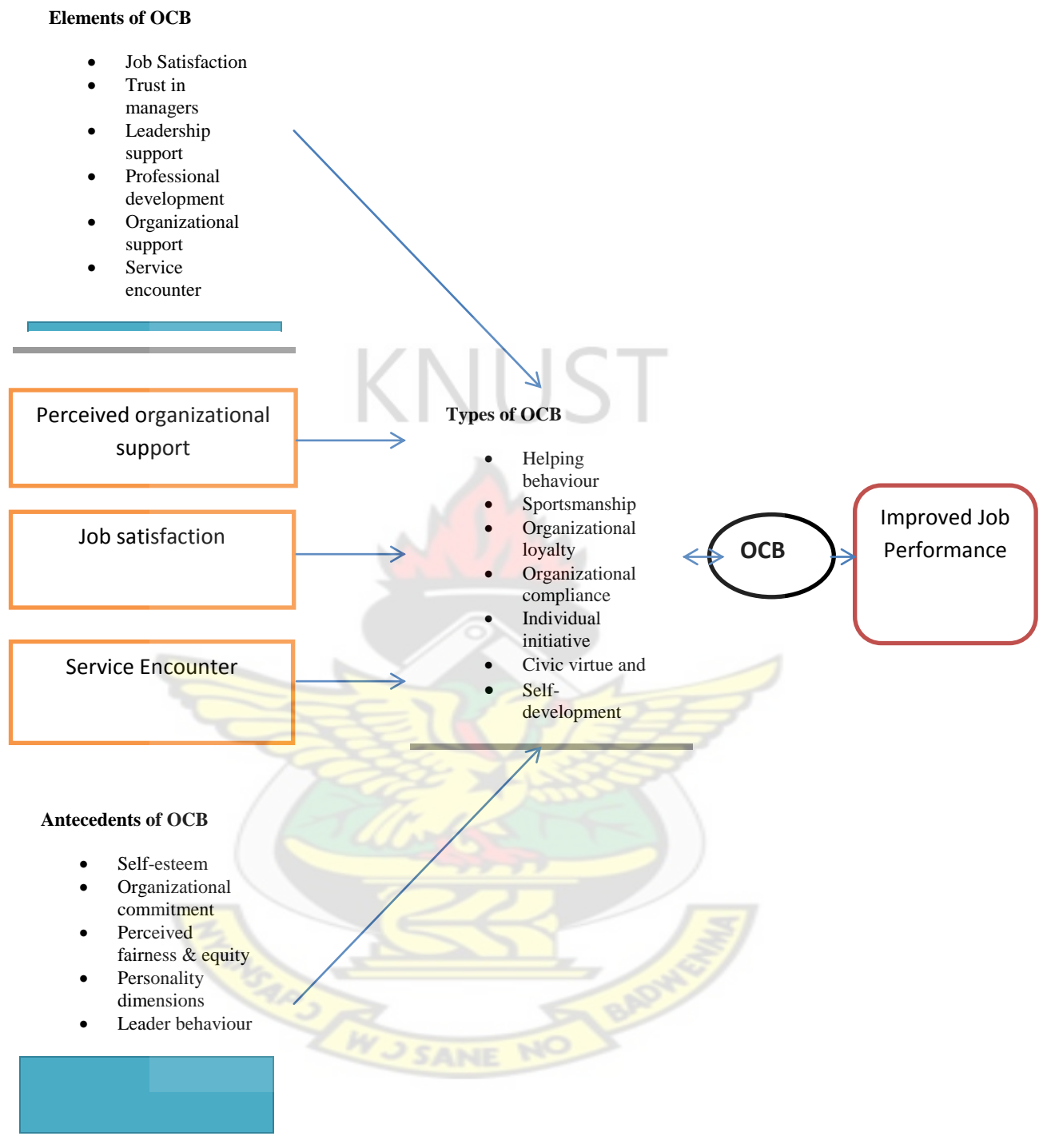
Previous research suggests that if the margin of control of employees is restricted, it will have a negative impact on OCB. Raub (2008) confirmed this, when he found that a centralized organizational structure has a significant negative impact on certain elements in OCB. No significant relationship with OCB was shown in the case of formalized organizational structure. As OCB is understood and organizational structure also found to have an impact on its execution, Tang & Tang (2011) studied the effect of high-performance human resource practices on service-oriented organizational behaviour within the climates of justice and service. In their view, justice and service climates as well as high-performance human resource practices were proven to be successful approaches to promote service-oriented OCB, to motivate discretionary behaviours and to establish social climates. Ma & Qu (2011) also found further motivation for organizational citizenship behaviour in their study about social exchanges. They tested three categories of social exchange on a three-dimensional framework of OCB including the interpersonal (OCB-I), organizational (OCB-O) and customer (OCB-C) type of OCB.

Ma & Qu (2011) explain that the three types of OCB were found to be positively interrelated and therefore went ahead to suggest that “positive social exchanges in a general sense can motivate employees to go above and beyond their role requirements” (p. 687). According to Greenberg (2011) although OCB is discretionary, certain steps can be taken to encourage it in the workplace. He is also of the view that promotion of OCB will never amount to much if supervisors themselves do not set examples for the rest of the employees to follow. He suggests the some basic guidelines to be grated in any business that wishes to encourage OCB. These guidelines include:

- Be a model of helpful behaviour
- Demonstrate courtesy
- Make voluntary functions worth attending
- Don't complain
- Demonstrate conscientiousness
- Treat employees fairly

As proposed by Vigoda-Godat (2007), employees should not be manipulated, coerced or forced into engaging in OCB but managers should rather make efforts to genuinely promote it in the organization.





**Figure 2.12 Conceptual framework**

**Source: Field Survey, 2014**

The various types of OCB compiled by Podsakoff et al (2000) - Helping behaviour, Sportsmanship, Organizational loyalty, Organizational compliance, Individual initiative,



Civic virtue and, Self-development have been found to be resulting from environments where certain elements and antecedents exist. The elements- Job Satisfaction, Trust in managers, Leadership support, Professional development, Organizational support, Service encounter when encouraged in an organization increases significantly the likelihood to engage in one or more types of OCB. The three elements – job satisfaction, service encounter and perceived organizational support are also adopted from the six elements and equally predict the performance of OCB.

The antecedents- Self-esteem, Organizational commitment, Perceived fairness & equity, Personality dimensions, Leader behaviour predict the performance of OCB in varying degrees. OCB is performed based on the existence of antecedents and elements among other factors which in turn improves organizational performance. With elements and antecedents present in a particular environment, performance of OCB is likely to be high.

### **2.13 Conclusion**

OCB is difficult to measure with any singular administrative tool. A number of factors however are likely to encourage and allow for prediction of performance of OCB in an organization. Some of the factors relative to OCB that have been examined in this chapter have been types of OCB, antecedents of OCB, elements of OCB, the consequences of OCB and how to promote OCB especially in organizations. A conceptual framework was put together to determine how the concepts discussed in this chapter relate to each other.

## **CHAPTER THREE**

### **METHODOLOGY AND ORGANIZATIONAL PROFILE**

#### **3.0 Introduction**

This chapter is in two sections. The first section discusses the research methodology and research design adopted for the study. Its discussion incorporates the sources of data, population, sampling and sampling technique, instrumentation, mode of data collection, method of data analysis and ethical considerations.

The second section provides an overview of the hotel industry. The discussion covers the location, OCB in hospitality industry, the location of the hotels and the profile of the hotels from which data was gathered

#### **3.1 Research design**

This study was carried out with research questions that elicited exploratory answers. The classification of the research purpose is therefore an exploratory study. As explained by (Robson 2002:59), ‘exploratory studies are valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in new light’. This was most appropriate as the study sought to assess the level of OCB performance in three hotel organizations, find out how OCB impacts the scoring system in employee assessment and assess a model in determining OCB in the selected hotels.

#### **3.2 Research Strategy**

The study also employed a multiple method in the research choice. Multiple method of research choice according to Saunders et al. (2009) is the method where a single research study may use quantitative and qualitative techniques and. The approach used under this method was the mixed method approach where quantitative and qualitative data

collection techniques analysis procedures are used either at the same time (parallel) or one after the other (sequential). In other words, although quantitative and qualitative techniques are used, quantitative data get to be analyzed quantitatively while qualitative data gets to be analyzed qualitatively (Saunders et al. 2009).

The reason for the use of a multiple method as encouraged to be stated clearly by researchers according to conclusions of Bryman (2006) is directed by the objectives of this study; it is to have the benefit of the combined approach (1) in-depth interview with supervisors of frontline staff to identify key issues concerning OCB and its influence on employee assessment and task performance, giving more understanding and direction to the target of the quantitative research as emphasized by Mack et al. (2005) that say, “Qualitative research is especially effective in obtaining culturally specific information about the values, opinions, behaviours and social contexts in particular populations” (p. 1). (2) Questionnaires administered to identified front line workers to test the proposed model for OCB in hotels. Each of these techniques were used and analyzed separately at different phases of the research.

Within the broad qualitative research, in-depth interview appear to be the most appropriate method to investigate the importance of OCB performance in a hotel. Mack et al. (2005) explain that in in-depth interviews, questions are posed in a neutral manner and the respondent is considered to be the expert, whose entire knowledge and view on a certain research topic important to the researcher. The interviewer has the opportunity to pose follow-up questions based on responses the interviewee gave. In-depth interviews are usually conducted face-to-face and this study followed the same approach. Tape recordings, notes and typed transcripts were used in this interview.

In the quantitative part of the research, the data collection technique used was questionnaire. Questionnaires involve each person (respondent) being asked to respond to the same set of questions and provide an efficient way collecting responses from a large sample prior to quantitative analysis (Saunders et al. 2009). They work best with standardized questions that the researcher can be sure will be interpreted the same way by all respondents (Robson, 2002). Questionnaires of organizational practices enable the researcher to identify and describe the variability in different phenomena. The questionnaire type took the form of self-administered questionnaire, delivered by hand to each respondent and collected later. The survey research strategy used to conduct this study is congruent with the description of (Saunders et al.2009) which says a survey is most frequently used to answer what, who, where, how, how much and how many questions and tends to be used for exploratory and descriptive research.

### **3.3 Sources of data**

Two main sources of data were utilized. Primary and secondary sources

#### **3.3.1 Primary data**

Primary data was collected using questionnaires and interviews. Participants were drawn from three hotels from the Greater Accra region. Participants were made up of supervisors who responded to the interviews and other front line workers who responded to the questionnaires.

#### **3.3.2 Secondary Data**

For secondary data, company records were used; additional information was also sourced from the ministry of tourism.

