

THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PRODUCTIVITY IN STAR RATED HOTELS IN KENYA

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ABSTRACT: *This study aimed at assessing organizational citizenship behavior on employee productivity in star-rated hotels in Kenya. The target population was 4725 employees, and the sample size was 214 employees. Explanatory design was employed. Stratified sampling was used to select departments, and simple random sampling to select respondents. Structured questionnaires were used to collect data, which was analyzed using Bias corrected Bootstrapping method, of Structural Equation modeling. The study established a significant effect of organizational citizenship behavior on employee productivity.*

KEYWORDS: Organizational citizenship behavior, employee productivity, star-rated hotels

INTRODUCTION

Employee productivity is of high relevance for organizations and individuals alike. The Hotel Industry has contributed to a large extent towards the overall economic development worldwide. In today's economies, a lot of businesses have shifted from manufacturing to services economies. The industry is thus dependent upon the efficiency and performance of the work-force, which is the main source of achieving and retaining competitive edge over competitors (Keratepe & Sokman, 2006). With the increase in competition among companies, managers realized the importance of employees' performance at work so as to strive in globally. This is because the ultimate profitability of the organization depends on the increase in performance of the employees, (Zahargier, 2011). More real income can be attained if Employee Productivity is taken as an important practice. This means that the firm can meet its (perhaps growing) obligations to suppliers, customers, shareholders, workers, and governments (taxes and regulation), and still remain competitive or even improve its competitiveness in the market place (Chen, Hannon, Laing, Kohn, Clark, Pritchard & Harris, 2015). As a result, lower unit cost is achieved from high productivity levels, and this is why Onyije (2015) terms productivity as one of the major drivers of success in the organization.

As Kenya focuses to be industrialized by the year 2030, the hotel industry is one of the sectors that will contribute greatly to industrialization (Schulz, 2012). The employees in the hotel industry are faced with heavy working conditions and they have to work with customers who are demanding and difficult, (Keratepe & Aleshinloye, 2009). Since the hotel industry in Kenya is facing these

challenges which affect employee performance, the industry needs to come up with strategies that will improve employee performance, hence improve productivity in hotels.

Ahmed (2011), in his study, found that effective functioning and productivity of organizations is promoted by Organizational Citizenship Behavior (OCB), which is a work-related behavior that is discretionary, and not related to the formal organizational reward system. Lee and Allen, (2002) also refers OCB as the behavior that contributes indirectly to organizational effectiveness, which is beneficial to specific individuals within an organization. Organ, (1997), who is the author of OCB, conceptualized it as synonymous with the concept of contextual performance, and defined it as 'performance that supports the social and psychological environment, in which task performance takes place'. This has continued to be a popular way of conceptualizing OCB, as going 'the extra mile' or 'above and beyond' to help fellow employees at work. Van Scotter, Motowidlo and Cross, (2000), acknowledged the fact that employees do get recognized and rewarded for engaging in OCB, giving a more understanding of OCB.

Podsakoff, N., Whiting, Podsakoff, P., and Blume, (2009), found the effects on employee performance as twofold. Firstly, managers rated workers who engage in OCB with better performance. This could be because employees who engage in OCB are simply liked more and perceived more favorably. It could also be due to more work-related reasons such as the manager's belief that OCB plays a significant role in the organization's overall success, or perception of OCB as a form of employee commitment due to its voluntary nature (Organ *et al.*, 2006). The second effect is that a better performance rating is linked to gaining rewards (Podsakoff *et al.*, 2009) such as work-related benefits, pay increments, promotions or bonuses.

LITERATURE REVIEW

Employee Productivity

For a workforce to have productivity, there are simple factors that need to be followed. First, employees need to feel that they are not just workers in the organization, but part and parcel of the company (Skare, Kostelic & Jozicic, 2013). One way of motivating the employees is by giving shares and incentives. It will make them work harder and produce quality work. They will increase their creativity levels and will develop new ideas on how to make the business grow. This will make productivity at the workplace increase. Secondly, the management and the employees need to relate professionally, observing respect amongst themselves, (Cording, Harrison, Hoskisson & Jonsen, 2014). This merging together will qualify them more so as to satisfy customer needs. (Terry, Myster, Davis & Wegleitner, 2014). Since the customer is always king, and the happier they are, the more the organization gets productive. Therefore, the organization should strive to satisfy the employees, customers and management, so that the organization can be more productive and grow. This is also achieved by the organization utilizing the capacity of the human resource for more productivity. As a result, employees will be happier and healthier, which will result to a productive company. For a business to succeed in business, it has to concentrate on productivity in the workplace. (Ajala, 2012). This is what any successful business strives to achieve.

