

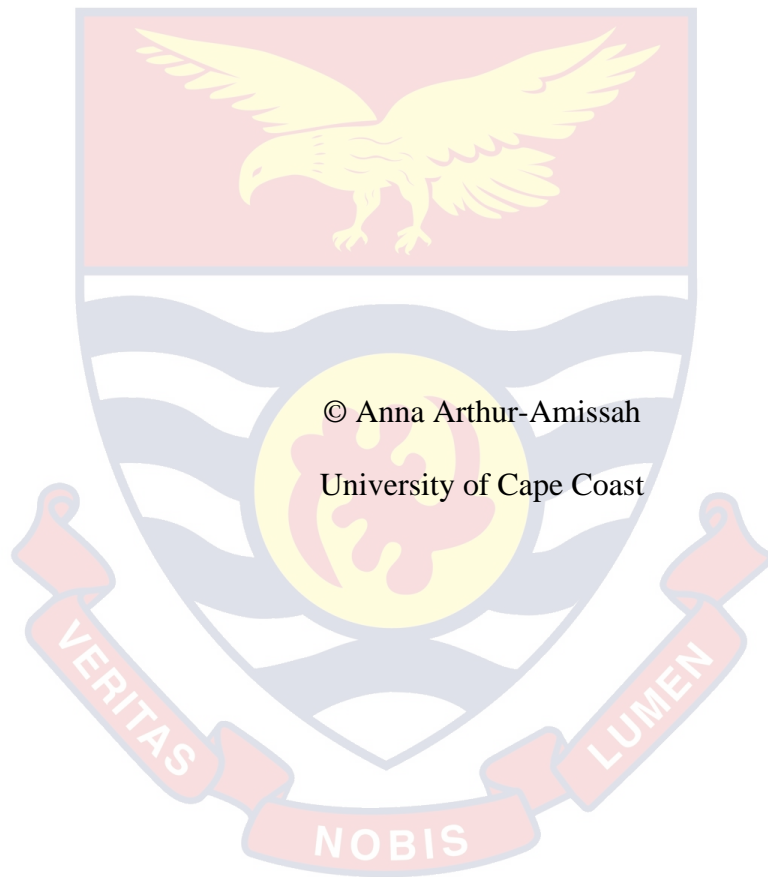
UNIVERSITY OF CAPE COAST

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF EMPLOYEES IN  
STAR RATED HOTELS WITHIN THE CENTRAL REGION



ANNA ARTHUR-AMISSAH

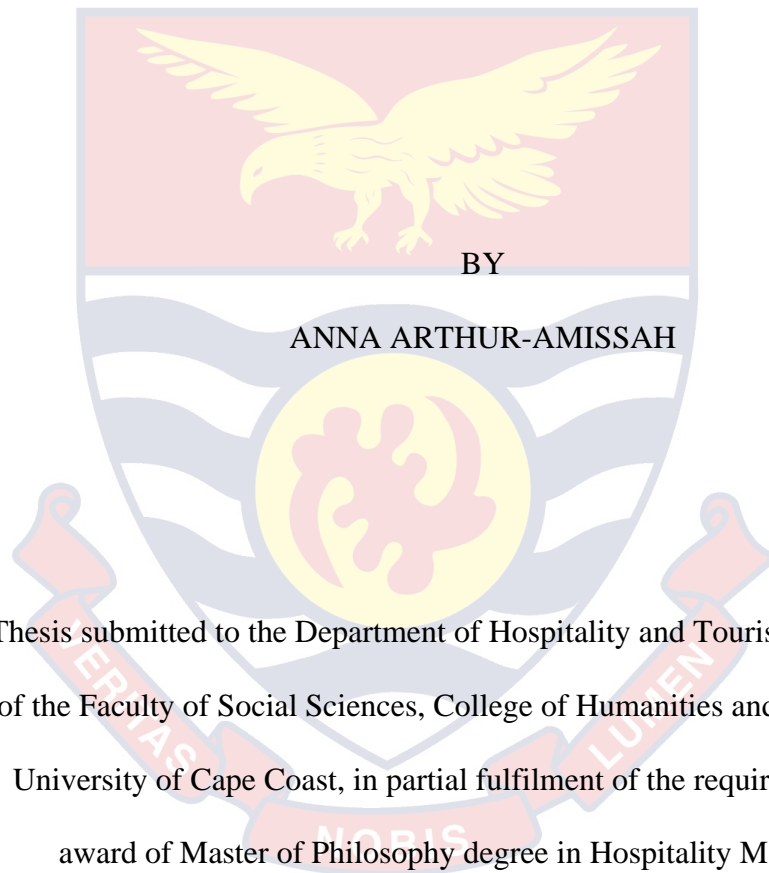
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This thesis submitted to the Department of Hospitality and Tourism Management of the Faculty of Social Sciences, College of Humanities and Legal Studies, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Philosophy degree in Hospitality Management

OCTOBER 2018

## DECLARATION

### Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Name: Anna Arthur-Amissah

Signature:..... Date:.....

### Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Name: Professor Paul Ankomah

Signature: ..... Date: .....

Co-Supervisor's Name: Mrs. Evelyn Addison - Akotoye

Signature: ..... Date: .....

## ABSTRACT

Rapid competition in the hotel sector due to globalization, development of e-commerce, new technologies and falling costs of travel place constant pressure on management in response to rapid changes in the market. The encouragement of citizenship behaviours of employees that go beyond job duties and contribute to the overall performance of a hotel cannot be over emphasized. The growing interest in the concept of organizational citizenship behaviour indicates the recognition and importance to both industry and academia. This study investigated the nature of organizational citizenship behaviour among employees in star rated hotels in the Central Region with focus on its practices, antecedents and perceived costs associated with it. Data was analysed using descriptive statistics, exploratory factor analysis, one-way analysis of variance (ANOVA), independent samples t-test and multiple regression. The results indicated that employees do engage in altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Among the antecedents given, trust in supervisor, leadership and personality emerged as the significant determinants of the respondents' OCB practices. The study also showed that organizational citizenship behaviour has some negative effects associated with it. Practices like altruism and conscientiousness had a negative impact on employees as it spelt out extra work load and job stress on employees. It is recommended that the hotel industry put in measures to encourage citizenship behaviours towards better performance and therefore a competitive advantage in the industry.

## ACKNOWLEDGEMENTS

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## DEDICATION

To my nephew, Nana Kweku Moses



## TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ACRONYMS	xii
CHAPTER ONE: INTRODUCTION	
Background of the Study	1
Statement of the Problem	4
Objectives of the Study	6
Research Questions	6
Significance of the Study	6
Scope and Delimitation	7
Definition of Terms	8
Organization of the Study	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	10
History and Nature of Organizational Citizenship Behaviour	10
Conceptualization of Organizational Citizenship Behaviour	12
Importance of Organizational Citizenship Behaviour	14
Dimensions of Organizational Citizenship Behaviour	16



Defining the Dimensions of Organizational Citizenship Behaviour	21
Antecedents of Organizational Citizenship Behaviour	21
Personality and Organizational Citizenship Behaviour	24
Fairness Perception and Organizational Citizenship Behaviour	26
Leadership and Organizational Citizenship Behaviour	28
Trust in the Supervisor and Organizational Citizenship Behaviour	31
Perceived Cost Associated with OCB to Employees	32
Theoretical Perspectives	34
Social Exchange Theory	38
Conceptual Framework	42
Summary	44
<b>CHAPTER THREE: METHODOLOGY</b>	
Introduction	45
Study Area	45
Study Design	48
Data and Sources	49
Target Population	49
Sample Size Determination	50
Sampling Procedure	50
Data Collection Instrument	51
Pre-testing of Instrument	52
Training of Field Assistants	52
Actual Fieldwork	52
Ethical Issues	53
Challenges during Fieldwork	54

Data Processing and Analysis	54
Reliability Analysis	55
Summary	56
CHAPTER FOUR: RESULTS AND DISCUSSION	
Introduction	57
Socio-Demographic Characteristics of Respondents	57
Job Roles of Respondents	60
Organizational Citizenship Behaviour Practices by Employees in Star Rated Hotels in the Central Region	61
Exploratory Factors Explaining Organizational Citizenship Behaviour Dimensions of Employees within Star Rated Hotels in the Central Region	65
Organizational Citizenship Behaviour Practices by Socio-demographic Characteristics of Respondents	70
Factors Influencing Organizational Citizenship Behaviour Practices of Employees in Star Rated Hotels within Central Region	76
Perceived Cost of Organizational Citizenship Behaviour to Employees in Star Rated Hotels in the Central Region	78
Summary	82
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	83
Summary of Thesis	83
Summary of Main Findings	84
Conclusions	85
Recommendations	86

Suggestions for Further Studies	87
REFERENCES	88
APPENDIX	111



## LIST OF TABLES

Table	Page
1 Dimensions of OCB from Various Studies and Similarities among them	20
2 Central Region star rated hotels and sample size	50
3 Cronbach's Alpha	56
4 Socio-Demographic Characteristics and Job Roles of Respondents (N = 161)	58
5 Organizational Citizenship Behaviour Practices among Employees in Star Rated Hotels	63
6 Exploratory Factors Explaining Organizational Citizenship Behaviour Practices of Employees in Star Rated Hotels within the Central Region. (N = 161)	66
7 Socio-Demographic Characteristics and Job Role by Organizational Citizenship Behaviour	73
8 Factors Influencing Organizational Citizenship Behaviour Practices of Employees in Star Rated Hotels within Central Region	78
9 Perceived Cost of OCB to Employees in Star Rated Hotels in the Central Region	79

## LIST OF FIGURES

Figure		Page
1	Predicted relationships between interactional justice, potential mediator, and organisational citizenship behaviour	42
2	Conceptual framework of Organizational Citizenship Behaviour of employees in star rated Hotels in the Central Region	43
3	Map of Study Area	46



## LIST OF ACRONYMS

ANOVA	Analysis of Variance
OCB	Organizational Citizenship Behaviour
UCC	University of Cape Coast
UNWTO	United Nations World Tourism Organization
GTA	Ghana Tourism Authority
GBN	Ghana Business News
SPSS	Statistical Product for Service Solution



## CHAPTER ONE

### INTRODUCTION

#### Background of the Study

One of the fastest growing industries worldwide is the hospitality industry. It accounts for more than one third of the total global service trade (United Nations World Tourism Organization, 2018) and is closely linked to the tourism industry. In 2012, international tourist arrival increased by four percent resulting in increase in the demand for essentials like accommodation (UNWTO, 2018). Buoyed by an upsurge of globalization, development of e-commerce, new technologies and falling costs of travel, the sector has experienced the entry and tremendous expansion of international hotel chains worldwide.

This global growth of the hotel industry implies stronger competition between local brands with other global brands. The ability to continuously satisfy and gain a competitive edge in the industry depends on the ability to acknowledge and manage customers of diverse cultures (Kandampulley, Mok & Sparks, 2001). This means that there is the need to understand and be able to work with individuals with different needs, from different countries and different cultures in order to better accommodate and satisfy needs. More characteristic of the hospitality industry is different customer groups, characteristics and cultures which is one of the determining factors of the business environment. These differences are attributed to the diverse customer base (foreign customers) compared to other service industries (Chiang & Hsieh, 2012). There is, therefore, the pressure of more service professionalism with increased competition (Bienstock, Demoranville & Smith, 2003).

Consequently, service performance must be a priority if business objectives are to be achieved and competitive advantage and efficiency maintained (Karatepe & Sokmen, 2006). An effective combination of management strategies and active quality human capital afford organizations the capacity to compete on the global market (Turek & Wojtczuk-Turek 2015).

Much as management strategies will be put in place to enable competition internationally, there is also the need to consider trends and developments. Changing consumer preferences and tastes, new lifestyle choices and demographic shifts, creates a need to rather understand the sensitivity of the guest (Testa & Sipe, 2012; Chiang and Hsieh 2012). This require that employees go beyond and above their normal job duties, sacrificing and applying diligence in order to satisfy the customer. It is also important for employees to be flexible in order to be helpful and supportive in areas like cooperating with colleagues, preventing unexpected incidents and paying extra attention to the organization in a way that enables the business to achieve its goals (Van Scotter, Motowidlo & Cross, 2000).

The encouragement of self-motivated behaviours outside the regular job functions has been known to improve employee performance in the hospitality industry (Podsakoff, Organ and Mackenzie, 2006). These self-motivated behaviours are referred to as organizational citizenship behaviour. Increasingly, employee performance is being seen as encompassing constructs such as organizational citizenship behaviour as it helps to encourage employees to apply their maximum knowledge, skill and abilities (Chelagat, Protus Kiprop & Kemboi 2015; Todd, 2003). It depicts innovative behaviours



that ensures speed, accuracy and completion of tasks which stimulate performance and guarantees customer service behaviours (Riley, Burman & Zalpin, 2009).