### 3.4 Population

The study population was mainly the permanent frontline staff of the three hotels. The total population of frontline staff is approximately 120 employees including managers and supervisors.

One frontline manager and a frontline supervisor were selected from each hotel to respond to the in-depth interview; a random selection of junior frontline staff was served with questionnaires to respond to.

#### 3.4.1 Sample size

The term sample refers to a subset of the population from which the data is collected (Easterby- Smith, Thorpe & Jackson, 2008). Out of the total population of 120 frontline staff managers, 90 were chosen to form sample size. Newman (2006) points out that, for small population under 1,000 a researcher needs a minimum sampling quota of 30 percent. It is based on this view that the researcher will choose purposively 75% of the entire population.

**Table 3.4.1 Sample size**

|                      | <b>Golden<br/>Petal</b> | <b>Sunny Beach</b> | <b>Wooden Plaza</b> | <b>Total</b> |
|----------------------|-------------------------|--------------------|---------------------|--------------|
| Senior Management    | 0                       |                    |                     |              |
| Frontline Supervisor | 1                       | 1                  | 1                   | 3            |
| Frontline Staff      | 44                      | 29                 | 14                  | 87           |
| Total                | 45                      | 30                 | 15                  | 90           |

**Source: Field Survey, 2014**

### **3.4.2 Sampling Technique**

Sampling methods are classified as either probability or non-probability. In probability samples, each member of the population has a known non-zero probability of being selected (Bryman and Bell, 2003). Probability methods include random sampling, systematic sampling, and stratified sampling. In non-probability sampling, members are selected from the population in some non-random manner. These included convenience sampling, judgment/purposive sampling, quota sampling, and snowball sampling (Newman, 2006).

In this study, the researcher used the non-probability sampling called purposive sampling to select the 90 staff. The non-probability called purposive sampling technique be used to select the respondents or subjects for this study because it sought to get all possible cases that fit particular criteria (Lind *et al.*, 2005).

This sample was drawn from the front office (made up of Reception and Bell Stand), Restaurant services and Pool bar. The banqueting department did not have representation because most of the workers in this department were casual workers and this study was concentrating on permanent workers.

### **3.4.3 Data collection instruments**

Instrumentation involves not only the selection or design of the instruments but also the conditions under which the instruments will be administered (Healey, 1991). The common data collection instruments used in this research are questionnaire. In this study, the researcher used both the self- administered questionnaire and interview for collecting data from respondents.



The self-administration type of questionnaire was preferred to the other methods namely mailed, group and digital. A self-administered questionnaire was developed and given to employees of the three hotels as part of the survey. The items in the survey questionnaire were close ended. Close ended questions were used in order to get specific responses from them. Open-ended questions will be asked without specific response options. For the respondents who needed to create their own answer, open-ended questions were applicable. The open ended questions were more likely to reflect the full richness and complexity of the views held by respondents (Denscombe, 2007). The questionnaire was in four sections. The first section was demographic characteristics, the second covered job satisfaction, the third section entailed information on perceived organizational support and the final section was on service encounter.

In addition to the questionnaire, interview which is said to be a purposeful discussion between two or more people Khan & Cannell (1957) was used. Key informant interviews were conducted with supervisors of the hotels. In this study, the semi-structured type of interview was used.

#### **3.4.4 Mode of data collection**

The collection of data commenced after introductory letters were officially presented to the Human resource units of the various hotels introducing the researcher as a student of the KNUST Business School. The researcher personally met with the HR managers to explain briefly the whole purpose of the research. The in-depth interview commenced after permission has been granted and shortly after that, the questionnaires were also administered.

Consent was also sought from participating individuals especially the managers and supervisors. In this study, there was no risk of injury to study participants. Participation

was completely voluntary. Those who gave their consent were asked to sign or put their thumbprint on the consent form to indicate their willingness to participate in the study. Respondents who were unable to sign or thumbprint may gave their verbal consent and have the interviewer sign on their behalf. In such circumstances, the interviewer clearly indicated that he signed on behalf of the respondent. The interviewer also gave the respondents an opportunity to ask questions about the study.

#### **3.4.5 Method of Data Analysis**

The descriptive analysis tools were employed to develop tables and frequencies. Data analysis involved sorting, editing, coding and entry of data unto the Statistical Package for Social Sciences (SPSS). Editing was then done to remove errors for the purpose of ensuring quality control. Coding was done afterwards to assign numbers to the variables through the provision of a coding frame. The data then was entered into the computer with the use of SPSS, for the analysis to be done. Descriptive statistics and simple percentages were used to represent the analysed data. Qualitative data from interviews were analysed as the study progresses following a logical analysis (Brown and Lloyd, 2001). The data collected will be edited and analysed for common themes.

#### **3.5 Ethical consideration**

Ethics refers to the appropriateness of one's behaviour in relation to the rights of those are affected by his or her work. To add to this, Wells (1994) defines ethics as a code of behaviour appropriate to academics and the conduct of research. The aptness of the researcher's behaviour is influenced by broader social norms of behaviour according to Wells, (1994) and Zikmund, (1994). In this regard, a social norm refers to the type of

behaviour which a researcher ought to adopt in a particular situation (Robson, 1993; Zikmund, 1994).

As a result, the researcher had no choice than to consider ethical issues from the beginning to the end of this study and to remain responsive to the impact of work on those who were affected. To accomplish this, the researcher collected an introductory letter from the Dean of the Kwame Nkrumah University of Science and Technology (KNUST) Business School to notify and ask for permission from the organizations involved. Further, the researcher sought the consent of respondents before administering the questionnaires. The researcher treated the information as confidential and used them solely for the purpose for which it was collected. Last but not least, the real names of the hotels involved were not expressly mentioned in the write up. The hotels were given pseudo names by the researcher due to the sensitivity of some of the information that will be elicited from the respondents. It must however be emphasized that information about the various hotels was not altered in any way.

### **3.6 Organizational profile**

The organizational profile takes a look at the location of the region the study was conducted in, overview of the hotel industry as well as some OCB in the hospitality industry.

#### **3.6.1 Location of region of the study**

The Greater Accra Region is the smallest of the 10 administrative regions in terms of area, occupying a total land surface of 3,245 square kilometres or 1.4 per cent of the total land area of Ghana. In terms of population, however, it is the second most populated

region, after the Ashanti Region, with a population of 4,010,054 in 2010, accounting for 15.4 per cent of Ghana's total population.

The political administration of the region is through the local government system. Under this administration system, the region is divided into five districts and each District, Municipal or Metropolitan Area, is administered by a Chief Executive, representing central government but deriving authority from an Assembly headed by a presiding member elected from among the members themselves. The major ethnic groups are the Akan (39.8%), Ga-Dangme (29.7%) and Ewe (18%). The Gas however form the largest single sub-ethnic grouping, accounting for 18 Percent



**Figure 3.6 Map of Accra**

Source: Google map

### **3.6.2 Overview of the hospitality industry**

Hospitality industry comprises the hotel and catering Industries and is one of the fastest growing industries in the world. Hotel caters to different categories of client and

therefore the industry offers services varying from the super deluxe category to budget category. The hotel industry includes leisure and travel industries as well as food and catering business. The industry has a huge employment potential in any country. Experts say that indeed supply of trained manpower in this sector is far below the demand. Increased trading activities have seen this industry boom in several countries across the globe. All over the world, organizations own properties that fall into the following categories Single-unit property not affiliated with any brand

Single-unit properties affiliated with a brand, multi-unit properties affiliated with the same brand, multi-unit properties affiliated with different brands, multi-unit properties operated by the brand or others, multi-unit properties owned by the brand.

In Ghana the hotel industry remains a significant contributor to the country's economy. There are over 1,300 established hotels of various star ratings in Ghana and many more are reported to be opening in 2012-2015. Out of this, Greater Accra region has the largest number of hotels including most four star and all five star hotels in the country. According to the Ghana Tourists Board, approximately 34 % of hotels in the country are located in Greater Accra. Providing livelihood for many urban dwellers, the industry employs more workers than most industries and supports the country's socio economic growth. Greater percentage of the hotels is in the lower star categories and owned by individuals or local organizations while most properties within the upper categories belong to big brands and franchises such as the Accor Group, Hilton, Golden Tulip Hospitality Group, Holiday Inn, Movenpick Hotels and Kempinsky. Marriot, another global giant has hinted that it will be opening its five star property in Accra by close of this year.



### **3.6.3 Wooden Plaza**

Wooden Plaza is 8 minutes' drive from Kotoka International Airport; the hotel is surrounded by major financial institutions making it ideal for the busy business traveler. The mission of the hotel is to Offer a warm, memorable Ghanaian hospitality. Their vision is to be unquestionably, a World renowned African Hospitality Group and have their Values to be Integrity and professionalism in all their dealings - Product and Service Excellence - Prosperity and Benefits for all stakeholders.

### **3.6.4 Sunny Beach Hotel**

Sunny Beach Hotel is Ghana's premier hotel. It is one of two five star hotels Ghana has. It is set amidst tropical landscaped gardens, overlooking one of Ghana's most beautiful beaches. The hotel is renowned for its food and the unique spirit of Ghanaian hospitality, and is located within easy access of both the city and airport. Sunny Beach Hotel is located in Accra, Ghana's administrative, communications, and economic centre in close proximity to Kotoka International Airport and within the vicinity of business, financial and entertainment districts.