Antecedents of Organizational Citizenship Behavior influencing Employee Productivity

Altruism is accounted as one of the significant antecedents of Organizational Citizenship Behavior, in the hotel industry. As Pare' and Tremblay (2000) explains, an employee's interest for his/her

work environment will practice behaviors like, helping others to have heavy workloads, helping a colleague who has been absent from work, being mindful of how one's own behavior affects others' jobs, and providing help and support to new employees. When employees have socially driven values that emphasize the group over individual concerns, they are likely to encourage altruistic behaviors benefiting the group. As Vieten, Amorok, & Schlitz, (2006) found, a natural consequence of experiences of interconnection and oneness may result to altruism and compassion. In addition to being altruistic, Robbins (2000) stated that an increase in job productivity will be achieved from friendly and supportive co-workers. Employees enjoy considerate, honest, fair and competent supervisors. They also want to participate in decision making and be recognized and rewarded for good productivity. Although there may be some exceptions such as individual differences, participative decision making leads to increased job satisfaction, which results to productivity, (Robbins, 2000).

Courtesy is another antecedent of OCB that can be used in the hotel industry to improve productivity. As Foote, (2005) asserts, intergroup conflict is avoided by courteous employees who avoid creating problems for co-workers, thereby reducing managers time of handling crisis management, thus improving productivity. Some examples of courtesy that can be used in the hotel industry that will improve productivity are referring to people who will be possibly influenced by one's acts, being sensitive to the claims of others on commonly used organizational resources, and using advance notice proactively, (Chen, 2003).

Podsakoff et.al (2000) suggested that employees displaying sportsmanship, (which is another antecedent of OCB), were willing to sacrifice their personal interest for the good of the work group, were maintaining a positive attitude and were enduring personal inconveniences without complaint in order to conserve organizational resources, thus improving job productivity. Organ et al. (2006) further argued that productivity will be improved when employee's abide with the organization even if they do not like or agree with the changes that are occurring. By reducing the amount of complaints from employees that administrators have to deal with, sportsmanship conserves time and energy, which can be used to do activities that improve productivity.

Baker (2005) explains Civic Virtue (another antecedent of OCB) as a responsible and constructive involvement in the political processes of the organization thus improving job performance. This behavior monitors organization's environment for threats and opportunities, shows willingness to participate actively in managerial events, and looks out for organization's best interest. As Podsakoff et. al., (2000) asserts, employee performance is improved by these behaviors that reflect an employee's recognition of being part of the organization.

Conscientiousness (the last antecedent of OCB) is a discretionary behavior that goes well beyond the minimum role requirement level of the organization, such as not taking extra breaks, working extra-long days and obeying rules and regulations. More conscientiousness from an employee will lead to high job performance by employees being more responsible and requiring less supervision, (Borman, 2001).

Organizational Citizenship Behavior and Employee Productivity.

Although OCB is not compensated by the organization, it can be beneficial to the organization by contributing to productivity (Hackett, Farh, Song, and Lapierre, (2003). Coyle-Shapiro et al. (2004), reported that for an organization or a group to be successful, OCB can be used as a vital factor. It is difficult for a business to anticipate and state in a job description all the business activities required for an organization to be successful. Henry (2007) further asserted that, OCB's founding work is that these behaviors are often internally motivated, and arises from competence, belonging or affiliation and individual's intrinsic need for a sense of achievement. Ahmed (2011), in his study, asserts that OCB is related to work behavior that is discretionary, unrelated to the formal organizational remuneration system, and, in essence, promotes the productivity and the effective functioning of the organization. Additionally the performance indicators required by an organization in a formal job description have been extended by OCB. Moreover, the promotion of the welfare of co-workers, work groups, and/or the organization is reflected by those actions performed by employees that surpass the minimum role requirements expected by the organization, which is OCB, Keratepe and Sokman, (2006). Keratepe, (2013), in his study on frontline employees in the hotel industry, suggested that management needs to make sure that frontline employees fulfill their requirements of the job based on job description and go beyond and above the formal role requirements, to meet and exceed customer expectation.

There are twofold effects on employee performance. Managers tend to give better performance rating to workers who engage in OCB (Podsakoff et al., 2009). This could be for the reason that employees who engage in OCB are perceived more favorably and are liked more. Another reason could be that managers could also be having a belief that OCB plays a significant role in the success of the organization, or perceive OCB as a commitment by employees who do voluntary work (Organ et al., 2006). Another effect is that a better rating of performance is linked to (Podsakoff et al., 2009) gaining rewards such as pay rise, promotions, getting bonuses, benefits that are work-related.

RESEARCH METHODOLOGY

The study was conducted on 30 hotels in Nairobi, Kenya, ranging from '2' star to '5' star hotels. Explanatory research design was adopted. The target population was 4725 employees. The sample size comprised of 214 employees who were sampled using stratified and simple random sampling techniques. The strata were the departments in the hotels, and lottery method was used to select the respondents. Questionnaires on a 5 point likert scale were used to collect information from the respondents. Confirmatory factor analysis was conducted to test validity of the proposed measurement model. Reliability was tested using Cronbach's alpha at a significance of 0.7. Analysis of Moment of Structure (AMOS) was used to analyze the data using Bias Corrected Bootstrapping of Structural Equation Modeling.