Organizational citizenship behaviour refers to behaviours that have positive effect on organizational development. They are the extra roles played by employees in the workplace that have positive impact on organizational performance (Chelagat et al., 2015; Borman, 2004). Some of the practices related to OCB identified in the literature include altruism, courtesy, cheerleading, civic virtue, conscientiousness and sportsmanship (Organ, 1990; Turnipseed & Rassuli 2005; Podsakoff & Mackenzie 2009).

OCB is voluntary and non – job position related which has a benefit for the organization and has been noted to have a significant influence on knowledge sharing among employees and job performance (Podsakoff & Mackenzie 2009; Purcell, Kinnie, Hutchinson, Rayton & Swart, 2003; Borman, 2004). A report by the Dogbevi (2017) indicated that the hotel sector in Ghana over the years has remained resilient despite recent global economic challenges. As part of the Ghanaian hospitality industry which is currently the 4<sup>th</sup> ranking for profitability in Africa, the hotel sector is set to lead the Ghanaian hospitality industry with the growing number of hotels and lodges of over 2,000 as at May, 2017. As the African continent has been an emerging market for foreign investments, there is an expectation of higher influx of foreign travelers within economies of which Ghana is no exception (Madison, 2018; GBN, 2017).

If the industry is to thrive, much will be expected from the employees working in the hotel with regards to their extra roles they play. Though other

management strategies can be put in place, it is important to capitalize on what is important and worth investing in. Evidence of studies indicate that employees are the most important asset of an organization and therefore focus must be on employees and their actions (Gabčanová, 2011).

The Central Region of Ghana with its history and tradition, draws more people for tourism as well as during periods like the festivals and celebrations. This exerts pressure on the hotels and in consequence, service requirements. It is therefore necessary to examine OCB within the industry in the Central Region of Ghana.

### **Statement of the Problem**

Many studies that have examined the antecedents of employee attitudes and organizational performance have usually theorized a direct positive relationship between these constructs. These are evident in the works of Chiang & Hsieh (2012) on perceived organizational support and job performance; Coaching, leadership and training for job satisfaction (Ozduran & Tanova, 2017) and organizational commitment (Wombacher & Felfe, 2017).

All these factors can be noted as external to the individual employee and internal to the organization. However, one area that must be taken into consideration in the hotel sector is the employee themselves as key players in their roles, due to the delicate nature of the sector (human touch, attentiveness, personalization of services, consistent changes in customer preferences (Chiang & Hsieh, 2012).

It is worth noting also that, there is a high level of interdependence among the roles in hospitality organizations and cooperative aid among

employees can result in quality service delivery. This observation has been supported by the studies of Stamper and Van Dyne, 2001 on work status and organizational citizenship behaviour. Consequently, OCB practices can be very valuable for the overall performance of an entire department climate (Özduran and Tanova 2017).

Though the concept of OCB has received attention extensively by way of research and practice, in developed destination and rapid growing economies like the United Kingdom and Malaysia, leading to the accumulation of a large body of knowledge, such cannot be said of emerging destinations such as Ghana. As such, the concept, in terms of its nature and how it manifests in the Hotel industry in emerging destinations such as Ghana specifically the Central Region is less researched into. This therefore creates a depth of understanding of the subject matter.

A study into the concept in the Central Region will establish the knowledge and purpose of voluntary acts of employees towards the performance of the Hotel at large. The Central Region has experienced the expansion of business operations of the telecommunication industry, banking sector, and other developmental projects of government such as the Marine Drive Tourism Investment Project (Boakye & Baisie, 2018). Aside that, the region has two of the most visited attractions in Ghana which falls within the tourism triangle of Ghana with Kakum National Park and Elmina Castle according to Boakye, 2012. It is assumed therefore that there will be the need for accommodation facilities and therefore the need to study into employee voluntary acts that contributes to hotels and service standards.

The aim of the current study is to investigate the nature of OCB of employees in star rated hotels within the Central Region. The survival of an organization is largely dependent on its ability to discern, understand and value its customers. Bartram (2004) agreed that competent employees are the core driving force and finest source of any organization in securing a competitive advantage.

### **Objectives of the Study**

The main objective of the study was to investigate the nature of OCB of employees in star rated hotels within the Central Region

Specifically, the study sought to:

1. explore OCB practices of employees in star rated hotels in the Central Region;
2. investigate the factors that best predict OCB practices of employees within star rated hotels in the Central Region;
3. explore the perceived cost associated with OCB to employees.

### **Research Questions**

1. What are the OCB practices among employees in star rated hotels in the Central Region?
2. What are the factors that best predict OCB practices of employees within star rated hotels in the Central Region?
3. What are the perceived costs associated with OCB to employees?

### **Significance of the Study**

This study aims at contributing to the limited literature on the role OCB plays in the hospitality industry of Ghana, specifically the Central

Region. The findings of this study will provide a better insight into human resource functions which are necessary for adoption for maximum employee performance contribution for future operations. It is also aimed at educating management of hotels on the exchange relationship that exist between the employees and their organizations, what pre-disposes them to engaging in OCB; the outcomes of their actions and how management can capitalize on these factors for the organization wide performance. It will then provide additional and valuable knowledge on the concepts related to OCB.

The Central Region with its number of star rated hotels also contribute to the overall performance of the hotel industry in Ghana with some being honoured by the Ghana Tourism Authority on various categories of Awards.

A study of organizational citizenship behaviour within hotels in the Region will help to draw a clearer line between employees in role and extra role behaviours that pushes the performance of these hotels. Employees' individual attitudes and disposition affect the performance of their organization and these performances encompasses both behaviors and results which can be judged in their own rights (Koster & Sanders, 2006; Voelpel, Leibold and Tekie, 2005).

The knowledge obtained from this study may then be a reference point during employee appraisals to depict the individual contributions of each employees towards the bigger organizational goals and objectives.

### **Scope and Delimitation**

The study focussed on star rated hotels within the Central Region of Ghana which are essentially 1 to 3 star rated categories. Specifically, 4 (3 stars), 16 (2 stars) and 14 (1 star) hotels. Employees of these hotels may be given their job descriptions when they are employed however, some of the

acts they engage in may not necessarily be spelt out in their job descriptions but will contribute to the overall performance of the hotels within which they are employed. These acts are voluntary and sometimes go unnoticed however beneficial they may be.

The study did not consider other types of lodging operations like guest houses and budget hotels. The sample for the study was drawn from the hotel industry. Respondents from the industry were employees of the hotels in the study area. Employees responded to the questions in relation to the hotels within which they worked only. Their responses on questions raised on organizational citizenship behaviour are therefore limited to the study area only. Caution must therefore be taken in the generalisation of the findings.

### **Definition of Terms**

**Organizational citizenship behaviour:** Organ (1988) defines OCB as “behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient functioning of the organization” (Organ, 1988: 4).

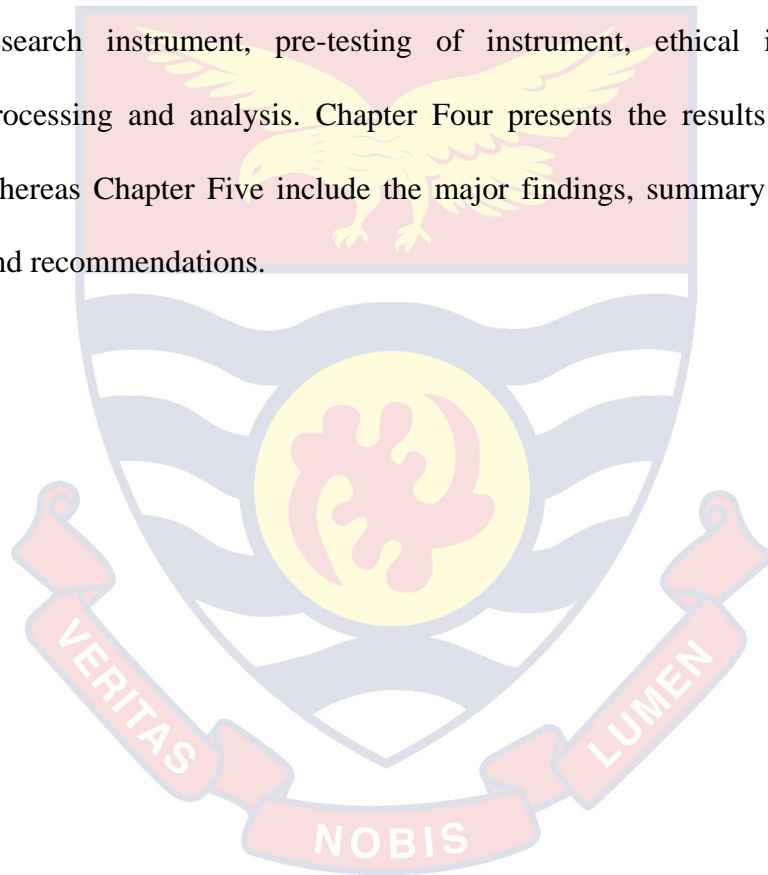
**In role behaviours:** In-role behaviours falls within the core work task of the individual employee necessary for the completion of work organizationally assigned. It therefore reflects in formal records like salary, performance ratings, records of absence and work delays (Williams & Anderson, 1991).

**Extra role behaviours:** Extra role behaviours are those which are not part of the individual’s core work tasks. They are discretionary and do not fall within the individual’s formal role (Williams & Anderson, 1991).



## Organization of the Study

The study is organized in five (5) chapters. The first chapter constitutes the background to the study, problem statement, and objectives of the study, research questions and significance of the study. Chapter Two comprises the literature review related to the study. The third chapter, Chapter Three talks about the methods employed for the study, specifically, the study area, study design, data and methods, target population, sample size, sampling procedure, research instrument, pre-testing of instrument, ethical issues and data processing and analysis. Chapter Four presents the results and discussions whereas Chapter Five include the major findings, summary and conclusions and recommendations.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter presents a synthesis of research that has been carried out on OCB of employees in hotels. Included in the chapter is a historical overview of OCB, dimensions or practices, the perspectives from different scholars, the antecedents of it, the perceived costs associated with it and the theoretical framework supported by literature review.

#### History and Nature of Organizational Citizenship Behaviour

In the early 1960s, the concept as it is known now as organizational citizenship behaviour was described as an autonomous work behaviour in the literature (Katz & Khan, 1966). OCB then became popular in the early 1980s in the description of employee behaviour within different organizations' social systems and was eminent in maintaining those systems.

The concept of OCB has become one of the most studied issues in organizational behaviour, drawing attention across various fields of study over the past two decades. Focus has been mainly on the antecedents of OCBs, the contribution to organizational effectiveness and its functionality, the dimensions and its nature (Bateman & Organ, 1983; Allen & Rush, 1998; Organ, 1988; Organ, Near and Smith, 1983). Its popularity has also been because of the growing importance of team-based work within organizations (LePine, Erez & Johnson, 2002).

Individual positive behaviours within teams are elements that enhance performance within that team. It is therefore important to every organization in



making positive impacts on the productivity of that organization (Turnipseed & Rassuli 2005; Poncheri, 2006; Williams & Anderson, 1991). Such behaviours involve helping or altruistic behaviours related to time and resource saving and proactive cooperation and assistance among co-workers.

The hospitality industry is characterised by interrelated departments, therefore, cohesiveness among employee groups and departments are very essential. It encourages effectiveness since there is no established strategy in anticipating the activities and or strategies essential for reaching objectives (Ebbekink, 2008). Individual positive behaviours within a group mean better coordination, discipline, effectiveness and better application of resources for production. It is therefore largely significant to employee roles and contribution on the macro level with issues of globalization and changing phases of organizations as well as on the micro level with respect to individual roles and contributions (Pickford & Joy, 2016).

Katz (1964) suggested three behaviours as crucial to achieving organizational effectiveness. These include; (1) employee willingness to remain with the organization, (2) employees' actions that surpass job description, and (3) employee proactive behaviour. He also made it apparent that only the third behaviour was not part of the employee's job role. It goes beyond to include cooperation among colleagues, self-improvement, and creating a positive organizational image. His argument assumed that an organization that depends solely on formal blue prints, structure and strict policies or prescribed behaviour is a fragile and unstable social system.

Barnard (1968) agreed that an organization's performance stronghold is the willingness of individuals to be innovative in contributing forces and

putting in extra roles. This then mean that employees put together their efforts and see first what their goals and visions are before their personal interest. Such acts of selflessness have been known and researched as OCB.

### **Conceptualization of Organizational Citizenship Behaviour**

OCB has been generally defined as individual discretionary actions by employees that are outside their formal job description. Organ and Bateman (1983) first defined OCB as discretionary workplace behaviours that exceed one's basic job requirements or go beyond the call of duty. Though positive and relevant to the organization, they do not lay claim to contractual recompense or cannot be enforced on the basis of formal role (Van Dyne, Graham, & Dienesch, 1994; Demers, 2009).