### **3.6.5 Golden Petals Hotel**

Golden Petals Hotel is a four star, first class African style business hotel with 238 rooms. It is delightfully landscaped over spacious grounds with extensive tropical gardens. The hotel is five (5) minutes' drive away from the Kotoka International Airport and 10 minutes' drive from the city centre. Golden Petals Hotel was established and brought to the Ghana Hospitality Market by a joint venture agreement between the Ghanaian government and Libyan Government in 1991. The hotel then known as the Continental Hotel was then signed onto an International franchise by the owners. The hotel started

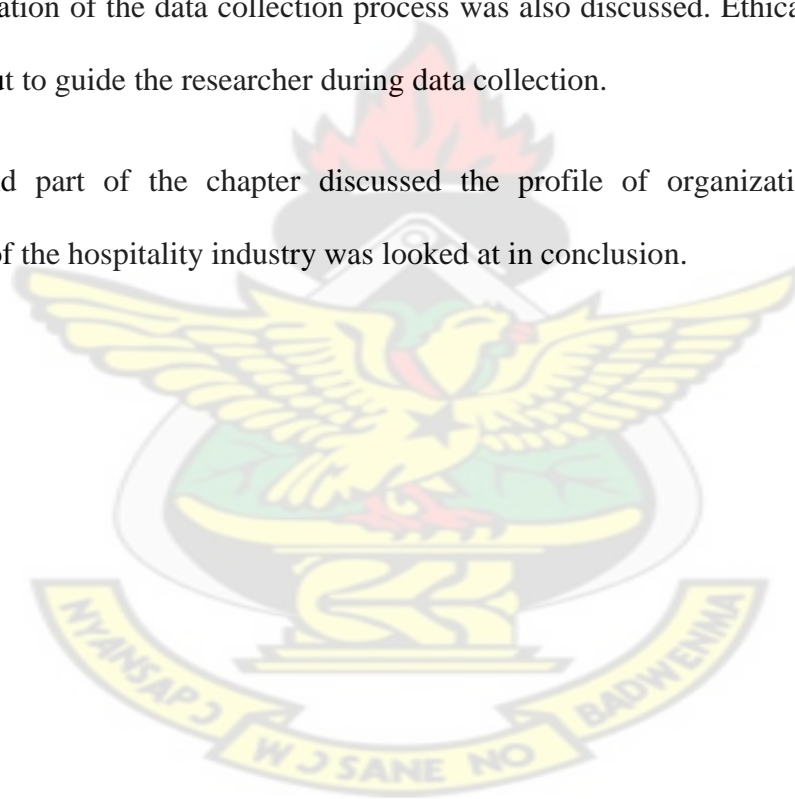


operations with 234 rooms and increased the number to 238 rooms in 2009 when the hotel was refurbished due to expansion

### **3.7 Conclusion**

This chapter captured the way the researcher went about the study. The research design was explained, the importance of using a mixed approach of data collection was captured in the research strategy. Two main sources of data were set forth being primary and secondary followed by a representation of the population with the aid of a table. The instrumentation of the data collection process was also discussed. Ethical considerations were set out to guide the researcher during data collection.

The second part of the chapter discussed the profile of organizations worked in, overview of the hospitality industry was looked at in conclusion.



## **CHAPTER FOUR**

### **DATA PRESENTATION ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter discusses the result of the questionnaire (quantitative analysis) responded to by 58 participants including hotel frontline staff and supervisors and the interview results (qualitative analysis) of three frontline supervisors from the hotels. The chapter also presents the background of the interviewees who were interviewed for this research.

#### **4.1 The quantitative analysis**

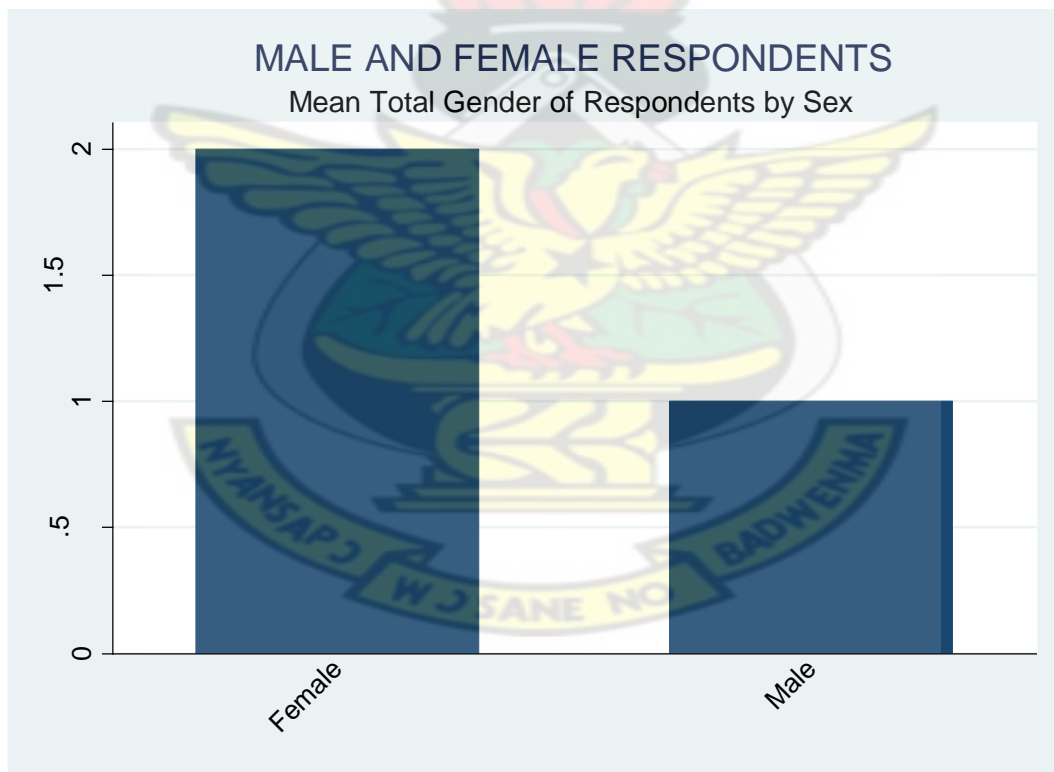
As can be seen from the questionnaire (appendix I), there was a mixture of 'nominal scale' (e.g. labels such as gender - male and female) and 'ordinal scale' (e.g. order such as strongly disagree, disagree, somewhat agree, agree and strongly agree). Ninety surveys were initially sent to frontline staff of all three hotels that were participating in the study. The first hotel being Golden Petal with the largest number of frontline staff, had 45 surveys, followed by with 25 to the second Sunny Beach Hotel and 15 to the third Wooden Plaza Hotel making a total of 85. However due to incomplete and unused questionnaires for Golden Petal 38 out of 45 surveys could be retrieved giving a response rate of about 84%, for Sunny Beach Hotel 11 out of 25 frontline staff surveys could be retrieved giving a response rate of about 73% and for the third hotel; Wooden Plaza 6 out of 15 questionnaire could be retrieved giving a response rate of 40%. In all 55 out of 85 surveys could be accessed giving a total response rate of 64.7%. The response rate for the frontline supervisors was 100% since all frontline supervisors filled out their questionnaires. The statistical procedures employed in the data analysis encompassed percentages and frequency distributions. The quantitative analyses are presented below.

## 4.2 Demographic Details of Respondents

The demographic details focus on respondent gender distribution, age distribution and the length of employment.

### 4.2.1 Respondents' Gender Distribution

From the study, it was identified that majority, precisely 31 representing 56.36 percent of respondents from whom information was sought to enrich the study were females as compared with a minority of respondents precisely 24 43.64% percent being females (See Figure 4.2). These sex groups that respondents belonged to, the questions consisted of employees from the three hotels.

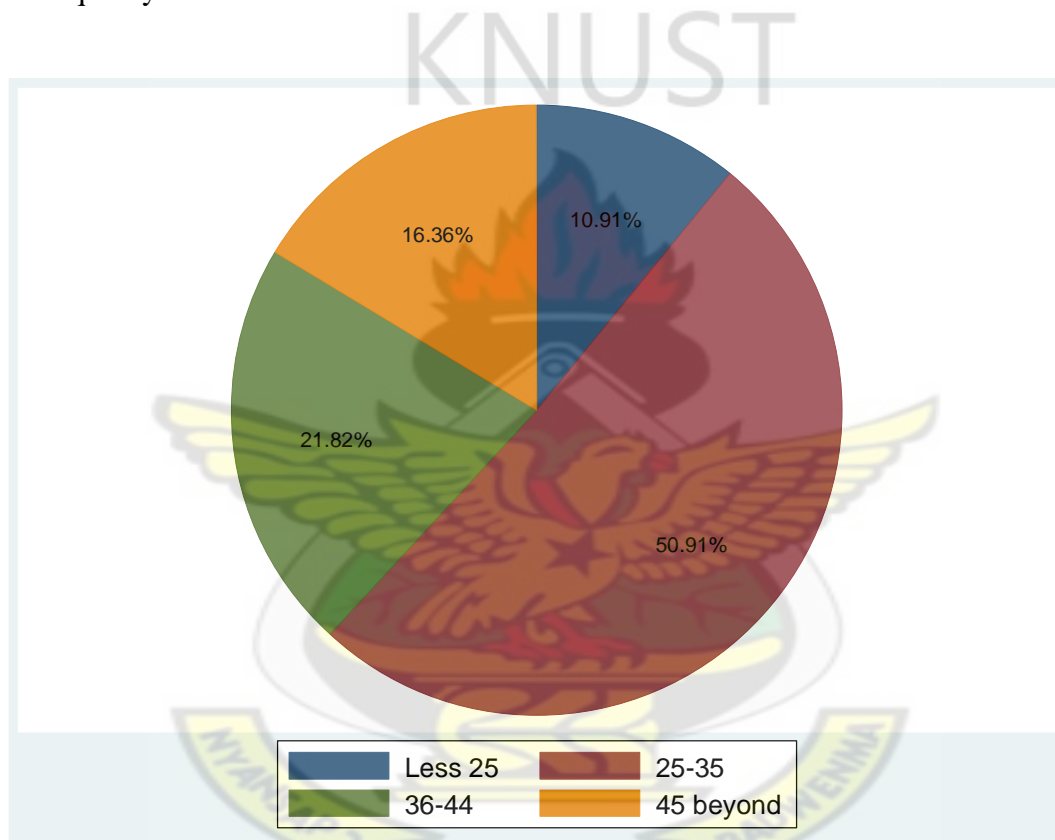


**Figure 4.2: A Figure Depicting the Gender Distribution of Respondents**

**Source: Field Survey, 2014**

#### 4.2.2 Respondents' Age Distribution

Figure 4.2.2 below lays bare the age groupings of the respondents. Age – range “25-35” was the age-range that recorded the highest frequency i.e. eighty-nine (50.91%). Age-range “36-44” recorded the second highest percentage of 21.82% followed by age – group “45 and beyond” that represented 16.36%. Age – group ‘Less 25’ documented the least with a percentage of 10.91. These statistics depict that most of the respondents were quite youthful.



**Figure 4.2.2 Age Distribution of Respondents**

**Source: Field Survey, 2014**

#### 4.2.3 Number of Years Respondents have being working with their Respective Companies

**Table 4.2.2: A Summary Table of the Number of Years worked by Respondents**

|                    | No. | %     | Cum % |
|--------------------|-----|-------|-------|
| Less than 2 years  | 10  | 18.18 | 18.18 |
| 2-5 years          | 20  | 36.36 | 54.55 |
| 5-10 years         | 17  | 30.91 | 85.45 |
| more than 10 years | 8   | 14.55 | 100   |
| Total              | 55  | 100%  |       |

Pertaining to the number of year's respondents have being working with either Golden Petal, Sunny Beach Hotel or Wooden Plaza, majority of the respondents claimed that they have been with their respective company for 2 to 5 years; this accounted for about 36.36% about 20 respondents whereas 30.91%, precisely 17 of the respondents mentioned that they have being working with their company for 5 to 10 years. Moreover 18.18%, precisely 10 of the respondents mentioned that they have being working with their company for less than 2 years. The least of this analysis is 14.55% which constituted those who have being working with the company for a period more than 10 years.