Measurement of Variables

According to Luarm and Lin, (2005), content validity of the scale used is enhanced by adopting measurement items from prior researchers. In this study, the Organizational Citizenship Behavior

survey items were adopted and modified from Podsakof, (1990), and Employee Productivity measurements were derived from Babin and Boles (1998), and Keratepe and Kilic, (2007). Cronbach alpha (α) coefficient test of reliability was calculated based on a threshold of at least 0.7. The results on Organizational Citizenship Behavior were altruism 0.9, courtesy 0.8, civic virtue 0.8, sportsmanship 0.8 and conscientiousness 0.9. A result on Employee Productivity was 0.9. All the results were above the threshold of 0.7, meaning the indicators used to measure Organizational Citizenship Behavior and Employee Productivity were adequate and strong.

Table 1: Indicators of Organizational Citizenship Behavior and Employee Productivity

	Loadings	KMO	CV	Cronbach's Alpha
Altruism		0.842	65.293	0.959
I help co-workers learn new skills	0.621			
I help new employees get oriented to the job	0.852			
I offer suggestions to improve how work is done	0.865			
I talk to other employees before taking actions that might affect them	0.857			
I help out other team-mates if someone falls behind in his/her duties	0.819			
Courtesy		0.808	56.615	0.883
I try to act like a peacemaker when other teammates have disagreements.	0.8			
I take steps to try to prevent problems with other teammates.	0.712			
I willingly give my time to teammates who have conflicts at work,	0.803			
I discuss with other teammates before initiating actions that might affect them.	0.723			
I lend a compassionate ear when someone has a personal problem	0.71			
I take a step to try to solve problems between supervisors and my colleagues	0.76			
Civic virtue		0.804	79.315	0.881
I attend work-related information sessions.	0.996			
I attend and participate in meetings.	0.872			
I make suggestions for improving the company's policies and practices.	0.834			
I volunteer to participate in committees during my own time	0.509			
I give new ideas for the benefit of the company	0.643			
I say good things about my employer in front of others	1.039			
Sportsmanship		0.596	51.984	0.811
I try to ignore rumors and speculation	0.859			

I will do what is right despite gossips from other employees	0.803			
I keep minor complaints to myself.	0.708			
I change vacation schedule, work days, or shifts to accommodate co-worker's needs	0.805			
Conscientiousness		0.724	49.404	0.901
I obey rules and regulations of the organization	0.569			
I give up mealtimes and other breaks to complete work	0.75			
I volunteer to work at after-hour or out-of-town-events	0.704			
I come early to work or I stay late without pay to complete a task	0.678			
I do not take unnecessary breaks from work	0.792			
Source: Modified from Podaskof (1990)				
Employee Productivity		0.652	45.474	0.9
I am able to achieve the target of production as set by the company	0.695			
I am able to produce high quality products and services according to the company standards	0.797			
I report to work on time as specified by the company	0.796			
I am always careful to do the right thing while doing my job	0.696			
Customers always complain about the services offered	dropped			
Source: Modified from Babin and Boles, (1998), Keratepe and Kilic (2007)				

FINDINGS

The researcher used altruism, courtesy, sportsmanship, civic virtue and conscientiousness to measure organizational citizenship behavior. The standardized beta value show that an increase of organizational citizenship behavior by 1 unit increases employee productivity by .38, (β .38). Hypothesis testing predicted the significant influence of organizational citizenship behavior on employee productivity. The direct effect was computed using Bias Corrected-Confidence intervals. Then regression weights findings showed that employee productivity increased by .353 for each unit increase in organizational citizenship behavior. This shows a significant influence, meaning that we accept the hypothesis.

Table 2: Regression Weights: Relationship between OCB and EP

			Estimate	S.E.	C.R.	P
EP	<---	OCB	0.353	0.075	4.684	***

CONCLUSION AND IMPLICATION

Findings of this study show that organizational citizenship behavior exhibited by employees improve employee productivity. The results corroborate findings by Hackett *et al.*, (2003) that although OCB is not compensated by the organization, it can be beneficial to the organization by contributing to

productivity. Further results by Coyle-Shapiro *et al.* (2004), reported that for an organization or a group to be successful, OCB can be used as a vital factor. It is difficult for a business to anticipate and state in a job description all the business activities required for an organization to be successful. Henry (2007) further asserted that, OCB's founding work is that these behaviors are often internally motivated, and arises from competence, belonging or affiliation and individual's intrinsic need for a sense of achievement. Further results by Ahmed, (2011) asserts that OCB is related to work behavior that is discretionary, unrelated to the formal organizational remuneration system, and, in essence, promote the productivity and the effective functioning of the organization.

Therefore, the organization needs to promote the welfare of co-workers and work groups so that they can surpass the minimum role required and expected by the organization. Managers need to give a better performance rating to workers who engage in OCB, for example award pay rise, promotions and give bonuses. This will be a motivating factor for employees to exhibit more OCB. The management will do this for the reason that they recognize the importance of OCB to play an important role in the success of the organization. This agrees with recommendations by Podsakoff *et al.* (2009) that management needs to compensate employees who give an extra role performance to the organization.

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