One of the arguments on the specificity of OCB looks at its conceptual boundaries as being an extra role behaviour. Specifically, when are those actions called extra roles and when they are deemed in - role behaviours – where one ends and the other begins (Morrison, 1994). Out of the three behaviours noted by Katz (1964); (1) employee willingness to remain with the organization, (2) employees' actions that surpass job description, and (3) employee proactive behaviour, only the third is reflective of an extra role. The extra role behaviours are those which are not part of the individual's core work tasks. They are discretionary and do not fall within the individual's formal role. Moreover, due to its nature of voluntarism, they are not enforceable by the laws and policies of the organization and hence not explicitly recognized by the formal systems. On the other hand, in-role falls within the core work task of the individual employee. In role behaviour is necessary for the completion of work organizationally assigned and reflects in

formal records like the individual's salary, the performance ratings, records of absence and work delays (Williams & Anderson, 1991).

The nature of the extra role most importantly has a positive effect on the organization. It is important to note that these behaviours are categorized into two (2); inclined towards the organization or towards individuals (Wombachera & Felfe, 2017). Seeking permission in advance from supervisors by employees will be an organizational citizenship behaviour inclined towards the organization whereas assisting a colleague worker complete work tasks will be towards an individual within the organization.

At the organizational level, OCB is examined as a group concept given its cumulative effect. This implies that while individuals perform OCB, its resultant effects are more likely noticed at the group or macro level. A single occurrence of OCB is usually seen as trivial. Nevertheless, much of the studies conducted in recent years have focused on the individual acts of OCB. The extra role or behaviours associated with OCB go beyond an employees' job description and have a positive effect on an organization's long-term performance (Poncheri, 2006).

Currently, organizations are moving more towards team-based structures and team commitment, encouraging group-oriented behaviour and team effectiveness which is relevant to the organization (Galletta, Portoghese, Coppola, Finco, & Campagna, 2014; Ganesh & Gupta, 2015). Team members who are conscious of their co-worker's work difficulties and offer a helping hand can decrease inter-group conflicts and promote better cohesion for effectiveness. Moreover, individual strengths and positive attitude within a team rubs off on other team members (Riketta & van Dick, 2005; Redman &

Snape, 2005). Having workers highly engaged in OCB may improve managers' efficiency by allowing them to devote a greater part of their time to strategic planning matters (Turnipseed & Rassuli, 2005).

Organ (1988) further noted that OCB is motivated by an individual's intrinsic need for achievement, competence and affiliation. Performing extra duties without complaint, punctuality, working overtime, volunteering to help others and conserving resource are among some of the practices of OCB (Turnipseed & Rassuli, 2005). Based on the nature of OCB as an extra role Organ and Bateman (1983) formally defined OCB as a discretionary individual behaviour which is not specifically captured by the formal reward system but its accumulation results in the effective functioning of the organization that enables it (Organ & Bateman, 1983; Organ, Podsakoff, & MacKenzie, 2006).

### **Importance of Organizational Citizenship Behaviour**

There has been a growing interest in OCB in the hospitality industry (Paraskevas, 2001; Torres and Kline, 2013). Generally, important constructs that have come up include organizational commitment and loyalty, individual innovativeness and initiative, self-development, civic virtue, helping, compliance dimension; contributing to work team/organization (Podsakoff et al., 2006).

These characteristics when exhibited by employees enable managers to concentrate on other areas of concern to improve on the overall performance of the organization as there is little supervision to be done within the work group (Podsakoff et al, 2000; Turnipseed & Rassuli, 2005). With current changes in market trends in the hospitality industry, management tend to

appreciate employees who are willing and able to go above and beyond their work duties to meet the customer at their point of need. The helping behaviour dimension of OCB for instance brings about innovative behaviour within the work environment in the hospitality industry (Danaei & Iranbakhsh, 2016; Chen & Elston, 2013; Organ, 1988)

Essential to the hospitality industry, OCB contributes to value added products and services with customer preferences and satisfaction (Wong & Ladkin, 2008). Such workers involved in OCB make meaningful contributions through their actions for successful change regardless of formal job requirements (Somech & Drach-Zahavy, 2004). However, according to Tanaka (2004), OCB is likely to not take place in a performance – based pay system. This is because employees tend to focus on their performance and the associated rewards.

Several studies show that OCB is positively related to productivity, efficiency, and customer satisfaction. These studies also indicate that OCB is an attribute of good job performance evaluation (Podsakoff, Whiting, & Blume, 2009; Turnipseed & Rassuli, 2005). Further evidence of the positive accumulated results of OCB was obtained in a study of a sample of food service employees. Walz and Niehoff (1996) reported that OCBs accounted for 15% of the variance in operating efficiency, 37% of the variance in customer complaints, 39% of the variance in customer satisfaction, and 20% of the variance in the quality of employee performance. In the hospitality industry, employees' extra role behaviour provides support for their work places with actions consistent with feelings of recognition by the organization (Magnini et al., 2013).

Thus, when taken together, the emerging evidence seems to provide support for the view that OCBs are correlated with organizational (departmental or unit) success. OCB has proven to be an important predictor of achievement of organizational goals and performance (Podsakoff et al., 2009). The widely accepted findings among contemporary organizational behaviour theorists is that organizational citizenship behaviours have an accumulative positive effect on organizational functioning (Wagner & Rush, 2000). Its evidence is shown in organizational effectiveness when aggregated over time and people (Tanaka, 2013).

### **Dimensions of Organizational Citizenship Behaviour**

Generally, OCB dimensions have been classified into helping behaviours and other behaviours. Most of the studies examining the structure of OCB agree that it is a multidimensional concept (Podsakoff, MacKenzie, Moorman, and Fetter, 1990). However, it is important to note OCB can be seen from two points of view; OCB – O; towards the organization and OCB-I; towards the individual employee (Williams & Anderson, 1991). The first description of the dimensions of OCB was made by Organ, Smith and Near in 1983. According to them, OCB had only two dimensions; altruism and generalized compliance. Altruism being a helping behaviour and generalized compliance which was more of an act of doing things the right and proper way and not directed at individuals but the organization.

Organ et al., (1983)'s study supported the categorization of altruism, courtesy, cheerleading and peacekeeping as a single helping behaviour dimension. His argument was centred on the premise that all these dimensions involved a level of helping. Altruism dealt with acts such as helping a



colleague get a job done; courtesy is the action taken by one team member to prevent work related problems; the act of cheerleading involves encouraging a co-worker who is discouraged about his or her accomplishments or professional development. All these are directed towards the individual employee although its resultant impact is effectiveness on organization wide performance.

Podsakoff and Mackenzie (1994) however emphasized the difficulty in establishing a fine line among these behaviours as some had similarities. Their observation was that management of organizations bundle up some of these variables to mean a single helping behaviour dimension. Subsequently, Organ (2016) further identified altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness as more behaviours that fall within the category of OCB, breaking away from the broad categorization of generalized compliance and altruism to develop variables which were meaningful.

Other categorizations given by other researchers included conscientiousness, interpersonal help, concentration on the job, supporting the organization and cleanliness (Tanaka, 2004). Loyalty, dutifulness, participation, attention, courtesy, sacrifice and sportsmanship were also given by (Bolino et al., 2003). Graham (1991) listed three broad categories of behaviours that fall within OCB. He focused less on the themes of the helping behaviours associated with OCB according to Organ (1988) and instead examined organizational compliance, organizational loyalty and institutional partnerships. Organizational compliance involves acts such as respecting the

organizational rules, principles and values and being mindful of the resources of the organization in task performance.

This supported the categorization of Bolino et al (2003) of dutifulness and attentiveness and Tanaka's conscientiousness, concentration on the job and supporting the organization.

Organizational loyalty deals with the individual loyalty to their organization. It represents the dedication of employees in the organization to defend the interests of the organization and this supported some of the categorization of Organ, Podsakoff, Bolino and Tanaka.

Compliance encompassed all acts of obedience and involvement such as attending meetings and being aware of current issues of the organization (Appelbaum, Bartolomucci, Beaumier, Boulanger, Corrigan, Dore, Girard & Serroni, 2004). This supported the original categorization of Organ of OCB as being altruism and generalized compliance. Podsakoff, Organ and Mackenzie, (2006) reiterated the inherent help-oriented dimension within the three dimensions given by Graham (1991); organizational compliance, organizational loyalty and institutional partnerships.

Subsequent studies by Podsakoff, Organ and Mackenzie (2006) enlisted 40 more types of behavioural patterns around generalized compliance and helping behaviour in much of the literature as OCB. These were rearranged and structured to have seven broad dimensions of OCB.

- i. Helping dimension; acting to help a specific individual or a colleague contributing to work team/organization
- ii. Sportsmanship dimension; choosing to not protest unfairness or show dissatisfaction



- iii. Civic virtue dimension; readiness to participate responsibly and constructively in the political and governing process of the organization
- iv. Organizational loyalty dimension; showing pride in ones' organization to people who are not members of that organization
- v. Self-development dimension; taking autonomous steps to expand ones' skills and abilities pertaining to their work
- vi. Individual initiative dimension; behaviours that go beyond what is necessary to avoid problems

Much of literature covers common themes and meanings within the dimensions and or categorization of OCB. Table 1 below shows the similarities in the study of the various dimensions studied across literature.

Based on Organ's (1988) definition, OCB must be discretionary; not an enforceable requirement of the role or the job description in clear and specified terms of the person's employment contract with an organization, not explicitly recognized by the formal reward system but promotes the effective functioning of the organization. Therefore, five types of factors are important in organizational effectiveness. They are altruism, civic virtue, conscientiousness, sportsmanship and courtesy and these have been applied in various OCB studies over the past decades.

**Table 1: Dimensions of OCB from Various Studies and Similarities among them**

STUDIES	DIMENSION OF OCB	SIMILARITIES WITH OTHER STUDIES
Organ, Smith and Near, (1983)	Altruism/ Helping behaviour dimension ( <i>altruism, courtesy, cheerleading, and peacekeeping</i> ) Generalized Compliance.	Helping behaviour; Tanaka, 2004; Bolino et. al. 2003, Organ, 2016
(Tanaka, 2004).	Conscientiousness, Interpersonal Help, Concentration On The Job, Supporting The Organization, Cleanliness	Conscientiousness – Graham, 1991; Organ, 2016
Bolino, Turnley, Scott & Bloodgood. (2003).	Loyalty, Dutifulness, Participation, Attention, Courtesy, Sacrifice, Sportsmanship.	Courtesy, sportsmanship – Bolino et al. 2003, Organ (2016)
Graham (1991)	Organizational compliance, Organizational loyalty, Institutional partnerships.	Organizational compliance – Bolino et al. 2003 ( <i>dutifulness, attentiveness</i> ); Tanaka, 2004 ( <i>conscientiousness, concentration on the job, supporting the organization</i> ).
Organ (2016)	Atruism, Courtesy, Cheerleading, Peacekeeping, Sportsmanship, Civic virtue, Conscientiousness.	Graham, 1991; inherent helping behaviour
Podsakoff, Organ and Mackenzie (2006)	Helping dimension, Compliance dimension, Sportsmanship dimension, Civic virtue dimension, Organizational loyalty dimension, Self-development dimension, Individual initiative dimension	Helping dimension; Organ et. al. 1983; Organ, 2016

Source: Arthur-Amisah, (2018)

## Defining the Dimensions of Organizational Citizenship Behaviour

The dimensions defined below falls within various dimensions suggested through studies over time. Organ (1988) definition of OCB are considered to cover various dimensions important for organizational effectiveness.

- i. Altruism is the extra role behaviour aimed at assisting others.
- ii. Civic virtue involves individual's participation of affairs within the organization; raising concerns and expressing valuable opinions for the wellbeing of the organization
- iii. Conscientiousness deals with ones' dedication to doing things the proper way
- iv. Sportsmanship is employees' tendency to tolerate the condition which is the least condition for them, without complaining.
- v. Courtesy includes activities which help to avoid emergence of probable issues which is due to interaction with others (Mostabsary & Nejabaty, 2008; Rezaei Kelid Bari & Bagher Salimi, 2008; Eslami, 2009).

## Antecedents of Organizational Citizenship Behaviour

The act of OCB is proven to be dependent on several antecedents in the literature - organizational justice (Fassina, Jones & Uggerslev, 2008), management style (Organ, Podsakoff & MacKenzie, 2006), perceived fairness (Lapierre & Hackett, 2007; Organ & Ryan, 1995) and perceived organizational support (Chiang & Hsieh, 2012). Gore, Kiefner and Combs (2012) also mentioned OCB as being highly dependent on an individual's personality and conduct (Swaminathan & Jawahar, 2013; Gore et al., 2012).