#### 4.3 The Assessment of Organizational Citizenship Behaviour in terms of Job Satisfaction

Job satisfaction was analyzed among employee respondents using the questionnaire as discussed in the previous chapter. These were about 17 questions that solicited information about general working conditions, pay and promotional potential, work relationships, use of skill and ability, and finally work activities. It is assumed that an individual employee who responds positively to these questions that border on job

satisfaction is more likely to exhibit a high level of OCB in their working environments. Tables 4.3 to 4.3.2 below sums up the responses of these 17 questions of the three hotels surveyed. These responses were provided by their respective frontline employees.

What the above Table 4.1 means is that for all the 17 questions which bordered on job satisfaction there were 38 employees from Golden Petals, the frequencies represent the average number of Golden Petal employee responses that show their degree of job satisfaction. Based on the results obtained in the table above it was evident that for Golden Petals a highest number of eleven employees (29.73%) of the respondents in the group are not very satisfied or might be satisfied with their job in that particular hotel, followed by the second high of nine employees of the hotel (24.32%) who are satisfied with their job, thirdly a total of 8 employees in that particular hotel representing 21.62 are not satisfied at all with their jobs.

**Table 4.3 Job Satisfaction scale for Golden Petals**

| Options              | Weights/<br>Size (x) | Frequency<br>(f) | Percentage<br>Of<br>Frequency<br>% | fx         | Average<br>Score |
|----------------------|----------------------|------------------|------------------------------------|------------|------------------|
| Not Satisfied at all | 1                    | 8                | 21.62                              | 8          | 101/37<br>=2.73  |
| Not Satisfied        | 2                    | 7                | 18.92                              | 14         |                  |
| Somewhat satisfied   | 3                    | 11               | 29.73                              | 33         |                  |
| Satisfied            | 4                    | 9                | 24.32                              | 36         |                  |
| Very Satisfied       | 5                    | 2                | 5.41                               | 10         |                  |
| Total                |                      | <b>37</b>        | <b>100</b>                         | <b>101</b> |                  |

Source: Field Survey, 2014



**Table 4.3.1 Job Satisfaction scale for Sunny Beach**

| Options              | Weights/<br>Size (x) | Frequency<br>(f) | Percentage<br>Of<br>Frequency<br>% | fx        | Average<br>Score       |
|----------------------|----------------------|------------------|------------------------------------|-----------|------------------------|
| Not Satisfied at all | 1                    | 1                | 9.09                               | 1         | <b>39/11<br/>=3.55</b> |
| Not Satisfied        | 2                    | 1                | 9.09                               | 2         |                        |
| Somewhat satisfied   | 3                    | 2                | 18.18                              | 6         |                        |
| Satisfied            | 4                    | 5                | 45.45                              | 20        |                        |
| Very Satisfied       | 5                    | 2                | 18.18                              | 10        |                        |
| <b>Total</b>         |                      | <b>11</b>        | <b>100</b>                         | <b>39</b> |                        |

Source: Field Survey, 2014

What the above Table 4.3.1. means is that for all the 17 questions which bordered on job satisfaction there were 11 employees from one of the hotels, the frequencies represent the average number of employee responses that show their degree of job satisfaction. Based on the results obtained in the table above it was evidenced that for this hotel a highest number of five employees (45.45%) of the respondents in the group are satisfied with their job in that particular hotel, followed by the second high of two employees of the hotel (18.18%) covering two scale measures; thus employees who are satisfied with their job and also those who are very satisfied, moreover an employee in that particular hotel representing 9.09% covering two scale measures; not satisfied at all with their jobs and not satisfied with their jobs. The average score of 3.55 means that those employees are quite satisfied with their day to day duties in the hotel. Since it is assumed that and individual employee who responds positively to these questions that border on job satisfaction are more likely to exhibit a level of OCB in their working environments it is evident from the table information employees in Sunny Beach Hotel are likely to exhibit OCB in their respective working environments.

Also a total of 7 employees (18.92%) are not satisfied at all with their respective jobs and lastly 2 employees (5.41%) in the hotel are very satisfied with their jobs. The average score of 2.73 means that employees in Golden Petals are not very satisfied with their day to day duties in the hotel. Since it is assumed that an individual employee who responds positively to these questions that border on job satisfaction are more likely to exhibit a level of OCB in their working environments it is evident from the table information employees in Golden Petals are not likely to exhibit OCB in their respective working environments.

**Table 4.3.2 Job Satisfaction scale for Wooden plaza**

| Options               | Weights/<br>Size (x) | Frequency<br>(f) | Percentage Of<br>Frequency<br>% | fx        | Average<br>Score |
|-----------------------|----------------------|------------------|---------------------------------|-----------|------------------|
| Not Satisfied at all  | 1                    | 0                | 0                               | 0         | 20/6             |
| Not Satisfied         | 2                    | 1                | 16.67                           | 2         |                  |
| Somewhat<br>satisfied | 3                    | 3                | 50                              | 9         |                  |
| Satisfied             | 4                    | 1                | 16.67                           | 4         |                  |
| Very Satisfied        | 5                    | 1                | 16.67                           | 5         |                  |
| Total                 |                      | <b>6</b>         | <b>100</b>                      | <b>20</b> | = 3.33           |

Source: Field Survey, 2014

In the above table, the frequencies represent the average number of Wooden Plaza Hotel employee responses that show their degree of job satisfaction. Based on the results obtained in the table above it was evidenced that for this hotel exactly half of the employees precisely three (50%) of the of the respondents in the group are not very satisfied or might be satisfied with their job in that particular hotel, followed by a group second high of an employee of the hotel (16.67%) covering some three scale measures; thus employees who are satisfied with their job, those who are very satisfied and employee who are not satisfied with their jobs. Lastly on the average no employee was recorded in that particular hotel among the employees surveyed covering the scale

measure of being not satisfied at all with their jobs. The average score of 3.33 means that employees in Wooden Plaza Hotel are somewhat satisfied with their day to day duties in the hotel. Since it is assumed that an individual employee who responds positively to these questions that border on job satisfaction are more likely to exhibit a level of OCB in their working environments it is evident from the table information employees in the Wooden Plaza Hotel might exhibit OCB in their respective working environments.

Considering the three average scores by the three hotels: 2.73, 3.55 and 3.33 representing Golden Petal, Sunny Beach and Wooden Plaza respectively we can compare the respective OCB in each hotel's working environment in terms of job satisfaction as exhibited by their employees. As per the data above it is clear that a frontline worker in the Sunny Beach Hotel will exhibit a higher OCB in his or her working environment compared to a worker in Golden Petal and also in the Wooden Plaza Hotel since the average score is higher than the other surveyed hotels. Also a frontline worker in the Wooden Plaza Hotel will exhibit a slightly higher OCB in his or her working environment compared to a worker in Golden Petal Hotel but lower than a frontline employee in the Sunny Beach Hotel since the average score is higher than the former hotels but lower than the latter in terms of job satisfaction. Among all the three hotels surveyed Golden Petal recorded the lowest average in terms of job satisfaction.

#### **4.4 The Assessment of Organizational Citizenship Behaviour in terms of perceived Organizational Support.**

Perceived Organizational support was analyzed among employee respondents using the questionnaire as discussed in the previous chapter. These were about 6 questions that solicited information about how the respective organizations support their employees by using its structures on work relationships, use of skill and ability of management and

how these employees in turn see these. It is assumed that an individual employee who responds positively to these questions i.e. on the average agrees with most of the assertions that border on perceived organizational support is more likely to exhibit level of OCB in their working environments. Tables 4.4 to 4.4.2 below sums up the responses of these 6 questions of the three hotels surveyed. These responses were provided by their respective frontline employees.

**Table 4.4 Perceived Organizational Support scale for Golden Petals Hotel**

| Options              | Weights/<br>Size (x) | Frequency<br>(f) | Percentage<br>of Frequency<br>% | fx         | Average<br>Score |
|----------------------|----------------------|------------------|---------------------------------|------------|------------------|
| Strongly<br>Disagree | 1                    | 8                | 21.62                           | 8          | =2.68            |
| Disagree             | 2                    | 9                | 24.32                           | 18         |                  |
| Somewhat<br>Agree    | 3                    | 10               | 27.03                           | 30         |                  |
| Agree                | 4                    | 7                | 18.92                           | 28         |                  |
| Strongly Agree       | 5                    | 3                | 8.12                            | 15         |                  |
| <b>Total</b>         |                      | <b>37</b>        | <b>100</b>                      | <b>101</b> |                  |

Source: Field Survey, 2014

What the above Table 4.4 means is that for all the 6 questions which bordered on perceived organizational support there were 38 employees from Golden Petals, the frequencies represent the average number of Golden Petal employee responses that show their respective degree of perceived organizational support. Based on the results obtained in the table above it was evident that for Golden Petals a highest number of ten employees (27.03%) of the respondents in the group do not really agree or might agree with the organizational support structure in that particular hotel, followed by the second high of nine employees of the hotel (24.32%) who strongly disagree with the organizational support structure in the hotel, thirdly a total of 8 employees in that

particular hotel representing 21.62% disagree with the organizational support structure in the hotel.

Also a total of 7 employees (18.92%) agree with the organizational support structure in the hotel and lastly 3 employees (8.21%) in the hotel strongly with the assertions to organizational support. The average score of 2.68 means that employees in Golden Petals disagree in terms of their perception towards the hotels organizational support. Since it is assumed that an individual employee who responds positively to these questions that border perceived organizational structure are more likely to exhibit a high level of OCB in their working environments it is evident from the table information employees in Golden Petals are not likely to exhibit OCB in their respective working environments.

**Table 4.4.1 Perceived Organizational Support for Sunny Beach Hotel**

| Options           | Weights/<br>Size (x) | Frequency<br>(f) | Percentage Of<br>Frequency<br>% | fx | Average<br>Score |
|-------------------|----------------------|------------------|---------------------------------|----|------------------|
| Strongly Disagree | 1                    | 0                | 0                               | 0  | 44/11<br>=4      |
| Disagree          | 2                    | 0                | 0                               | 0  |                  |
| Somewhat Agree    | 3                    | 2                | 18.18                           | 6  |                  |
| Agree             | 4                    | 7                | 63.64                           | 28 |                  |
| Strongly Agree    | 5                    | 2                | 18.18                           | 10 |                  |
| Total             |                      | 11               | 100                             | 39 |                  |

Source: Field Survey, 2014

What the above Table 4.4.1 means is that for all the 17 questions which bordered on perceived organizational support there were 11 employees from Sunny Beach Hotel, the frequencies represent the average number of Sunny Beach Hotel employee responses that show their degree of job satisfaction. Based on the results obtained in the table above it was evidenced that for this hotel more than half of the frontline staff (63.64%) of the respondents in the group are in agreement with the organizational support structure in that particular hotel, followed by the second group high of two employees of the hotel



(18.18%) covering two scale measures; thus frontline managers who somewhat agreed with organizational support and also those who strongly agreed with the organizational support structure of the hotel, moreover on the average no employee in that particular hotel was recorded covering two scale measures; strongly disagree and disagree with the organizational support structure of that hotel.

The average score of 4 means that employees in Sunny Beach Hotel are in agreement with the organizational support structure in the hotel. It is therefore expected that in line with the model discussed in chapter two, individuals raise their investments in the form of higher job performance and more helpful citizenship behavior since it is assumed that an individual employee who responds positively to these questions that border on perceived organizational support is more likely to exhibit a level of OCB in their working environments.

**Table 4.4.2 Perceived Organizational Support for Wooden Plaza Hotel**

| Options              | Weights/<br>Size (x) | Frequency<br>(f) | Percentage Of<br>Frequency<br>% | fx | Average<br>Score   |
|----------------------|----------------------|------------------|---------------------------------|----|--------------------|
| Strongly<br>Disagree | 1                    | 0                | 0                               | 0  | 20/6<br><br>= 3.33 |
| Disagree             | 2                    | 1                | 16.67                           | 2  |                    |
| Somewhat<br>Agree    | 3                    | 3                | 50                              | 9  |                    |
| Agree                | 4                    | 1                | 16.67                           | 4  |                    |
| Strongly Agree       | 5                    | 1                | 16.67                           | 5  |                    |
| Total                |                      | 6                | 100                             | 20 |                    |

Source: Field Survey, 2014

What the above Table 4.4.2 means is that for all the 17 questions which bordered on perceived organizational support there were 6 frontline managers from Wooden Plaza Hotel, the frequencies represent the average number of the Hotel frontline manager



responses that show their degree of perceived organizational support. Based on the results obtained in the table above it was evidenced that for this hotel exactly half of the frontline managers (50%) of the respondents in the group who somewhat agreed with the organizational support structure in that particular hotel, followed by the second group high of an employee of the hotel (33.33%) covering some three scale measures; of frontline managers who disagreed, agreed and strongly agreed with organizational support of the hotel. The average score of 3.33 means that employees in Wooden Plaza Hotel are somewhat in agreement with the organizational support structure in the hotel. It is therefore expected that frontline managers there might raise their investments in the form of higher job performance and more helpful citizenship behavior since it is assumed that an individual employee who responds positively to these questions that border on perceived organizational support is more likely to exhibit a level of OCB in their working environments it is evident from the table information employees in Sunny Beach Hotel are likely to exhibit OCB in their respective working environments.

Considering the three average scores by the three hotels: 2.68, 4 and 3.33 representing Golden Petal, Sunny Beach and Wooden Plaza respectively we can compare the respective OCB in each hotels working environment in terms of the perceived organizational support as exhibited by their employees. As per the data above it is clear that a frontline manager in the Sunny Beach Hotel will exhibit a higher OCB in his or her working environment compared to a worker in Golden Petal and also in the Wooden Plaza Hotel since the average score is higher than the other surveyed hotels. Also a frontline manager in the Wooden Plaza Hotel will exhibit a slightly higher OCB in his or her working environment compared to a worker in Golden Petal Hotel but lower than a frontline employee in the Sunny Beach Hotel since the average score is higher than the former hotels but lower than the latter in terms of job satisfaction. Among all the three

hotels surveyed Golden Petal recorded the lowest average in terms of perceived organizational support.

#### **4.5 The Assessment of Organizational Citizenship Behaviour in terms of Service Encounter.**

Service Encounter was analyzed among frontline staff respondents using the questionnaire as discussed in the previous chapter. These were about 5 questions that solicited information about how the workers in the manager category approach their jobs and how these employees really feel about what they do each day in terms of dealing with clients. It is assumed that an individual employee who responds positively to these questions i.e. on the average agrees with most of the assertions that service encounter is more likely to exhibit a high level of OCB in their working environments. Tables 4.5 to 4.5.2 below sums up the responses of these 6 questions of the three hotels surveyed. These responses were provided by their respective frontline managers.

**Table 4.5 Support Encounter scale for Golden Petal**

| <b>Options</b>    | <b>Weights/<br/>Size (x)</b> | <b>Frequency<br/>(f)</b> | <b>Percentage Of<br/>Frequency<br/>%</b> | <b>fx</b> | <b>Average<br/>Score</b> |
|-------------------|------------------------------|--------------------------|--|-----------|--------------------------|
| Strongly Disagree | 1                            | 0                        | 0  |           | =3.5                     |
| Disagree          | 2                            | 9                        | 24.32                                    | 18        |                          |
| Somewhat Agree    | 3                            | 8                        | 21.62                                    | 24        |                          |
| Agree             | 4                            | 13                       | 35.14                                    | 52        |                          |
| Strongly Agree    | 5                            | 7                        | 18.92                                    | 35        |                          |
| Total             |                              | 37                       | 100                                      | 129       |                          |

Source: Source: Field Survey, 2014

**Table 4.5.1 Service Encounter Support for Sunny beach**

| Options           | Weights/<br>Size (x) | Frequency<br>(f) | Percentage Of<br>Frequency<br>% | fx | Average<br>Score |
|-------------------|----------------------|------------------|---------------------------------|----|------------------|
| Strongly Disagree | 1                    | 0                | 0                               | 0  | =4               |
| Disagree          | 2                    | 0                | 0                               | 0  |                  |
| Somewhat Agree    | 3                    | 0                | 0                               | 0  |                  |
| Agree             | 4                    | 8                | 72.73                           | 24 |                  |
| Strongly Agree    | 5                    | 3                | 27.27                           | 15 |                  |
| Total             |                      | 11               | 100                             | 39 |                  |

Source: Field Survey, 2014

**Table 4.5.2 Service Encounter for Wooden plaza**

| Options           | Weights/<br>Size (x) | Frequency<br>(f) | Percentage Of<br>Frequency<br>% | fx | Average<br>Score |
|-------------------|----------------------|------------------|---------------------------------|----|------------------|
| Strongly Disagree | 1                    | 0                | 0                               | 0  | = 3.67           |
| Disagree          | 2                    | 0                | 16.67                           | 2  |                  |
| Somewhat Agree    | 3                    | 3                | 50                              | 9  |                  |
| Agree             | 4                    | 2                | 16.67                           | 8  |                  |
| Strongly Agree    | 5                    | 1                | 16.67                           | 5  |                  |
| Total             |                      | 6                | 100                             | 22 |                  |

Source: Field Survey, 2014

What the above Table 4.5 means is that for all the 5 questions which bordered service encounter there were 38 employees from Golden Petal. Based on the results obtained in the table above it was evident that for Golden Petal a highest number of thirteen employees (35.14%) of the respondents in the group agree with the issues on their service encounters in that particular hotel, followed by the second high of nine employees of the hotel (24.32%) who disagree with the service encounter issues in the hotel. The average score of 3.5 means that employees in Golden Petal somewhat agree in

terms their day to day service encounters towards the hotels clients. A rich customer encounter can therefore be said to promote organizational citizenship behavior since it is assumed that an individual employee who responds positively to these questions that border on service encounter is more likely to exhibit a high level of OCB in their working environments it is evident from the table information employees in Golden Petal are likely to exhibit OCB in their respective working environments.

Table 4.5.1 means that for all the 5 questions which bordered service encounter there were 11 employees from Sunny Beach Hotel. Based on the results obtained in the table above it was evident that for Sunny Beach a highest number of 8 frontline managers (72.73%) of the respondents in the group agree with the issues on their service encounters in that particular hotel, followed by the second high of three employees of the hotel (27.27%) who strongly agree with the service encounter issues in the hotel The average score of 4 means that employees in Golden Petal strongly agree in terms their day to day service encounters towards the hotels clients. It is assumed that an individual employee who responds positively to these questions that border on service encounter is more likely to exhibit a high level of OCB in their working environments it is evident from the table information employees in Sunny Beach are more likely to exhibit OCB in their respective working environments.

Table 4.8 means that for all the 5 questions which bordered service encounter there were 6 employees from Wooden Plaza Hotel. Based on the results obtained in the table above it was evident that for Sunny Beach a highest number of 3 frontline staff (50%) of the respondents in the group somewhat agree with the issues on their service encounters in that particular hotel, followed by the second high of three frontline managers of the hotel (27.27%) who agree with the service encounter issues in the hotel The average score of

3.67 means that a frontline manager in Wooden Plaza agrees in terms of their day to day service encounters towards the hotels clients. It is assumed that an individual employee who responds positively to these questions that border on service encounter is more likely to exhibit a high level of OCB in their working environments it is evident from the table information employees in Sunny Beach are likely to exhibit OCB in their respective working environments.

Comparing the three average scores by the three hotels: 3.5, 4 and 3.67 representing Golden Petal, Sunny Beach and Wooden Plaza respectively we can compare the respective OCB in each hotels working environment in terms of service encounters exhibited by their employees. As per the data above it is clear that a frontline manager in the Sunny Beach Hotel will exhibit a higher OCB in his or her working environment compared to a worker in Golden Petal and also in the Wooden Plaza Hotel since the average score is higher than the other surveyed hotels. Also a frontline manager in the Wooden Plaza Hotel will exhibit a slightly higher OCB in his or her working environment compared to a worker in Golden Petal Hotel but lower than a frontline employee in the Sunny Beach Hotel since the average score is higher than the former hotels but lower than the latter in terms of job satisfaction. Among all the three hotels surveyed Golden Petal recorded the lowest average in terms of frontline managers' service encounters.

#### **4.6 Qualitative analysis**

The qualitative analysis focuses on the interview results with hotel supervisors. This section presents interviewees background, and an overview of hotel organizations that



participated in the study and interview data and analysis of the influence of OCB on employees' performance in the respective hotels

#### **4.7 Interviewees' background**

Interviews were used to collect data, information and evidence for analysis as part of the study. The interviewees were hotel employees from major hotel organizations in the Greater Accra region of Ghana. The interviewees have all been involved in the hotel administration and management as employees and supervisors. For reason of confidentiality the organizations are simply referred to in the text and throughout the thesis as hotel "Golden Petals Hotel", "Wooden Plaza Hotel" and "Sunny Beach Hotel". The information presented in this section was gathered from the individual interviews.