It is worth noting that citizenship behaviours are usually predicated on positive attitudes or work environment. People will put up a positive productive behaviour when they have the inclination that there is a good working atmosphere with the organization or with a colleague. When it is directed towards an individual, such act as assisting co-workers with their job duties (altruism) or avoiding having problems with members of a work group is referred to as courtesy. If it is toward the organization, acts such as attending meetings on behalf of the organization results in civic virtue or complaining less or not at all about unfavourable circumstances within the organization (sportsmanship) (Lavelle, Brockner, Konovsky, Price, Henley, Taneja & Vinekar 2009; Olkkonen & Lipponen, 2006; Riketta & Van Dick, 2005).

Smith (1983) and Organ and Bateman (1983) were first to conduct research on the antecedents of organizational citizenship behaviour and found that job satisfaction was the best predictor of organizational citizenship behaviour. This was further supported by Organ and Ryan's (1995) study on employee job attitudes especially job satisfaction and organizational commitment in predicting OCB.

Organizational commitment relates to the strength of an individual's identification and involvement in a particular organization as characterized by a strong belief in and acceptance of the organization's goals and values. Values commitment along with readiness to exert considerable effort on behalf of the organization (Schappe, 1998; Ngunia, Slegers, & Denessen, 2006) was also pointed out to be another predictor of OCB.

A positive relationship between job satisfaction and organizational commitment was further reported in the studies of Shin and Reyes, 1995; Shann 1998 and Currivan, 1999. However, majority of the studies focused on job satisfaction as an antecedent to organizational commitment more than towards OCB (Shin & Reyes, 1995; Gaertner, 1999; Testa, 2001). The argument however is that these factors are situational and dependent on other factors such as personality, fairness perceptions and leadership perspectives within the hotel or organization to predict.

Job satisfaction and organizational commitments are outcome variables or play a mediating role between leadership, fairness perception and OCB (Ahmed, Ramzan, Mohammad, Islam, 2011). Unfair treatment or injustice not only decreases job performance but also decreases quality of work and degree of cooperation among workers and therefore organizational commitment and job satisfaction (Fatimah, Amiraa & Halim, 2011). Studies on job satisfaction have examined the role that mood plays in work social environment. A more positive mood often results in the desire to push beyond job requirement (George & Brief, 1992).

An individual's mood based on what relationship they have with superiors and colleagues at work may affect positively or negatively on their job satisfaction and therefore OCB. Individuals who are positively satisfied with their jobs are more likely to report a positive mood and more OCB intentions. It is therefore not suitable to look at job satisfaction and commitment in isolation as predictors of OCB. They rather reflect in many studies as mediators to fairness perception, personality and leadership. (George & Brief, 1992).

Other studies have shown also that situations can limit the extent to which an individual can behave in accordance with his or her personality (Barrick, & Mount, 2005; Beaty, Cleveland & Murphy, 2001; Gellatly & Irving, 2000; Hochwarter, Witt & Kacmar, 2000).

### **Personality and Organizational Citizenship Behaviour**

Personality can be described as the enduring patterns of thought, emotion, and behaviour of an individual that are not likely to change over time and explains behaviour across different situations (Costa & McCrae, 1989; Funder, 2001). Many studies have empirically ascertained that personality does influence the performance of an individual within the organization they work (Barrick & Mount, 1991; Caldwell & Burger, 1998). Individual dispositions could predict whether or not an employee would exhibit OCB (Organ, 1990). Some people would be more likely to exhibit OCB than others.

The Five-Factor Model of personality (FFM) has been one of the meaningful descriptions of personality. It has made provision for significant intelligence on personality in various organizations' social system (Robertson & Callinan, 1998). These factors include;

- i. Extraversion (sociable vs. introverted); Highly extraverted individuals are assertive and sociable, rather than quiet and reserved
- ii. Agreeableness (cooperative vs. competitive); these people are cooperative and polite, rather than antagonistic and rude
- iii. Conscientiousness (organized and planful vs. unorganized and careless); task-focused and orderly, rather than distractible and disorganized.



- iv. Emotional Stability or neuroticism (emotional stability vs. instability); are prone to experiencing negative emotions, such as anxiety, depression, and irritation, rather than being emotionally resilient
- v. Openness to Experience (intellectual curiosity vs. preference for routine); highly open individuals have a broad rather than narrow range of interests, are sensitive rather than indifferent to art and beauty, and prefer novelty over routine (Costa & McCrae, 1989; Soto & Jackson, 2013).

Studies have provided results showing the relationship between individual differences and dimensions of OCB (George, 1991; Nikolaou & Robertson, 2001). Organ and Lingl's (1995) study indicated that conscientiousness from the five-factor model had a reliable connection to OCB but only for generalized compliance and a rather weak relationship between agreeableness and conscientiousness and OCB dimensions. This was predicted and supported later by Konovsky and Organ (1996) that agreeableness would relate positively with altruism, courtesy, and sportsmanship, whereas conscientiousness would relate with generalized compliance (Nikolaou & Roberston, 2001).

Personality traits have been suggested to be good predictors of employee extra behavior and general performance (Morgeson, Reider, & Campion, 2005). Extraversion as a key dispositional determinant of social behavior shows that such individuals are generally sociable, assertive, active, bold, energetic, adventuresome, and expressive. These types of personalities may not be so keen on OCB dimensions like sportsmanship and conscientiousness but may have no problem being altruistic. On the other

hand, low extraversion is timid, submissive, silent, and inhibited and may show low OCB (Barrick, & Mount, 2005; Goldberg, 1992).

However, the variations in the results of study on personality traits and OCB dimensions can be geographically and culturally determined. What may be suitable in one country may not be true in another. The various positive relationships found in other studies saw a different result from a study conducted in Greece. From this study, there was no significant relationship between personality and OCB (Nikolaou & Robertson, 2001).

The nature of OCB practices may be suitable for individuals who are sociable and may want to have a good working environment where there are good relationships among employees and with supervisors in order to be sociable; assertive so as to be able to point out what is good, right, wrong and stand their ground; active enough to take on extra duties from other colleagues; bold to be sportsmanly; adventuresome in order to take up roles like representing their companies which is outside their job description and expressive enough to speak on important issues affecting their organization. Therefore, the extraversion factor out of the five factors is considered for this study.

### **Fairness Perception and Organizational Citizenship Behaviour**

Perceived fairness derives its understanding from Equity Theory (Adams, 1965). Equity Theory states that employees are constantly weighing their inputs to the organization against the outputs they receive from the organization. If an employee feels that they are putting in more than they are getting out of the organization, the employee will perceive the organization as unfair. However, if the employee feels that the inputs and outputs are equal



then they will perceive the organization as fair and increase their OCB as a means of benefiting the organization (MacKenzie, Podsakoff, & Fetter, 1993). Research has postulated that one of the most common predictors of OCB is perceived organizational justice (Organ & Ryan, 1995).

Podsakoff et al's (2000) study on the antecedents of OCB focused on employee characteristics, tasks characteristics and organisational characteristics and leadership behaviours. Employee characteristics covered areas such as employee satisfaction, personality and perceptions of fairness of the leader. Their study was built on the foundation of Moorman (1991) and Organ (1988). According to these studies, fairness perceptions of a leader is a determining factor for OCB. Fairness can be used interchangeably with equity and justice (Konow, 2001). When employees perceive fair treatment from their supervisors, they act in the direction of a need to reciprocate. This is manifested in their extra role behaviour – OCB. Organizational justice comes in three (3) dimensions namely; distributive, procedural and interactional justice (Ruolian & Vivien, 2002; Colquitt, Conlon, & Wesson, 2001).

- i. Distributive justice explains the fairness of outcome distributions or allocations. It is the fairness of distribution of resources (e.g., performance ratings, pay, promotions) or about results orientations (Alvi & Abbasi, 2012).
- ii. Procedural justice explains the fairness perceptions used to determine outcome distributions. It covers the perceived fairness and the transparency in the decision-making procedures followed in resource allocation or disputes resolution (Khan & Habib, 2011, Tepper & Taylor, 2003).

- iii. Interactional justice is the quality of interpersonal treatment of people. Interactional justice reflects employees' feelings of how fair they are treated by their supervisors (Blakely, Andrews & Moorman, 2005).

### **Leadership and Organizational Citizenship Behaviour**

A leader is one who prompts life in the organization and ensures the stability and the persistence of the organization's established goals for (Ababneh, 2009). Leaders can influence, motivate and direct positive change and attitudes towards achievement of organization's goals by their styles of leadership to individual followers or group. This has been shown to have resultant effect as loyalty and performance of their employees (Mosadegh & Yarmohammadian 2006). As indicated by Wombachera & Felfeb (2017), OCB can be directed towards the individual (OCBI) or the organization (OCBO). Leadership behaviours noted by Podsakoff et al (2000) as an antecedent of OCB may be seen from the transactional leadership perspective or the transformational leadership perspective.

A transactional leader looks at providing rewards and incentives in return for an effort put in by an employee (Podsakoff et al, 1990). This style of leadership helps followers to identify what work should be done to accomplish organizations' desired goals and objectives (Bass, & Bass, 2008).

A transformational leader on the other hand motivates employees to go beyond their potential. They show and develop determination, can articulate a vision and communicate a high-performance expectation (Waldman et al., 2001). They could to get employees to perform beyond their expectations (Bass & Riggio, 2006). This may show up in the form of OCB. They could

encourage certain types of behaviours that help employees to change basic values, beliefs and attitudes so that they are willing to perform beyond the minimum levels specified by the organisation (Bass & Riggio, 2006).

It is important to also note the categories of transactional and transformational leadership that exist. Bass and Riggio (2006) listed some of the transactional leadership components as including;

- i. Contingent Reward (CR): involving leader obtaining follower agreement on what needs to be done with promised or actual rewards offered in exchange.
- ii. Management-by-Exception (MBE): This is where a leader actively monitors deviations from standards and records errors in the follower's assignments in order to take corrective action or waits to notice deviations without actively seeking them out before taking corrective measures.

For transformation leadership, components included;

- iii. Idealized Influence where they serve as role models to their followers or employees either due to their charisma or according to their behaviour in their sense of value and beliefs.
- iv. Inspirational Motivation (IM): transformational leaders behave in ways that motivate and inspire those around them by providing meaning and challenge to their followers' work.
- v. Intellectual Stimulation (IS): transformational leaders stimulate their followers' efforts to be innovative and creative by questioning assumptions, reframing problems, and approaching old situations in new ways.

- vi. Individualized Consideration (IC): transformational leaders pay special attention to each individual follower's needs for achievement and growth by acting as a coach.

Leaders and their styles of leadership, resources and authorities can affect change and the overall performance of a firm. Studies by Zhang and Xie, (2017) found that manager and for that matter leadership within an organization has a significant impact on their subordinates. Several studies have demonstrated supportive leadership's positive impact on the deployment of (individual) OCB by subordinates (Podsakoff et al., 2000). Leadership behaviours have the capacity to affect attitudes and performance of employees; whether they will be geared towards OCB or not (Pearce & Herbik 2004; Bass, & Bass, 2008; Ehrhart & Naumann 2004).

A transformational leadership or manager of a hotel will communicate effectively the vision of the hotel, inspire and manage positive attitudes and behaviours in employees by bringing clarity to their job roles. This is directly associated with the leader member exchange (Podsakoff et al. 2000). Leader member exchange posits that leaders form different kinds of relationships with their subordinates based on mutual respect and personal characteristics such as age, gender and personality. The employees are favoured in terms of resources for work completion and are usually delegated responsibilities by the leader as well as favoured in terms of work schedules. Such association manifests as OCB from the employees because, the leader's standards are adopted by followers to produce changes in the attitudes, beliefs, and goals because the employees feel the need to give back (Kuhnert & Lewis, 1987; Piccolo & Colquitt 2006; Podsakoff et al. 1990).

## **Trust in the Supervisor and Organizational Citizenship Behaviour**

Supervisors play a crucial role in terms of guiding, evaluating and assisting their followers to achieve an effective organizational result (Eisenberger et al., 2010; Meyer et al., 2015). The type of leadership style a supervisor adopts or is observed by employees can determine where their allegiance lies and therefore what the results of their performance will be. The transactional leadership style requires leaders or supervisors to set goals and ensure that tasks are communicated effectively to employees (Jamal, 2014). They have the inclination to align the needed resources in achieving goals which ultimately motivates the employees.

The ability of a transactional leader motivates employees to see them as influential and trustworthy and translates into a positive affiliation between leaders and followers (Boseman, 2008; Laohavichien et al., 2009). Moreover, a transactional leader positively rewards the employee on good performance and give recognition for his contribution in success (Riaz & Haider, 2010). They will ensure that the right financial rewards are given and campaign subsidies and contributions for employees by their charismatic nature. This wins them votes from their employees and encourages an action of giving back which manifests in their extra roles (Bass & Riggio, 2006).

This exchange relationship can better be explained through organizational support theory. The theory posits that the sense of responsibility and obligation toward the organization felt on the part of employees varies depending on their perception of their supervisors (Shoss et al., 2013). Employees tend to equate the motivation and value of their

supervisors to be in line with the organization as a whole while viewing them as agents of the organization.

A supervisor's organizational embodiment defines how employees recognize that their supervisors act in part as representing their interest based on specific values and their common interest with the organization. High levels of supervisor support will be reciprocated by higher levels of performance and therefore extra roles; OCB (Guchait et al., 2014). One likely outcome of supervisor fairness is OCB (Organ, 1988). When supervisors treat employees fairly, social exchange and the norm of reciprocity dictate that employee's reciprocal behaviour (Gouldner, 1960). Hence, supportive leader behaviour is found to be positively related to OCB in various studies.

### **Perceived Cost Associated with OCB to Employees**

Literature accumulation on OCB has usually theorized a direct positive relationship between the construct organizational effectiveness and job performance or mostly has focused on OCB's positive outcomes both for individuals and for organizations (Organ, 1988; Whiting, Podsakoff, & Blume, 2009). The definition of the construct speaks of its positive aspect; a discretionary individual behaviour which is not specifically captured by the formal reward system, but its accumulation enhances the effective functioning and therefore performance of an organization that encourages it (Organ & Bateman, 1983; Podsakoff, et al. 2006).

Some of the practices or dimensions of OCB carries more effort in performance. Dimensions of OCB such as altruistic behaviours will require more time and energy with resultant effect being employees drained of physical and psychological resources. Practices like compliance takes little



physical effort and requires little or no time to accomplish (Bergeron, 2007). Individual initiative though a positive act, is associated with greater job stress (Bolino & Turnley 2005). Further support of this stems from the fact that OCB has a negative impact on career advancement and salary increases.

Due to the nature of OCB, it is difficult to measure and enforced through the formal reward system or threat of sanctions. However, OCB can be subtly demanded when it is recognized by managers and supervisors and have subjective references in employee appraisals (Organ, 1988). Known to be beneficial and voluntary, it sometimes connotes an induced action from supervisors and managers on employees. This knowledge has provided credence to the concern that employees are increasingly facing pressures to engage in OCB to “go the extra” mile (Bolino, Klotz, Turnley & Harvey, 2013; Vigoda-Gadot, 2006).

Organ (1988) suggested that OCB effectively utilizes financial and human resources, as well as assists organizational efficiency. In other words, employees surpass organizational requirement by not only completing their obligations and tasks but also initiating voluntary actions beyond their work roles, making sacrifices, helping others, and offering advice (Organ, 1990). Due to the current trends in the hotel industry, management places more emphasis on service-oriented behaviour. These behaviours are essentially OCB in nature (Morrison, 1994).

Since OCB could in some cases be expected by supervisors and co-workers, it means formal recognition and reward could become a possible consideration. Organ consequently updated his definition to redefine OCB as the contributions to the maintenance and enhancement of the social and



psychological context that supports task performance (Organ, 1997). In this redefinition, OCB is still considered distinct from task performance since it is not explicitly linked to any formal job requirement or reward. Nevertheless, employees can be aware of the opportunities from OCB, an idea that Halbesleben and Bellairs (2005) integrate into their definition. They refer to the construct from the point of view of the individual's motivation that "people are motivated to select behaviours that give them the best opportunity to achieve their future goals with respect to work, which often manifests as OCBs".

Organ (1988), Somech and Drach-Zahavy (2004) and others emphasised the voluntary nature of OCB: if someone is following a prescribed role or fulfilling formal job duties, this is not a demonstration of OCB. Instead such behaviours should be outside the individual's formal role within the organization, therefore not formally rewarded. Nevertheless, if an individual demonstrates OCB, it could leave a positive impression on supervisors that would ultimately lead to workplace benefits, such as increased pay or a promotion (Organ, 1988).

### **Theoretical Perspectives**

For the purposes of this study, leader member exchange theory (vertical dyad linkage theory) (Graen & Uhl-bien 1995), the five-factor model on personality (McCrae & Costa, 1989) and social exchange theory (Blau 1964) will be reviewed. But the latter is considered most suitable for providing an understanding of the exchange relationship between the predictors and dimensions of OCB.

## Leader Member Exchange Theory

Leader–member exchange (LMX) theory also known as the vertical dyad linkage theory is a relationship-based theory that suggests that leaders influence employees in their group (referred to as members) through the quality of the relationships they develop with them. The quality of relationship is characterised by the degree of mutual trust, loyalty, respect, liking and obligation (Erdogan & Bauer, 2015). In these relationships, leaders provide support and mentoring to their employees which tends to motivate the employees to reciprocate by demonstrating behaviours such as loyalty and higher levels of voluntary behaviours. When employees regard their leaders as ones who have their special interest through motivation (transformational leadership) and could get them to reach a certain potential to perform beyond their expectations, they tend to build loyalty towards that leader. This encourages organizational citizenship behaviours from the employees.

The theory concentrates on specific relationship between the leader and each subordinate, however, it can be objected on the grounds of fairness as some employees or followers receive special attention or favour from the leader at the work place than others. A study by Hiller, DeChurch, Murase & Doty (2011), reported that leader member exchanges when measured from the perspective of employees and their leaders shows that relationships of modesty are gradually built over time. Moreover, their likeness of each other can be different from employees to leaders and vice versa. This indicates that parties to the exchanges do not necessarily report on objective reality but subjective thoughts of an exchange partner.

## The Five Factor Model of Personality

The five-factor model of personality (FFM) describes individual personality trait dimensions. They include: Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience.

The five – factor model is one of the most widely used model for understanding personality structure measurement and research in social environments.

According to Funder (2001), personality is the enduring patterns of thought, emotion and behaviour of an individual that tends to be stable over time and consistent across relevant situations (Costa & McCrae, 1989; Funder, 2001).

The first factor known as extraversion is the extent to which an individual is outgoing in social situations. This personality trait is characterised by sociability, assertiveness and activity as opposed to shyness, submissiveness and timidity or lack of energy. Individuals with extraversion as a personality trait within their social environments tend to be very communicative, take charge in group situations, and express positive emotions, rather than being uncomfortable in social situations which makes them not voice an opinion.

The second personality trait, agreeableness focuses on the extent to which an individual exhibits a pleasant, harmonious and courteous interpersonal relations with others. Individuals with this trait tend to be compassionate as opposed to having a lack of concern for others, they trust easily and are not suspicious of others. They tend to be polite rather than impolite or antagonistic.

These individuals tend to be ready and more willing to help, avoid problems with others and forgive. Respect and harmony manifests in their social relationships rather than holding grudges.

Conscientiousness describes an individual's capacity to organize and complete tasks, and work toward long-term goals.

Characteristic features of such individuals include orderliness, self-discipline and reliability. They are rather not disorganized, inefficient or inconsistent. Within their social environments, they are known for their productivity due to their orderliness and structured way of handling work. They tend to follow rules and norms. On the other hand, individuals with low conscientiousness can be impulsive and easily distracted from work tasks. This may make it difficult for their work teams as they may not be able to complete assigned tasks and meet deadlines.

Emotional Stability or neuroticism is concerned with the extent to which someone is prone to experiencing negative emotions and therefore manifests as anxiety as opposed to calmness, depression as opposed to contentment and emotional volatility versus stability. Highly neurotic individuals tend to be more fearful, easily frustrated, exhibit sadness and have frequent mood swings. The opposite of such are individuals who are rather calm and optimistic, even in difficult situations, and find it easier to regulate their emotions.

The fifth dimension of the factors is openness to experience. This refers to the individual's intellectual, artistic, and experiential life. This personality pattern is exhibited through an individual's aesthetic sensitivity or being aware and willing to experience their environment as they live in it. They have great

imagination and a sense of creativity rather than a lack of it and tend to be intellectually curious. They are not oblivious of their environment but rather willing to learn, understand and participate in their environment through their sensitivity and cognition. Highly open individuals tend to have a broad range of interests, and enjoy learning and trying new things.

Within the work environment, they will not be found to having narrower interests with preference to familiarity and routine over novelty and variety. (John, Naumann, & Soto, 2008).

### **Social Exchange Theory**

The theory propounded by Blau (1964) emerged in the late twentieth century within family sciences out of the philosophical traditions of utilitarianism, behaviourism and neoclassical economics. It is currently one of the influential concepts in explaining workplace behaviour. According to Blau (1964), social exchange refers to relationships that entail unspecified future obligations and does not occur on a calculated basis. Blau (1964) in applying the theory focused on the rational assessment self interest in social relationships. The fundamental principle underlying this theory is that humans in social relationships choose the behaviours that maximize their likelihood of meeting self-interest in those relationships.

For any exchange relationship to occur, there must be the development of trust, mutual commitments and loyalty over time between parties. This can happen when parties involved abide by certain rules of exchange which will form the guidelines of the exchange process.

Cropanzano and Mitchell (2005) mentioned the rules of reciprocity and negotiated rules as the two basic tenets of an exchange relationship. The basic

underlying rules of reciprocity is that it cannot be one sided – dependent (reliance on one party to provide without the other giving) or independent (non-reliance to provide). Both parties must act, rely on and expect something in return from the other. Therefore, there should be interdependence from the both sides.

This implies no explicit bargaining since one party's actions are contingent on the other party's behaviour (Molm, 2003). An employee who sees a supervisor as influential and act to benefit that employee is likely to act in a way to reciprocate the action of the supervisor in appreciation. Again, if the justice system of the Organization or the hotel is one that is favourable to employee; salary advancement, better Human resource policies to resolve grievances, fair performance ratings, pay, promotions, good and quality interpersonal treatment of people by supervisors and managers, the predicted results will be a reciprocal act from the employees. This is usually manifested in their extra roles which are helpful to the hotel.

Reciprocity can also be seen as a norm or standard that describes how one should behave (Moore, 2004). Parties who know this norm behave accordingly without being reminded (Shore & Coyle-Shapiro, 2003). In this regard, management and employees both are likely to keep track or keep scores in expectance of an exchange given and received. Some authors have therefore agreed and established the fact that exchange as a norm is a universal principle understood by all parties involved (Wang, Tsui, Zhang, & Ma, 2003).



However, Shore and Coyle-Shapiro (2003) disagree with this notion of exchange as a universal principle. People who are less involved in an exchange relationship do not see any interesting pattern in reciprocating. Within the organization's work environment, there is a social exchange relationship dictated by a measure of give (cost) and take (reward) between employers and employees. When employees are treated fairly with respect to the right salaries, processes of fairness and justice, processes taken to ensure their issues are sorted by management, they will have a feeling of affinity and fairness (Gouldner, 1960) which will dictate whether or not that employee reciprocates.

The incorporation of practices that are determined as procedurally fair influences employee commitment to a system. The procedurally fair practices establish trust in the minds of employees and further seen as the authority's respect for the rights of its employees (Konovsky & Pugh, 1994). This demonstrated respect indicates that an authority is devoted to the principles of procedurally fair treatment, thus resulting in the employees' trust in the long-run fairness of the relationship. Fair procedures may also have symbolic meaning insofar as individuals are treated as ends rather than means (Folger & Konovsky, 1989).

In contrast to procedural justice, distributive justice, or the fairness of decision outcomes, is the typical metric for judging the fairness of transactional contracts and economic exchange. There is an implication of benefits for exchange parties in a system of distributive fairness.

Organ suggested that organizational citizenship behaviour is one likely outcome for employee reciprocation. Other determinants of exchange



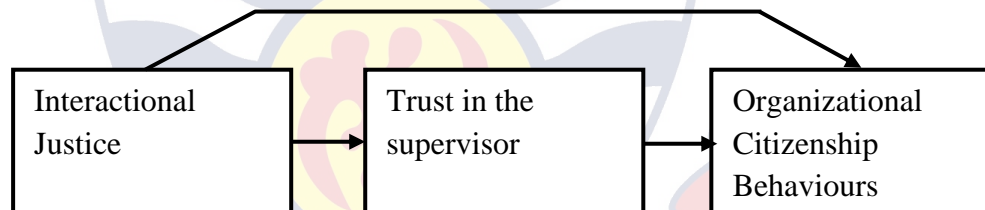
within an organization are perceived organizational support (Chiang & Hsieh, 2012); Coaching, leadership and training for job satisfaction (Ozduran & Tanova, 2017); Organizational commitment (Wombacher & Felfe, 2017). Witt and colleagues found that strong exchange ideology significantly increased satisfaction with training (Witt & Broach, 1993) and manager-rated commitment (Witt, Kacmar, & Andrews, 2001).

Exchange ideology also strengthens the effects of equal opportunity, attitudes, job satisfaction and procedural justice (Witt & Broach, 1993) as well as individuals' sensitivity to organizational politics, which ultimately influenced their intentions to stay with the organization (Andrews, Witt, & Kacmar, 2003). Lastly, Witt and Wilson (1990) found exchange ideology strengthened the relationship between perceptions of income sufficiency and employee attitudes (job satisfaction and commitment).