#### **4.8 Findings and analysis of the interview**

As the study required information was solicited from frontline supervisors who totaled 3 to ascertain how they are affected by a subordinates' Organizational Citizenship Behavior (OCB). A number of questions were asked which covered work roles and types of rewards; items which fall out of the scope of this study but were asked so as to inform the researcher that these items were present in any hotel so as to prevent the employee survey from being biased. An employee to some extent has to be okay in a working environment before we can even talk about OCB and the supervisors were in the right position to give us this information on representative these items were in their respective hotels through the first six questions posed to the frontline supervisors. All the frontline supervisors answered in the affirmative as regards to work roles and rewards which in turn validates the employee responses.



For example, the first questions of interest to the researcher pertained to if supervisors' included in their performance evaluation questionnaire a section or sub section that catered for OCB's. In this line of questioning (state the question) 2 supervisors, one from Wooden Plaza and one from Sunny Beach answered in the affirmative that there were sections in their performance evaluations that assessed OCB's in a sense but does not make direct reference to the word 'OCB'.

For example, a supervisor of Wooden Plaza asserted:

*".....I have not seen any portion of the appraisal form that deals specifically with OCB, but several aspects can be pieced together to tell such story. Numerous reward schemes also are available to recognize such individuals that go the extra mile in their duties apart from the employee of the month....."*

Similarly, a supervisor of Sunny Beach Hotel noted that:

*".....As to whether or not the appraisal form has a place for OCB or not doesn't matter. Credit should be placed where it's due; I always report what I have seen of my staff's performance in writing. All forms of OCB will definitely be captured there....."*

However the front level supervisor at Golden Petal answered in the negative that there was no section in their performance evaluations that assessed OCB's. This seems to suggest that some organizations are more conscious and recognize the importance of OCB than others.

Other questions of interest to the researcher related to how these supervisors perceive an employee who exhibits OCB. The question did not explicitly use the word OCB so as to hide the real goal of that particular question so the researcher used the phrase 'extra mile'. Responses by the frontline supervisors of all the hotels answered in the affirmative

that they were influenced in one way or the other by the extra mile behavior of an employee when assessing his or her performance. Some of the responses are as follows:

*“....there are a number of female employees I supervise, they also happen to be the ones that enjoy the longest leave (maternity leave) in case of pregnancy. In the situation where two or more have to go on this leave, there is enormous pressure on the rest of the staff. I have always observed that some individuals naturally step up their game in a bit to cover up for the shortage without complaining, this will naturally reflect in the performance evaluation.....”*

*“ ... yes, most junior staff are given the same tasks to accomplish collectively but you should know that not all of them will contribute equally, however in my view only a few drag their feet since in the long run the task is accomplished. Those employees who contribute more are noted and rewarded during these evaluations.....”.*

The impact of OCB on job performance was also sought by some questions to which supervisors responded mostly positively as follows:

*“..... Yes, they are required to contribute equally in accomplishing tasks but in most case some junior employees contribute more than others do but eventually the work gets done, those that contribute more are those willing to go the extra mile.....”*

*“.....in my view, if no staff were to be going the extra mile and doing more than expected of them, we may never meet our targets.....”*

*“.....there are certainly some of my staff that do not strive to do more for guests and cannot be punished also, but as you are aware, our kind of service demands that one does the little things that make the difference. So you can imagine, if the hotel was full of only those kinds of employees, we would be out of business by now.....”*

The responses reveal a positive relationship between performance of OCB and job performance as discussed in chapter two page 29. The important role of employees engaged constantly in OCB play in keeping the organizations in business, maintain the standard of service needed within the industry and in meeting targets have been highlighted. it therefore can be suggested that all the organizations contacted have confirmed a positive impact of OCB on job performance. This is also corroborated by the

work of Bateman & Organ (1983) that it would be difficult to achieve organizational goals relying entirely on in-role behaviours.

#### **4.9 Conclusion**

This chapter generally presented the analysis of data collected from the field. First, the data collected through questionnaires was analyzed as quantitative analysis detailing the demographic information of the respondents with charts and tables. This was followed by a presentation of analysis of OCB in terms of job satisfaction, perceived organizational support and service encounter in all three organizations. Qualitative analysis was also done in this chapter beginning with the backgrounds and profiles of respondents and organizations respectively. Findings and analysis was then presented. Analysis of the qualitative data was based on comments of respondents found to be relevant to the questions asked.



## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **5.0 Introduction**

This chapter provides a summary about the outcome of the study (research findings), offer recommendations regarding the subject area studied and also make conclusive statements on the bases of the findings obtained.

#### **5.1 Summary of Findings**

The results of the study lead to the confirmation of the prediction made by the researcher that job satisfaction, perceived organization support and service encounters by frontline managers of hotels tend to affect job Organizational Citizenship Behaviors (OCB). It was thus more likely that improvements in job satisfaction, organizational support and service encounters for hotel frontline employees result in improvements in the levels of OCB levels.

It is worthy to note that motivational incentives tend to play a very significant role in the day-to-day performance of workers in every organization. Therefore, it was clear that frontline managers' performance in terms of job satisfaction of any sort was a function of incentives obtained from their respective work places which also affected their levels of OCB. This result obtained from the study revealed that workers' OCB performances do not depend on the behaviour of other workers in the company but on certain policies available in the company. It should also be important to note that prompt promotion, fairness and equality practice by management tend to increase workers' OCB through the job satisfaction angle and make them stay in the organization longer probably till retirement. This result also places an indirect emphasis on the need for management to

consider workers' wishes, needs and what was seen to be the best by employees as paramount since this also influences OCB's through the perceived organizational support angle. The angle high results for service encounters will follow if the latter two are upheld. Therefore, this study was equally a call for management to put in place appropriate plans suitable for workers' desire and productivity..

### **5.3 Conclusions**

Establishing how the job satisfaction, perceived organizational support and service encounters of frontline managers tends to affect the OCB levels of these employees is one all-important but neglected subject area. For now, this should be the ringing agenda for many human resource practitioners and researchers alike. At the end of this study, its findings lent support to the objectives that were stated. It was established that a relationship exist between some three phenomena as related to an employee (job satisfaction, perceived organizational support and service encounters) and how these elements elicit OCB levels among employees besides, motivation influenced OCB. The relationship between job satisfaction, perceived organizational support and service encounters in contemporary hotels like Golden Petals Hotel, Sunny Beach Hotel and Wooden Plaza Hotel were established. More importantly, a positive relationship has been established between the performance of OCB and job performance. It has been revealed that employees who are engaged in high levels of OCB have their job performance enhanced significantly resulting in the overall performance and effectiveness of the organization. In organizations where OCB is given cognizance and reflected in employee job evaluation, the factors giving rise to performance of OCB are equally high. This is an indication of the need for an organizational culture that recognizes the role of OCB and encourages the factors that promote it.



## **5.2 Recommendations**

Based on the study conducted and for that matter the results obtained, the following recommendations were made in order to improve organizational productivity and workers' performance.

Management should standardize the workers motivation policies to reflect the desire and needs of the workers.

Workers' salaries and wages should be carefully handled to reflect modern day package.

Management should reward their workers always with promotion and practice fairness in managing organizational affairs.

It was suggested for hotel management to conduct more study for further clarification of the findings that have been found in this study.

It should be noted that there are clearly many alternative ways in which job satisfaction, perceived organizational support and service encounters for any given job can manifest so as to improve on OCB's. For this reason, an understanding of OCB is particularly important in order to improve how it is managed. The following paragraphs therefore are meant to expatiate this understanding:

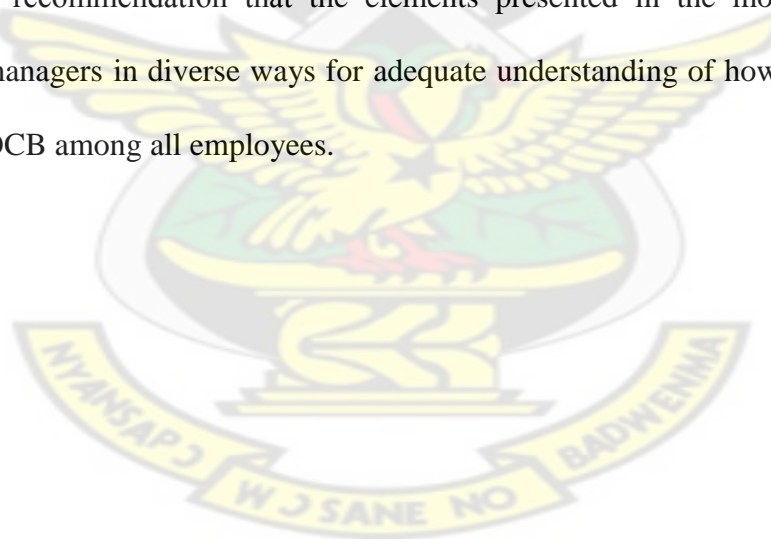
The ability of frontline managers to produce high-quality client services can be affected by OCB. High OCB levels create social capital.

Dependable delivery of services is usually influenced, in some way, by OCB. For example, in the 'hoteling business' there is no telling what exactly a guest may demand at a given time; that demand could be met just within in-roles or require going beyond what is normally expected. The guest is only concerned about demands being met which eventually influences the quality of service perceived.



Quality service in the hotel industry can be likened to a jig-saw puzzle. The experience from one department of the hotel feeds into others. In the same vein, time and coordination is of the essence in service delivery which makes OCB an integral part of the process. OCB especially in terms of helping behaviour makes this link in operations possible- creating a dyadic relationship across various sections of the organization,

Lastly, based on the work of Wang, Liu & Baum (2008) the hotel industry can benefit from the factors set forth to form a model to measure and promote OCB. According to the model, service encounter and job satisfaction have mutual effects on OCB while the remaining four- professional development, trust in managers, perceived organizational support and leadership support have direct positive effect on OCB. Employees are more likely to perform OCB with an adequate blend of these factors. It is therefore the researcher's recommendation that the elements presented in the model be explored further by managers in diverse ways for adequate understanding of how to promote and encourage OCB among all employees.