Researchers have also further delineated reciprocity norms (Eisenberger, Lynch, Aselage, & Rohdieck, 2004; Perugini & Gallucci, 2001). They argue reciprocity represents *quid pro quo* propensities, whether positive or negative. A negative reciprocity orientation involves the tendency to return negative treatment for negative treatment; a positive reciprocity orientation involves the tendency to return positive treatment for positive treatment. Experimental research suggests an individual's reciprocity preference influences behavioural and informational choices (Gallucci & Perugini, 2003; Perugini, Gallucci, Presaghi, & Ercolani, 2003).

## Conceptual Framework

The original model argued that the influence of interactional justice on OCB is moderated by trust in supervisor which is based on the type of leadership style. The literature again suggests that employees build trust in their supervisor based on the leader member exchange relationship. This informs their measure of fairness based on which their OCB can be predicted. However, it makes trust in supervisor and the type of leadership style a moderating factor as opposed to being an antecedent on its own. Furthermore, focus was placed on interactional justice as a moderator in the original model and no focus or role on distributive and procedural justice in influencing OCB of employees.



*Figure 1:* Predicted relationships between interactional justice, potential mediator, and organisational citizenship behaviour

Source: Ebbekink (2008).

A review of empirical literature suggest that fairness perception constitutes procedural, distributive justice and interactional justice. Therefore, fairness perception as an antecedent of OCB is a more comprehensive measure in the prediction of fairness than its individual components. Again, there are other antecedents like personality which was not reviewed in the original model. Literature has further argued for the antecedent role of socio – demographic characteristics such as sex and age having both direct and

indirect influence on OCB. However, this was also not factored in the case of the foundational model. This model therefore consists incorporates other dimensions including socio-demographic characteristics, antecedents of OCB and perceived cost of OCB.

The conceptual model of the study shows a direct relationship between socio demographic characteristics of employees, the antecedents that best predict OCB and OCB. However, as Poncheri (2006) indicated, though OCB is meant to be a positive work attitude and is increasingly been seen to encompass performance due to its contribution to organizational effectiveness, there can be costs associated with it to the employees.

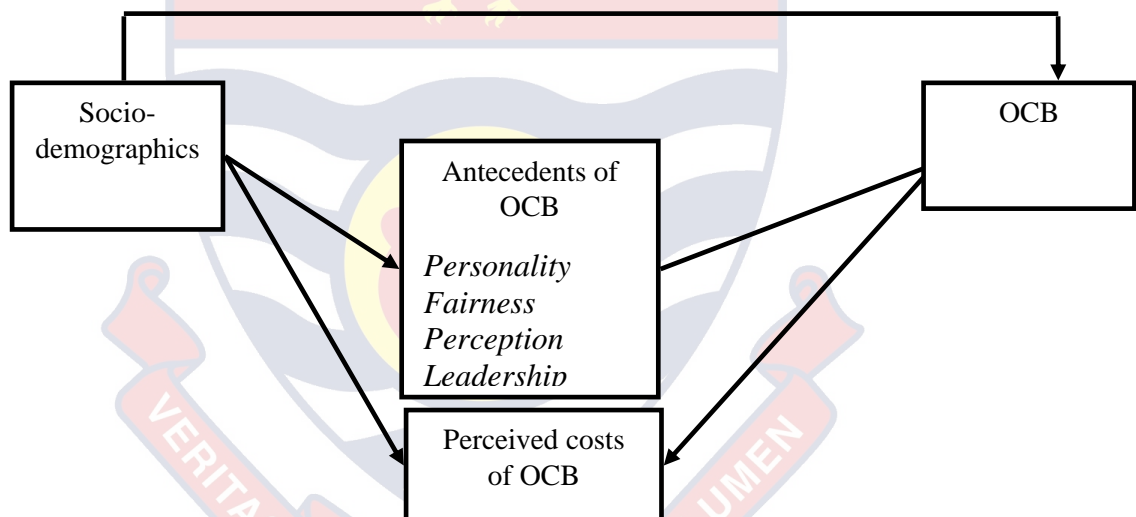


Figure 2: Conceptual framework of Organizational Citizenship Behaviour of employees in star rated Hotels in the Central Region

Source: Adapted from Ebbekink (2008).

Though of a discretionary nature and not enforceable or punishable for its absence, employees are expected to engage in these activities by their supervisor. As a team activity, where one of the team members is highly altruistic, it is predicted that other team members and supervisors will fall on that employee to do others work, resulting in work overload. Moreover, many

organizations are seeing the constructs as part of performance and so appraise employees on it. This does not give a fair chance to employees who have met all performance standards but not OCB.

Finally, though not explicitly captured in the conceptual model, it is the implicit assumption of the study that socio-demographic and job role play a central role in attitudinal differences in practices of OCB, the antecedents of it and the perceived costs associated with it.

### **Summary**

The chapter reviewed related literature on organizational citizenship behaviour, the dimensions associated with it as well as the factors that best predict the practices or dimensions and the perceived costs employees bare to undertake OCB. Both theoretical and conceptual underpinnings of the concepts were reviewed. Specifically, organizational support theory (Eisenberger, et al. 1986), leader member exchange theory (vertical dyad linkage theory), the five-factor model on personality (McCrae & Costa, 1989) and social exchange theory (Blau 1964).

## CHAPTER THREE

### METHODOLOGY

#### Introduction

This chapter presents the methods used in carrying out the study. It captures relevant issues relating to the collection and analysis of the data by describing the study area, research design, target population, and sampling technique. It further describes the research instrument, data gathering and analysis, ethical issues and field challenges.

#### Study Area

The Central Region is the study area. The region which has Cape Coast as its capital is in the southern part of Ghana. The Central Region shares boundaries with Ashanti and Eastern Regions to the north, Western Region to the west, Greater Accra Region to the east and the Gulf of Guinea to the south. It was selected because of its rich history and tourism potential which is a major pull factor for people into the Region and therefore use of hotels. It was the former seat of the British colonial administration in the Gold Coast up till 1877. The Central Region is one of Ghana's ten administrative regions, covering 9,826 km<sup>2</sup>.

The coast line is famous for its ancient forts and castles built by early European traders. Fort St. Jago situated in Elmina and Cape Coast Castle have been identified as World Heritage Monuments by the World Heritage Foundation under the United Nations Educational, Scientific and Cultural Organization (UNESCO).

The region is also known for its palm-fringed beaches, fishing villages, historic towns and rich natural attractions; Kakum National Park, 30km north of Cape Coast, is the foremost nature reserve in southern Ghana. Other tourist attractions include the slave castles, walking tours of Elmina, the 19th century Dutch cemetery, the fishermen’s market, Posuban Shrine, the Cape Coast Castle and Museum. The region’s culture is depicted through its many exciting festivals which are held throughout the year. Some of the best-known festivals are: Bakatue; literally, the opening of the Benya Lagoon into the sea, Edina Buronya; a native version of Christmas celebrated by the chiefs and people of Elmina, Aboakyer; or game hunting, celebrated by the chiefs and people of Winneba, Fetu Afahye; celebrated by the chiefs and people of Cape Coast and Odamboa; celebrated in the Saltpond traditional area.

The region has historical links in the form of the Trans Atlantic between Africa, the Americas and Europe. It is therefore a major host for the Pan-African festival (PANAFEST) held in Ghana annually (Ghana Tourist Board 2017).



Figure 3: Map of Study Area

Source: Cartography Unit, Department of Geography and Regional Planning, University of Cape Coast (2018).



With 4 three star rated hotels, 16 two star rated hotels, 14 one star rated hotels, 7 guest houses and 260 budget hotels, the Central Region bears eight percent of accommodation distribution in Ghana (GTA, 2017). It is also said to be the hub of tourism in Southern Ghana as it abounds in many tourist attractions coupled with celebrations and popular festivals such as Fetu Afahye, Aboakyer, Akwambo and Edna Bakatue, Emancipation Day and Panafest. The Region also records a substantial number of educational and health institutions including vocational schools, nursing training colleges and public universities.

The Region has received tremendous attention for both developmental and investment opportunities. There are plans in place for the Central Regional Development Commission (CEDECOM) as the development arm to reposition the region as the preferred investments destination in Ghana through industrialization, entrepreneurship and investments promotion (Ghana News Agency, 2019). This will help create jobs and improve socio – economic wellbeing of the populace and opportunities. Also, the region has seen expansion with business operations from various sectors of the economy such as banking and communication. The patrons, investors, workers and visitors from these facilities are characterised by individuals who come mostly for business and therefore the assumption is that they would require accommodation facilities that have all the necessities for them to attend to their businesses such as good internet connectivity, a business centre and secretarial services. Moreover, the region falls within the tourism triangle of Ghana with Kakum National Park and Elmina Castle according to Boakye, 2012. This therefore presupposes that, there is the expectation of a higher



influx of arrivals which by implication means pressure on accommodation facilities for the patrons, investors, tourists and workers.

### **Research Philosophy**

The philosophy underpinning the study is positivism which advocates that there is a singular reality or truth objectively discovered (Creswell and Plano Clark, 2007). It is a research philosophy that is based on rationalistic and empirical philosophies that reflects causes and probable outcomes.

Quantitative method is of the line of positivist philosophy which is described as an approach to social science research which deals with an observable and objective social reality other than personal experiences. (Neuman, 2006; Babbie and Mouton, 2008). In the quantitative research approach, it is possible for the researcher to maintain a distant and detached or non-interactive position with respondents on the field in order to ensure objectivity (Morris, 2006). Quantitative method is advisable for the research and therefore adopted because, it gives the researcher the chance to observe the environment and describe it from an objective point of view (Sarantakos, 2005).

### **Study Design**

The study adopted the quantitative approach to research; thus, it follows the cross-sectional research design. In cross sectional studies, either the entire population or a sample of the population is selected (sample survey), and from these subjects, data is collected at one point in time to answer research questions of interest (Cresswell, 2010). The decision to adopt the cross-sectional research design is informed by two reasons. First, the study's

purpose was to understand the current state of the aforementioned issues of OCB and hotel employees as well the design being less costly and quicker to accomplish.

### **Data and Sources**

Data for the study was obtained from primary sources, specifically, from employees of star rated hotels in the Central Region. The data included employees' practices of OCB, the antecedents that best predict of OCB and the perceived cost associated with engaging in OCB as well as employees background characteristics.

Secondary information was obtained from the Ghana Tourism Authority in Cape Coast. This information was the list of 34 registered star rated hotels in the Central Region. This list assisted in estimating the sample size for the study.

### **Target Population**

The population for this study comprised of employees and supervisors of star rated hotels in the Central Region from April 2018 to May 2018. For respondents to qualify for the study, they need to be full time employees and not casuals or on contract basis at the hotel. Permanent employees would be able to provide reliable information based on their work relationships with their colleagues and supervisors. Moreover, they will be in a better position to describe what activities they engage in as OCB. Supervisors were selected because they will have a better and objective knowledge of their employees' activities and confirm or disconfirm the practices of OCB done by the

employees. Finally, similar studies employed the same approach and found relatively reliable results.

### Sample Size Determination

A list of the total number of star rated hotels in the Central Region was obtained from Ghana Tourism Authority. An average of the number of employees per each rating was further attained from the various hotels to enable a proportional allocation to be made.

The total number of employees for per star rated hotel was further divided by the total number of all employees multiplied by the sample size to generate a sampling frame for the study. Table 2 below shows the distribution of employees per star rated hotel and the sample frame.

**Table 2: Central Region star rated hotels and sample size**

Hotel Category	Total number of hotels	Population of employees	Sample size of employees
3 – Star	4	135	62
2 – Star	16	240	111
1 – Star	14	168	77
Total	34	543	250

Source: GTA, 2017

### Sampling Procedure

To achieve the sample size for the study, a list of all registered star rated was obtained from the GTA. According to GTA (2017) there are four 3-star, sixteen 2-star and fourteen 1-star hotels in the Central Region. A census was employed to select all star rated hotels in the region.

Convenient sampling was used to select each respondent for the study. The purpose for the use of convenient sampling was to allow for every employee to be involved in the research. Without prior knowledge to the employees, the researcher can get the views of the respondents from various departments and not from only one department. Respondents were reached easily, and data was collected faster.

### **Data Collection Instrument**

The instrument for the data collection was questionnaire. The adoption of the questionnaire method of data collection was based on Cresswell (2010) assertion that the use of questionnaire is best suited for collecting quantitative data and guarantees respondents' confidentiality and anonymity.

The questionnaire which was structured into 4 sections was adapted from studies by Podsakoff et. al. (1990), Bass and Avolio (2000) and Williams and Anderson (1991). Section one focused on examining the OCB practices of employees as per the dimensions given in the literature including altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness (Organ, 1988; Podsakoff, Organ and Mackenzie, 2006). Section two investigated the antecedents of OCB practices of these employees which include procedural justice, and trust in supervisor, job satisfaction and organizational commitment, leadership and personality (Konovsky & Pugh, 1994; Testa, 2001; Organ & Ryan, 1995). Section three examined the possible constraints associated with these dimensions. Section four covered information on their socio-demographic characteristics such as sex, marital status, age, religion, tribe, level of education and income; job roles.

Supervisors were also served questionnaires to solicit their views on OCB to collaborate information provided by employees.

### **Pre-testing of Instrument**

A pre-test was carried out from 25<sup>th</sup> to the 30<sup>th</sup> March, 2018 in the Western Region using 30 respondents to ensure clarity of the questions as well as ensure content validity of the instrument for the actual data collection. From the pretest, it was realised that some questions were ambiguous, while others were double-barrelled, and hence some questions were modified.

The pre-testing also served as a mock administration of the research instrument and training for the field assistants. Thus, it afforded them the opportunity to familiarise themselves with the challenges they may encounter during the actual fieldwork.

### **Training of Field Assistants**

Two former students of the Department of Hospitality and Tourism Management were recruited as Field Assistants. Selection of the Field Assistants was based on past field experience. They were taken through two days of training encompassing issues on the objectives of the study, content of the instruments, strategies to enter study areas and observational skills. Other relevant issues including ethical considerations and role-plays in administering the research instruments for the study were covered.

### **Actual Fieldwork**

The actual fieldwork lasted between 28th April and 30th May, 2018. This period was used for the data collection because the hotels peak seasons were Christmas (December) during which management and staff would be

busy, secondly, Easter period of March and April which was another peak season. The study took place in the various facilities concurrently with the aid of the two field assistants. The concurrent nature of the data collection in the addition to the filter questions helped to control duplication of responses. An introductory letter from the Department of Hospitality and Tourism Management was obtained and sent to the various star rated hotels, introducing the researcher and to be permitted to collect data from employees. The letters were received and submitted to the human resource departments, receptions and or to the manager where applicable for the star rated hotels in the Central Region. After receiving approvals, the researcher administered the instruments for the data collection to the employees. Some of the hotels human resource departments requested to have the instruments and distribute to staff themselves as it would disrupt work activities at the time. They were then taken through the procedure and criteria for the data collection for their employees. Follow up was made at a later date to either retrieve the data or know when to retrieve the data. Out of the desired 250 sample size, the researcher retrieved 161 responses in total.

### **Ethical Issues**

The study adhered to some ethical issues including right of entry, informed consent, anonymity and confidentiality. Right of entry was sought by sending introductory letters to management of the hotels. This identified the researcher and the field assistants as well as the nature and essence of the study.

The ethical issues covered what the research was about, who was undertaking it, why it was being undertaken and the implications of the study.



This was done in an informed consent letter. Respondents had the freedom to decline participating in the study or in responding to questions they considered personal. The participants' confidentiality was assured. Respondents were assured that information given will not be divulged to persons not directly involved in the study.

Finally, anonymity was ensured. This was done by designing the research instruments such that it was devoid of questions that require participants' identity or any contact information. For example, issues such as name, house number, postal and email address were not captured as part of the data.

### **Challenges during Fieldwork**

As is the case in every survey, gathering data for this study was not without setbacks. Management of some of the hotels were unwilling to allow the researcher to administer questionnaires in their facilities. They rather collected the questionnaires and distributed them to employees at their own convenient time. Their reason was that, it would distract employees from the work, they needed to attend to for the day. Others also felt the questionnaire was too voluminous. In these situations, the researcher made efforts to convince them on the importance of the study and they granted participation. Future studies using similar approach need to recruit more field assistants.

### **Data Processing and Analysis**

Descriptive and inferential statistics were used to analyse the data. Percentages, means, and standards deviations were used to describe the sample characteristics of the respondents. Similarly, OCB practices, the predictors or



antecedents as well as the perceived costs associated with OCB were also first analysed with descriptive statistics.

Independent Samples T-Test and One-Way Analysis of Variance (ANOVA) were used to test significant differences of OCB across socio-demographic and job characteristics. Principal Component Analysis (PCA) was also used to explore the scale dimensionality and parsimony of the items measuring the practices of OCB by employees in these selected hotels. The PCA technique was used because it is more suited for exploring the structure of scales, particularly when measurement items are adapted (Hair et al., 2012).

Further, standard multiple regression was used to assess the extent of significant relationships between the predictors of OCB and the practices of OCB.

### **Reliability Analysis**

The internal consistency of the scales to measure OCB, the predictors and the costs were assessed using Cronbach's coefficient alpha. According to Burns and Bums (2008). Alpha values .70 or above were considered an acceptable level of reliability and a higher alpha value indicates a higher level of internal consistency among the items (Burns & Bums, 2008). From Table 3, the Cronach alpha of the different scales ranged between .702 and .863.

An internal consistency of minimum .70 is needed before a measurement scale can be used, that means that a Cronbach's Alpha higher than .70 is desirable for the analysis. Overall, this means that the Cronbach's Alpha for all the scales are higher than the required .70 and therefore suitable for the study.

**Table 3: Cronbach's Alpha**

Scales	No. of items	Cronbach's alpha
Altruism	5	.703
Courtesy	5	.812
Civic virtue	5	.766
Conscientiousness	5	.702
Sportsmanship	5	.863
Fairness perception	4	.820
Leadership	4	.769
Trust in supervisor	4	.771
Personality	4	.760
Perceived cost	10	.712

Source: Field survey, Arthur-Amissah (2018)

### Summary

This Chapter discussed the methodology used in carrying out the study. It addressed among other issues the study area description and research design. The target population, data sources, sample size, sampling procedure, and research instruments were also discussed. Lastly, the chapter described the data processing and analytical techniques used, challenges encountered in the field as well as some ethical issues. The next chapter presents the results and discussions of the study.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents the results and discussion of the study in line with the sample characteristics and the specific objectives of the study. Issues covered include the socio-demographic and job characteristics of respondents. It also addresses OCB practices of employees, the factors that best predict OCB and the perceived cost associated with OCB to employees.

#### Socio-Demographic Characteristics of Respondents

The analysis showed from Table 2 that out of the respondents surveyed, 84 male employees were representing 52.2% slightly outnumbered the 77 female employees (47.8%). Respondents who participated in the study mainly fell between the age range of 20 and 30 years (69.6%), and 30 and 40 years (14.3%). This suggests a youthful population working in star rated hotels in the Central Region.

Other studies placed emphasis on the motivational factors for age groups working within the Hospitality industry (Hekman & Lashley, 2018). Older workers were more inclined towards job security and favourable working conditions, but the hospitality industry is not known to have favourable working conditions (Welman & Kruger, 2001). However, the members of the younger generation are more concerned with self-development opportunities and exciting work (Hekman & Lashley, 2018) and the hospitality industry with its diverse cultures presents a viable option for such excitement.

The respondents had typically a low education, this is evidenced by the fact that majority were within the lower educational background bracket. The highest percentage of 31.1% being primary education (31.1%) and technical education 21.1 percent. Postgraduate and undergraduate degrees made up only 0.6% and 1.9% respectively. The analysis also showed a higher percentage of the respondents (71.4%) were not married.

**Table 4: Socio-Demographic Characteristics and Job Roles of Respondents (N = 161)**

Characteristics	Frequency	Percentage%
<i>Ethnicity</i>		
Akan	127	78.9
Mole Dagbani	6	3.7
Ga Adangbe	14	8.7
Ewe	14	8.7
<i>Sex</i>		
Male	84	52.2
Female	77	47.8
<i>Age</i>		
Below 20	22	13.7
20 – 30	112	69.6
30 – 40	23	14.3
40 – 50	3	1.9
50 and above	1	0.6
<i>Marital status</i>		
Single	115	71.4
Married	43	26.7
Divorced	2	1.2
Widowed	1	0.6
<i>Level of education</i>		
No formal education	8	5.0
Primary	50	31.1
Middle school/JHS	21	13.0
SHS/Technical	34	21.1
Vocational Training	32	19.9
Polytechnic	12	7.5
Undergraduate	3	1.9
Postgraduate	1	0.6
<i>Job role/title</i>		
Front Office and administration	66	41.0
F&B	52	32.3
Purchasing and procurement	4	2.5
Maintenance and Grounds	14	8.7

**Table 4 continued**

Housekeeping	25	15.5
<i>How long have you worked in the Hotel</i>		
Below 6 months	40	24.8
7 – 12 months	38	23.6
13 – 18 months	21	13.0
19 – 24 months	24	14.9
25 months and above	38	23.6
<i>Religion</i>		
Christian	149	92.5
Muslim	9	5.6
Traditionalist	2	1.2
<i>Monthly income level</i>		
Below ₵500.00	101	62.7
₵500.00 – ₵999.00	41	25.5
₵1,000.00 and above	19	11.8

Source: Fieldwork, Arthur-Amissah (2018)

Followed by 26.7 percent for married. Akans further showed from Table 2 to be the dominating ethnic group (78.9%) of the sample whereas Mole Dagbani were the least (3.7%).

The industry has been characterised as one with low pay, antisocial conditions, lack of job security, contempt from customers and poor treatment by employers. There also the issue of seasonality which may provide temporary employment for people. This does not encourage commitment by employees to their employers. Consequently, there is a record of high level of labour turnover (Acheampong, 2007). Evidently, 24.8 percent of the respondents had been with the hotels for a period below six (6) months. The findings also showed an almost equal proportion of respondents who had worked between seven (7) to twelve (12) months (24.6%) and those who had been with the hotel for more than twenty-five (25) months (23.6%). The Central Region is dominated more of two and one – star rated hotels. Specifically, there are 16 and 15 respectively. Evidence from the study brought to light that most of these hotels are owner manager or sole

proprietorship characterised by relatives being employees. Therefore, they work within these facilities with no intention of leaving. This can explain the percentage of people who had worked more than 25 months.

Regarding religious affiliation, the majority (92.5%) of the respondents shown in Table 2 described themselves as Christians while 5.6 percent professed to be Muslims. A study conducted in the Malaysian hotel industry indicated that most people of the Muslim faith do not enter the hotel Industry due to reasons such as the industry not being suitable for them with regards to their praying times with the demands of the industry, alcohol and halal consumption against their faith (Basri, 2011).

About 62.7 percent of the respondents earned a monthly income of below ₺500, followed by those who earned between ₺500 to ₺1,000 (25.2%) with the least (11.8%) being those earning above ₺1,000. As noted by Sturman (2001), the hotel industry is characterised by low skilled and part time employees within a labour-intensive environment and generally earning low pay grade than skilled and permanent employees (Sturman, 2001; Welman & Kruger, 2001).

### **Job Roles of Respondents**

For unified roles within various hotels, the job roles were given broader titles and departments. The analysis showed that the front office and administrative department had the highest number of respondents. This is made up of roles like front office executives or receptionists, sales and marketing executives, information technologists (IT), porters and bell boys. This collectively made up 41% of the total percentage of respondents. The food and beverage department was the second highest in percentage (32.3%)



to the total number of respondents. Roles under the department covered, cooks, waiters, bartenders, bus and pantry workers.

Purchasing and procurement however was the lowest in percentage of the entire respondents' base (2.5%) from Table 2. This department were seen mostly from the 3-star hotels and these higher starred hotels belonged to either a management company or a chain of hotels. In effect their purchases are consolidated from a central purchase point not in the Central Region, therefore only a few staff are employed in that area of operation within the hotels in the Central Region.

### **Organizational Citizenship Behaviour Practices by Employees in Star Rated Hotels in the Central Region**

This section of the study sought to explore the practices of employee in line with OCB in star rated hotels in the Central Region. Percentages, means and standard deviations were first used to summarise employees' responses to each of these statements underlining a practice under OCB dimensions. Details of the results are presented in Table 3.

Some of the statements used to measure altruism dimension of OCB included; "I voluntarily help other colleagues who have been absent to catch up on work". Respondents agreed that 'altruism' played a significant role in their OCB practices (mean=3.66). Specifically, employees agreed that they volunteer to help colleagues if they fall behind on their tasks at (mean=3.81), or if they have work related problems (mean=3.77) and cover up their shifts when necessary (mean=3.77). The altruism dimension is one of the OCB dimensions listed by Organ. It reflects a behaviour that helps people to face



problems in their work and assistance of other colleagues with regards to task completion (Organ, 2016).

Overall, 70.0% of the employees (mean=3.78) agreed that they exhibit courtesy towards their work colleagues. They take steps to prevent problems with other colleagues (mean=3.92) and are mindful of their behaviour affecting others (mean=3.92) while trying to act the role of a peacemaker when other members have a problem (mean=3.77).

The courtesy dimension of OCB reflects an individual's careful movements to avoid problems with other colleagues and among other colleagues (Mostabsary & Nejabaty, 2008). Studies conducted have shown that, courtesy has a resultant effect such as capacity building and skill learning, increased competence and self-worth as well as increased productivity (Olowookere, 2014) since it looks at OCB towards individuals within the organization (Hemaloshinee & Nomahaza, 2017).