## REFERENCES

- Ackfeldt A-L and Coote L. V. (2005), '*A study of organizational citizenship behaviour in a retail setting*', *Journal of Business Research*, 58(2005), pp.151-159.
- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (ed.), *Advances in Experimental Psychology*, Vol.2, pp. 267-299. New York: Academic Press.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26: 587-595.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26, 587-595.
- Baum T (2006), *Human resource management for tourism, hospitality and leisure: an international perspective*, Thomson, London.
- Bell S. J. and Menguc B. (2002), 'The employee-organization relationship, organizational citizenship behaviours, and superior service quality', *Journal of Retailing*, 78(2002), pp131-146.
- Bettencourt, L. A., & Brown, S. W. 1997. Contact employees: Relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, 73: 39-61.
- Bienstock, C.C., DeMoranville, C.W., & Smith, R.K. (2003). Organizational citizenship behavior and service quality. *Journal of Services Marketing*. 17(4), 357 - 379.
- Bolino, M.C., & Turnley, W.H. (2005). The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict *Journal of Applied Psychology*, 90(4), 740-748.
- Bolon, D. S. 1997. Organizational citizenship behavior among hospital employees: A multidimensional-analysis involving job satisfaction and organizational commitment. *Hospital & Health Services Administration*, 42: 221-241.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements to contextual performance. In N. Schmitt and W.C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.

- Borman, W. C., & Motowidlo, S. J. 1993. Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, W. C. Borman, & Associates (Eds.), *Personnel selection in organizations*: 71–98. San Francisco, CA: Jossey-Bass.
- Borman, W. C., & Motowidlo, S. J. 1997. Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10: 99–109.
- Borman, W. C., White, L. A., & Dorsey, D. W. 1995. Effects of ratee task performance and interpersonal factors on supervisor and peer performance ratings. *Journal of Applied Psychology*, 80: 168–177.
- Brief, A. P., & Motowidlo, S. J. 1986. Prosocial organizational behaviors. *Academy of Management Review*, 11: 710–725.
- Brown, J.D., & Smart, S.A. (1991). The self and social conduct: Linking self-representations to prosocial behavior. *Journal of Personality and Social Psychology*, 60(3), 368 – 375.
- Brown, S.P. and Peterson, R.A. (1993), “Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects”, *Journal of Marketing Research*, Vol. 30, pp. 63-77.
- Burroughs, S. M., & Eby, L. T. 1998. Psychological sense of community at work: A measurement system and explanatory framework. *Journal of Community Psychology*, 26: 509–532.
- Cappelli, P., & Rogovsky, N. 1998. Employee involvement and organizational citizenship: Implications for labor-law reform and lean production. *Industrial and Labor Relations Review*, 51: 633–653.
- Chebat J.C., Babin B., Kollias P. (2002), ‘What makes contact employees perform? Reactions to employee perceptions of managerial practices’, *International Journal of Bank Marketing*, Vol 20 (7), pp325-332.
- Chen, X. P., Hui, C., & Sego, D. J. 1998. The role of organizational citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses. *Journal of Applied Psychology*, 83: 922–931.
- Cynthia M. Fife (2008) A Social-Cognitive Assessment of Organizational Citizenship Behavior
- Deluga, R. J. 1995. The relation between trust in the supervisor and subordinate organizational citizenship behavior. *Military Psychology*, 7: 1–16.

- Ehrhart, M.G., &Naumann, S.E. (2004). Organizational Citizenship Behavior in Work Groups: A Group Norms Approach. *Journal of Applied Psychology*, 89(6), 960-974.
- Farh, J. L., Earley, P. C., & Lin, S. C. 1997. Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, 42: 421-444. Farh, J. L., Podsakoff, P. M., & Organ, D. W. 1990. Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, 16: 705-721.
- Fok, L., Hartman, S, Patti, A., &Razek, J. (1999). The relationships between equity sensitivity, growth need strength, organizational citizenship behavior, and perceived outcomes in the quality environment: A study of accounting professionals. *Journal of Social Behavior and Personality*, 15, 99-120.
- George, J. M. 1990. Personality, affect, and behavior in groups. *Journal of Applied Psychology*, 75: 107-116.
- George, J. M. 1991. State or trait: Effects of positive mood on prosocial behavior at work. *Journal of Applied Psychology*, 76: 299-307.
- George, J. M., &Bettenhausen, K. 1990. Understanding prosocial behavior, sales performance, and turnover: A group-level analysis in a service context. *Journal of Applied Psychology*, 75: 698-709.
- George, J. M., & Brief, A. P. 1992. Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112: 310-329.
- George, J. M., & Brief, A. P. 1992. Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112: 310-329.
- George, J. M., & Jones, G. R. 1997. Organizational spontaneity in context. *Human Performance*, 10: 153-170.
- Goldberg, L.R. (1999). A broad-bandwidth, public domain, personality inventory measuring the lower-level facets of several five-factor models. In Mervielde, I., Deary, I., De Fruyt F. &Ostendorf, F.(Eds.), *Personality psychology in Europe*, Vol. 7 (pp. 7-28). Tilburg, The Netherlands: Tilburg University Press.

- Gonzalez J. V. and Garazo T. G. (2006), 'Structural relationships between organizational service orientation, contact employee job satisfaction and citizenship behaviour', *International Journal of Service Industry Management*, 17(1), pp23-50.
- Graham, J. W. 1989. Organizational citizenship behavior: Construct redefinition, operationalization, and validation. Unpublished working paper, *Loyola University of Chicago*, Chicago, IL.
- Homans (1958) p.606. Social Exchange Theory. Retrieved from [http://www.fsc.yorku.ca/york/istheory/wiki/index.php/Social\\_exchange\\_theory](http://www.fsc.yorku.ca/york/istheory/wiki/index.php/Social_exchange_theory)
- Huseman, R.C., Hatfield, J.D., & Miles, E.W. (1987). A new perspective on equity theory: The equity sensitivity construct. *Academy of Management Review*, 12, 222-234.
- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Sciences*, 9: 131-133.
- Katz, D., & Kahn, R. (1978). The social psychology of organizations (2nd ed.). *New York: John Wiley*.
- Kelley, S. W., & Hoffman, K. D. 1997. An investigation of positive affect, prosocial behaviors, and service quality. *Journal of Retailing*, 73: 407–427.
- Kickul, J., & Lester, S.W. (2001). Broken promises: Equity sensitivity as a moderator between psychological contract breach and employee attitudes and behavior. *Journal of Business and Psychology*, 16, 191-217.
- Kim, W. C., & Mauborgne R. A. 1993. Procedural justice, attitudes, and subsidiary top management compliance with multinationals' corporate strategic decisions. *Academy of Management Journal*, 36: 502–526.
- Kim, W. C., & Mauborgne, R. A. 1996. Procedural justice and managers' in-role and extra-role behavior: *The case of the multinational*. *Management Science*, 42: 499–515.
- Kim, W. C., & Mauborgne, R. A. 1998. Procedural justice, strategic decision making, and the knowledge economy. *Strategic Management Journal*, 19: 323–338.
- Korman, A. K. (1970). Toward a hypothesis of work behavior. *Journal of Applied Psychology*, 54, 31–41.
- Koys, D.J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*. 54(1), 101 – 115.



- Loi, R., & Ngo, H.-Y. (2010). Mobility norms, risk aversion, and career satisfaction of Chinese employees. *Asia Pacific Journal of Management*, 27, 237–255. doi:10.1007/s10490-008-9119-y
- MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. 1996. Unpublished data analysis. *Indiana University School of Business: Bloomington, Indiana*. MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. 1998. Some possible antecedents and consequences of in-role and extra-role salesperson performance. *Journal of Marketing*, 62: 87–98.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. 1991. Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational Behavior and Human Decision Processes*, 50: 123–150.
- MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. 1993. The impact of organizational citizenship behavior on evaluations of sales performance. *Journal of Marketing*, 57: 70–80.
- MacKenzie, S. B., Podsakoff, P. M., & Paine, J. E. 1998. Effects of organizational citizenship behaviors and productivity on evaluations of performance at different hierarchical levels in sales organizations. *Journal of the Academy of Marketing Science*, 27: 396–410. MacKenzie, S. B., Podsakoff, P. M., & Rich, G. A. 1999. Transformational and transactional leadership and salesperson performance. Working paper, Indiana University.
- McCrae, R.R., & Costa, P.T. 1991. Adding Liebe und Arbeit: the full five-factor model and well-being. *Pers. Soc. Psychol. Bull.* 17(2): 227– 232.
- Moorman, R. H., & Blakely, G. L. 1995. Individualism-Collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior*, 16: 127–142.
- Morrison, E. W. (1995). Information usefulness and acquisition during organizational encounter. *Management Communication Quarterly*, 9, 131–155.
- Mount, M.K., & Barrick, M.R. (1995). The big five personality dimensions: Implications for research and practice in human resources management. *Research in Personnel and Human Resources Management*, 13, 153-200.
- Murphy, K. R., & Shiarella, A. H. 1997. Implications of the multidimensional nature of job performance for the validity of selection tests: Multivariate frameworks for studying test validity. *Personnel Psychology*, 50: 823–854.



- Netemeyer, R. G., Bowles, J. S., MacKee, D. O., &McMurrian, R. 1997. An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61: 85–98.
- Netemeyer, R.G., Boles, J.S., McKee, D.O., &McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61, 85-98.
- O'Reilly, C., & Chatman, J. 1986. Organizational commitment and psychological attachment: The effects of compliance, identification and internalization on prosocial behavior. *Journal of Applied Psychology*, 71: 492–499.
- Odom, R.Y., Boy, W.R. and Dunn, M.G. (1990), “Organizational culture, commitment, satisfaction and cohesion”, *Public Productivity and Management Review*, Vol. 14 No. 2, pp. 157-168.
- Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: *Lexington Books*.
- Organ, D. W. 1988. Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: *Lexington Books*.
- Organ, D. W. 1990a. The motivational basis of organizational citizenship behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior*, Vol. 12: 43–72. Greenwich, CT: JAI Press. Organ, D. W. 1990b. The subtle significance of job satisfaction. *Clinical Laboratory Management Review*, 4: 94–98.
- Organ, D. W. 1994. Personality and organizational citizenship behavior. *Journal of Management*, 20: 465–478. Organ, D. W. 1997. Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10: 85–97.
- Organ, D. W., Podsakoff, P. M., &MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. *London: Sage*.
- Pierce, J. L., & Gardner, D. G. (2004). Self esteem within the work and organizational context: A review of the organization-based self esteem literature. *Journal of Management*, 30(5), 591 – 622.
- Podsakoff, P. M., &MacKenzie, S. B. 1997. The impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10: 133–151.

- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. 1996a. A meta-analysis of the relationships between Kerr and Jermier's substitutes for leadership and employee job attitudes, role perceptions, and performance. *Journal of Applied Psychology*, 81: 380–399.
- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. 1996b. Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management*, 22: 259–298.
- Podsakoff, P. M., MacKenzie, S. B., & Hui, C. 1993. Organizational citizenship behaviors and managerial evaluations of employee performance: A review and suggestions for future research. In G. R. Ferris & K. M. Rowland (Eds.), *Research in Personnel and Human Resources Management* (Vol. 11): 1–40. Greenwich, CT: JAI Press.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. 1990. Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1: 107–142.
- Podsakoff, P. M., MacKenzie, S. Paine J.B. and Bachrach D.G (2000) *Journal of Management* 26: 513
- Robert Albanese (1988) Management. *South-Western Publishing Company*. Cincinnati, Ohio. Pg. 431-433
- Rosenberg, M. 1965. Society and the adolescent self-image. Princeton, NJ: *Princeton University Press*.
- Schnieder, B., White, S.G., & Paul, M.C. (1998). Linking Service Climate and Customer Perceptions of Service Quality: Test of a Causal Model. *Journal of Applied Psychology*, 83(2), 150-63.
- Schwab, D. P. 1980. Construct validity in organizational behavior. In L. L. Cummings & B. M. Staw (Eds.), *Research in Organizational Behavior* (Vol. 2): 3–43. Greenwich, CT: JAI Press.
- Shore, L. M. and Shore, T. H. (1995). 'Perceived organizational support and organizational justice'. In: Cropanzano, R. and Kacmar, K. M. (Eds) *Organizational Politics, Justice, and Support: Managing the Social Climate of Work Organizations*, *Quorum Books, Westport*, CT, pp. 149-164.
- Skarlicki, D.P., Folger, R., & Tesluk, P. (1999). Personality as a moderator in the relationship between fairness and retaliation. *Academy of Management Journal*, 42, 100–108.

- Smith, C. A., Organ, D. W., & Near, J. P. 1983. Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68: 655–663.
- Smith, C. A., Organ, D. W., & Near, J. P. 1983. Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68: 655–663.
- Tomer, J. F. 1998. Organizational capital and joining-up: Linking the individual to the organization and to society. *Human Relations*, 51: 825–846.
- Valentine, S., Godkin, L., Fleischman, G. M., Kidwell, R. E., & Page, K. (2011). Corporate ethical values and altruism: The mediating role of career satisfaction. *Journal of Business Ethics*, 101, 509–523. doi:10.1007/s10551-011-0739-7
- Van Dyne, L., Cummings, L. L., & Parks, J. M. 1995. Extra-role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied waters). In L. L. Cummings & B. M. Staw (Eds.), *Research in Organizational Behavior* (Vol. 17): 215–285. Greenwich, CT: JAI Press.
- Van Dyne, L., Cummings, L. L., & Parks, J. M. 1995. Extra-role behaviors: In pursuit of construct and definitional clarity (A bridge over muddied waters). In L. L. Cummings & B. M. Staw (Eds.), *Research in Organizational Behavior* (Vol. 17): 215–285. Greenwich, CT: JAI Press.
- Vardi, Y., & Weitz, E. (2004). Misbehavior in organizations: theory, research, and management. *Mahwah, New Jersey: Lawrence Erlbaum*
- Vigoda-Gadot, E. (2007). Revitalizing democracy? New avenues for citizen participation in the era of information technology. *Public Administration Review*, 67(4), 789–791.
- Wang Tzu-Hui, Liu Zhenhau, Baum G Thomas (2008) Facilitating Organisational Citizenship Behaviour in the Hospitality and Tourism Industry
- Walz, S. M., & Niehoff, B. P. (1996). Organizational citizenship behaviors and their effect on organizational effectiveness in limited-menu restaurants. In J. B. Keys & L. N. Dosier (Eds.), *Academy of Management best papers proceedings* (pp. 307-311). Briarcliff Manor, NY: *Academy of Management*.
- Weiss, H.M. and Cropanzano, R. (1996), “An affective events approach to job satisfaction”, in Staw, B.M. and Cummings, L.L. (Ed.), *Research in Organizational Behaviour*, Vol. 18, JAY Press, Greenwich, CT, pp. 1-74.

- Williams, L. J., & Anderson, S. E. 1991. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17: 601–617.
- Yen H. R .and Nieoff B. P. (2004), Organizational citizenship behaviors and organizational effectiveness: examining relationships in Taiwanese Banks, *Journal of Applied Social Psychology*, Vol.34 (8), pp.1617–1637
- Yoon M. H. and Suh J. (2003), ‘Organizational citizenship behaviours and service quality as external effectiveness of contact employees’, *Journal of Business Research*, Vol. 56(2003), pp.597-611.







• **What is your gender?**

Male ☐

Female ☐

• **How long have you been an employee of this organization?**

Less than 2 year ☐

2-5 years ☐

5-10 years ☐

More than 10 years ☐

**Using the scale in the table, rate your level of satisfaction with the following aspects of your job.**

| A        | JOB SATISFACTION                      |                      |               |                    |           |                |
|----------|---------------------------------------|----------------------|---------------|--------------------|-----------|----------------|
|          |                                       | 1                    | 2             | 3                  | 4         | 5              |
|          |                                       | Not satisfied at all | Not satisfied | Somewhat satisfied | satisfied | Very satisfied |
| <b>1</b> | <b>GENERAL WORKING CONDITIONS</b>     |                      |               |                    |           |                |
| 1.1      | Hours worked each week                |                      |               |                    |           |                |
| 1.2      | Flexibility in scheduling             |                      |               |                    |           |                |
| 1.3      | Amount of paid vacation/sick leave    |                      |               |                    |           |                |
|          |                                       |                      |               |                    |           |                |
| <b>2</b> | <b>PAY AND PROMOTION POTENTIAL</b>    |                      |               |                    |           |                |
| 2.1      | Salary                                |                      |               |                    |           |                |
| 2.2      | Opportunity for promotion             |                      |               |                    |           |                |
| 2.3      | Benefits (Health insurance, PPF etc.) |                      |               |                    |           |                |
| 2.4      | Job security                          |                      |               |                    |           |                |
| 2.5      | Recognition for work done             |                      |               |                    |           |                |
|          |                                       |                      |               |                    |           |                |
| <b>3</b> | <b>WORK RELATIONSHIPS</b>             |                      |               |                    |           |                |
| 3.1      | Relationship with co-workers          |                      |               |                    |           |                |
| 3.2      | Relationship with supervisors         |                      |               |                    |           |                |
| 3.3      | Relationship with immediate manager   |                      |               |                    |           |                |
|          |                                       |                      |               |                    |           |                |



|          |   |  |  |  |  |  |
|----------|---|--|--|--|--|--|
| <b>4</b> | <b>USE OF SKILLS AND ABILITY</b>                      |  |  |  |  |  |
| 4.1      | Opportunity to utilize your skills and talents        |  |  |  |  |  |
| 4.2      | Opportunity to learn new skills                       |  |  |  |  |  |
| 4.3      | Support for additional training and education         |  |  |  |  |  |
|          |   |  |  |  |  |  |
| <b>5</b> | <b>WORK ACTIVITIES</b>                                |  |  |  |  |  |
| 5.1      | Variety of job responsibilities                       |  |  |  |  |  |
| 5.2      | Degree of independence associated with your work role |  |  |  |  |  |
| 5.3      | Adequate opportunity for periodic changes in duties   |  |  |  |  |  |
|          |   |  |  |  |  |  |

Using the scale in the table, rate your level of agreement with the following statements about your job.

| <b>B</b> | <b>PERCEIVED ORGANIZATIONAL SUPPORT</b>                          |                          |                 |                       |              |                       |
|----------|--|--------------------------|-----------------|-----------------------|--------------|-----------------------|
|          |  | <b>1</b>                 | <b>2</b>        | <b>3</b>              | <b>4</b>     | <b>5</b>              |
|          |  | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Somewhat Agree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
| <b>1</b> | The organization values my contribution to its well being        |                          |                 |                       |              |                       |
| <b>2</b> | The organization will ignore any complaints from me              |                          |                 |                       |              |                       |
| <b>3</b> | The organization tries to make my job as interesting as possible |                          |                 |                       |              |                       |
| <b>4</b> | The organization really cares about my well being                |                          |                 |                       |              |                       |
| <b>5</b> | The organization fails to appreciate any extra effort from me    |                          |                 |                       |              |                       |
| <b>6</b> | Help is available from the hotel anytime I have a problem        |                          |                 |                       |              |                       |
|          |  |                          |                 |                       |              |                       |
| <b>C</b> | <b>SERVICE ENCOUNTER</b>   |                          |                 |                       |              |                       |
|          |  | <b>1</b>                 | <b>2</b>        | <b>3</b>              | <b>4</b>     | <b>5</b>              |
|          |  | <b>Strongly Disagree</b> | <b>Disagree</b> | <b>Somewhat Agree</b> | <b>Agree</b> | <b>Strongly Agree</b> |
| <b>1</b> | I am proud of the quality of service                             |                          |                 |                       |              |                       |

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
|   | provided in the hotel to guests                                 |  |  |  |  |  |
| 2 | Guests show appreciation for my work                            |  |  |  |  |  |
| 3 | I look forward to meeting guests everyday                       |  |  |  |  |  |
| 4 | Contact with guests energize me to go the extra mile in my duty |  |  |  |  |  |
| 5 | I experience identification and affinity with guests            |  |  |  |  |  |
|   |   |  |  |  |  |  |

KNUST



## APPENDIX II

### ASSESSMENT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

#### HOTEL MANAGEMENT AND SUPERVISORS' IDI

##### Introduction

*Hello, my name is Asiwome Biekro, a final year student of KNUST Business School offering Masters in Business Administration (Management and Organization Development). I am conducting a survey on Organizational Citizenship Behaviour in three hotels in the Greater Accra region of which your hotel is part.*

*Your participation is completely voluntary and you may withdraw from the study at any time, or decline to answer specific questions if you so desire without any penalty. The interview should take about 15 minutes. Thank you very much*

I have read the information on the study or it has been read and explained to me in a language that I understand. I was given the opportunity to ask questions about the study. I am satisfied with the responses given.

I have agreed to participate in this study with the understanding that my responses to these questions will not affect me any way and that my responses to these questions will not be traceable to me. I can decline at any point in the interview or answer any of the questions am not comfortable with.

**Signature of Respondent** \_\_\_\_\_

**Date**(\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_)

- Are all your junior staff required to contribute equally in accomplishing tasks
- When it comes to accomplishing tasks, do some of them contribute more in terms of performance? (towards guests, coworkers and superiors)
- If yes, how do they get tasks accomplished given their varying levels of contribution?
- In your view, are those who contribute more aware that they do so? Do they complain?
- Do they get any reward or recognition for doing so?
- Is there any part of your performance evaluation questionnaire that caters for OCBs?
- Are you influenced in anyway by the 'extra mile' behaviour of an employee when assessing his/her performance