Respondents also generally agreed (mean=4.09) that they engage in behaviours that showed their conscientiousness. In specific terms, they obeyed the hotel's rules and regulations even when no one was watching (mean=4.22) and gave advance notice if they would be unable to come to work (mean=4.19) or were always conscious about completing tasks assigned to them at work (mean=4.21).

Civic Virtue represented 63.86 percent acknowledgment of the employees as what they engaged in (mean=3.67) under OCB. They indicated that they are concerned with the hotel such that they keep themselves informed of changes happening within the hotel (mean=3.90) and volunteer to take up

roles at work when the need arose (mean=3.90). Again, they did not mind staying on after their shift to complete tasks (mean=3.72).

**Table 5: Organizational Citizenship Behaviour Practices among Employees in Star Rated Hotels**

Variables	% in agreement	Mean	Std. D
<b>Altruism</b>			
I voluntarily help absent colleagues	70.2	3.66	0.75
I help my work colleagues if they fall behind Their tasks	73.9	3.81	0.69
I voluntarily train new employees	54.7	3.29	0.84
I voluntarily assist colleagues with work related Problems	73.3	3.77	0.72
I cover up my colleagues' shift	67.1	3.77	0.71
<i>Overall score</i>	<i>67.84</i>	<i>3.66</i>	<i>0.74</i>
<b>Courtesy</b>			
Mindful of my behaviour affecting others	79.5	3.92	0.71
I take steps to prevent problems with other Colleagues	78.9	3.92	0.64
I take steps to resolve problems between my colleagues and supervisors	59.6	3.58	0.69
I am always available when any of my colleagues need someone to talk to about their issues	64.6	3.70	0.67
I try to act the role of a peacemaker when other members have a problem	68.9	3.77	0.64
<i>Overall score</i>	<i>70.3</i>	<i>3.78</i>	<i>0.67</i>
<b>Conscientiousness</b>			
I obey the hotel's rules and regulations even when no one is watching	85.7	4.22	0.52
I give advance notice if I am unable to come to Work	83.9	4.19	0.56
I believe in giving an honest day's work for an honest day's pay	79.5	4.01	0.68
I do not take extra breaks during working hours	67.7	3.82	0.72
I am always conscious about completing my tasks at work	82.6	4.21	0.54
<i>Overall score</i>	<i>79.90</i>	<i>4.09</i>	<i>0.60</i>
<b>Civic Virtue</b>			
I keep myself informed of changes in the hotel	77.6	3.90	0.67
I attend functions that are not required but help The hotel's image	42.9	3.29	0.80
I come to work voluntarily to assist when the hotel has a busy day	57.8	3.56	0.79
I stay on after my shift to complete tasks	66.5	3.72	0.71
I volunteer to take up roles at work when the	74.5	3.90	0.65

**Table 5 continued**

need arises			
<i>Overall score</i>	63.86	3.67	0.72
Sportsmanship			
I do not consume a lot of time complaining about trivial matters at work	67.1	3.75	0.75
I always focus on what is positive rather than the Negative	85.1	4.21	0.58
I do not make simple work issues seem very Complicated	67.7	3.76	0.73
I do not always find fault with what my organisation is doing	52.8	3.35	0.82
I always focus on the good things I see at the Hotel	70.8	3.86	0.72
<i>Overall score</i>	68.7	3.78	0.72

Scale: 1= strongly disagreed; 2 = disagreed; 3 Neutral; 4 = agreed; 5 = strongly agreed

Source: Fieldwork, Arthur-Amisah (2018)

From Table 4, the respondents affirmed by a percentage of 68.7 that sportsmanship was an organizational citizenship behaviour they practiced (mean = 3.78). Under this dimension, employees always focused on what is positive in the hotel rather than the negative (mean = 4.21), which means focusing on the good things they see at the hotel (mean = 3.86) and consequently, not making simple work issues seem very complicated (mean = 3.76).

Sportsmanship explains the behaviour of an individual someone who does not like to protest dissatisfaction with minor problems due to their loyalty towards the organization. This can be likened to an individual's loyalty towards the organization. Graham (1991) enlisted three (3) broad categories of OCB including organizational loyalty. This deals with the individual loyalty to their organization it represents and the dedication of employees in the organization to defend the interests of the organization (Graham, 1991).

## **Exploratory Factors Explaining Organizational Citizenship Behaviour**

### **Dimensions of Employees within Star Rated Hotels in the Central Region**

The respondents' responses and reactions to the 25 variables measuring practices of OCB of employees in star rated hotels were evaluated using basic descriptive statistics. The variables were further analysed using Principal Component Analysis (PCA) with Varimax rotation. The reason for the use of PCA; factor analysis was to identify the dimensionality of the scale and to ascertain a parsimony of the measurement items to their underlying latent constructs.

The data satisfied the two most recommended preliminary requirements for using factor analysis: the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, and the Bartlett's Test of Sphericity (Bartlett, 1954). The Bartlett's test of Sphericity (1247.73) was found to be significant at  $p = 0.000$  and was further confirmed by a KMO coefficient of 0.763 (Kaiser, 1974). Eigen values  $\geq 1$  was used as the criterion for extracting factors, and the threshold for inclusion of a variable was 0.5 (Hair et al., 2010), hence 20 observed variables and therefore measurement items were retained. All the variables loaded above 0.50 and the Cronbach's alpha scores for the latent variables ranged from 0.70 to 0.82, suggesting a good level of internal consistency of the factors extracted.

The results from Table 5 indicate that the five factors: Conscientiousness, courtesy, civility, altruism and sportsmanship made up 53.13 percent of OCB practices of employees within star rated hotels in the Central Region. This finding confirms the idea that apart from the dimensions explored in this study as OCB practices, there are other dimensions which

employees engage in which were not explored in this study. These are the practices employees most commonly engage in with regards to OCB.

Conscientiousness were the factors with much loadings than altruism – civic, altruism, courtesy and sportsmanship. This explains the fact that employees’ OCB practices can be towards the organization. Apart from Conscientiousness and sportsmanship, the rest of the factors look generally at employees OCB towards individuals within the hotel or team members within their department. This is an indication that these are the practices that best explain employees OCB in star rated hotels in the Central Region and confirms that OCB can be towards the individual (OCBI) or towards the hotel or organization (OCBO) (Wombacher & Felfe, 2017).

**Table 6: Exploratory Factors Explaining Organizational Citizenship Behaviour Practices of Employees in Star Rated Hotels within the Central Region. (N = 161)**

Latent constructs and observed variables	FL	EV	VE (%)	A
I Conscientiousness				
I do not make simple work issues seem very complicated	0.72			
I do not consume a lot of time complaining about trivial matters at work	0.70			
I give advance notice if I am unable to come to work	0.66			
I believe in giving an honest day’s work for an honest day’s pay	0.66			
I volunteer to take up roles at work when the need arises	0.64	5.81	24.21	0.82
I always focus on what is positive rather than the negative	0.62			
I obey the hotels rules and regulations even when no one is watching	0.57			
I keep myself informed of changes in the hotel	0.55			
I am always conscious about completing my tasks at work	0.52			
II Courtesy				

**Table 6 continued**

I take steps to resolve problems between my colleagues and supervisors	0.79			
I am always available when any of my colleagues need someone to talk to about their issues	0.72	2.38	9.91	0.75
I try to act the role of a peacemaker when another team members have a problem	0.63			
I take steps to prevent problems with other colleagues	0.56			
<b>III Civility</b>				
I give my time voluntarily to assist colleagues with work related problems	0.72			
I take time out of my day to train new employees voluntarily	0.69	1.82	7.58	0.70
I come to work voluntarily to assist when the hotel has a busy day	0.63			
<b>IV Altruism</b>				
I cover up for my colleagues' shift if they are unable to come to work	0.71	1.46	6.08	0.70
I help my work colleagues if they fall behind their tasks	0.58			
<b>V Sportsmanship</b>				
I always focus on the good things I see at the hotel	0.77	1.28	5.35	
I do not always find fault with what my organization is doing	0.71			0.70
Total variance explained			53.13	

Note: F: Factor, FL: Factor Loading, EV: Eigenvalue, VE: Variance explored,  $\alpha$ : Cronbach's alpha; KMO = 0.763, Bartlett's Test of Sphericity (Approx.  $\chi^2$ ) = 1247.73;  $p = 0.000$

Source: Fieldwork, Arthur-Amisah (2018)

Factor I, conscientiousness, was made up of nine (9) items including; not making simple work issues seem very complicated, not consuming a lot of time complaining about trivial matters at work, giving advance notice for inability to come to work, believing in giving an honest day's work for an honest day's pay, volunteering to take up roles at work when the need arises, focusing on what is positive rather than the negative, obeying the hotels rules



and regulations even when no one is watching, keeping informed of changes in the hotel and always conscious about completing tasks at work.

With an eigenvalue of 5.81, the factor accounted for (24 %) of the variance in OCB practices of employees in star rated hotels within the Central Region. The findings suggest that conscientiousness, civic virtue and sportsmanship are related. These are all towards a goal of ensuring employees comply with the rules and regulations of the hotel, act in line with organizational loyalty, dutifulness, attention and organizational support (Organ, Smith & Near, 1983; Organ, 1988; Tanaka, 2004). This further purport that OCB is majorly either an altruistic behaviour towards individuals in the hotel or a generalized compliance – toward the hotel (organization) (Williams & Anderson, 1991; Organ et al., 1983).

The second major factor (II) from Table 5 was courtesy, 2.38 (9.91%). It consisted of four (4) items including employees taking steps to resolve problems between their colleagues and supervisors and taking steps to prevent problems with others. These OCB practices of employees are geared towards the emergence or avoidance of probable issues due to interaction with others (Mostabsary & Nejabaty, 2008). This reinforces that team cohesion is essential as it promotes effectiveness in the hotel industry, especially in the age of globalization and competition (Ebbekink, 2008; Pickford & Joy, 2016).

It supports better coordination, discipline and better application of resources significant to employee roles on the micro level for effective performance of the hotel. Employees are therefore conscious of the results of their relationship with others.



Factor III, civility, was made up of three (3) factors and included statements concerning employees giving time to voluntarily assist colleagues with work related problems and taking time out to train new employees voluntarily. Civility explained 7.85 percent of the OCB practices of employees of star rated hotels within the Central Region with an eigenvalue of 1.82. The findings suggest that altruism and civic virtue are related. Both of these are towards individuals within the work environment and not directly towards the organization according to the categorization of Williams and Anderson (1991). Employees assist other colleagues but also pay attention and contribute to the political issues within the organization to a responsibility (Organ, 2016).

The fourth (IV) dimension or practice of OCB was altruism. This made up two (2) factors including statements such as giving time voluntarily to assist colleagues with work related problems. It explained 6.08 percent of OCB practices of employee with an eigenvalue of 1.46. Altruism as a dimension of OCB relates to the helping behavior of employees towards their work colleagues (Rezaei Kelid Bari & Bagher Salimi, 2008). Turnipseed and Rassuli, 2005 noted that with current changes in the hospitality industry, employees working among team with little supervision because of the idea of assisting each other for improvement on the overall performance affords the manager the ability to concentrate on other areas of concern to of the hotel (Padsakoff, 2000; Turnipseed & Rassuli, 2005).

The altruism or helping dimension of OCB however, is likely not to take place in a performance-based pay system. In these systems, work is monotonous with strict hours and strict job roles. Employees therefore do not

have the ability to assist others with their duties (Tanaka, 2004). Altruism is highly significant in the hospitality industry as it is influential in promoting innovative behaviour among employees (Danaei & Iranbakhsh, 2016). Product and services will have value added for the customer, setting the hotel apart from others and placing the hotel in a better competitive advantage (Victorino, Verma, Plaschka & Dev., 2005; Wong & Ladkin, 2008).

The last factor (V) that resulted from the factor analysis was sportsmanship. With an Eigen value of 1.28, it explained 5.35 percent of the variance the OCB practices of employees in star rated hotels in the Central Region. This dimension of OCB was explained by Organ (1988) and Lavelle et al. (2009) as where individuals within the organization do not like to file or show dissatisfaction within the organization. Sportsmanship tows the line of loyalty (Graham, 1991).

### **Organizational Citizenship Behaviour Practices by Socio-demographic Characteristics of Respondents**

The study further explores the extent to which OCB practices differ across respondents' socio-demographic and job characteristics using t-test and ANOVA. The t-test statistic estimation was used in instances where the explanatory variables had only two categories whilst ANOVA was employed on variables with three or more categories. The results are presented in Table 6 below.

From Table 6, it was observed from the analysis that there exist significant differences in OCB practices of employees in the practice of altruism ( $p = 0.000$ ) and conscientiousness ( $p = 0.000$ ) in relation to their tribe. Though all the ethnic groups listed that they practice altruism and conscientiousness,

the mean rating for Akan (mean=3.94) was the highest of the ethnic groups. Ewes had the next high mean rating (mean=3.43) while Ga Adangbe had the lowest (mean=1.32).

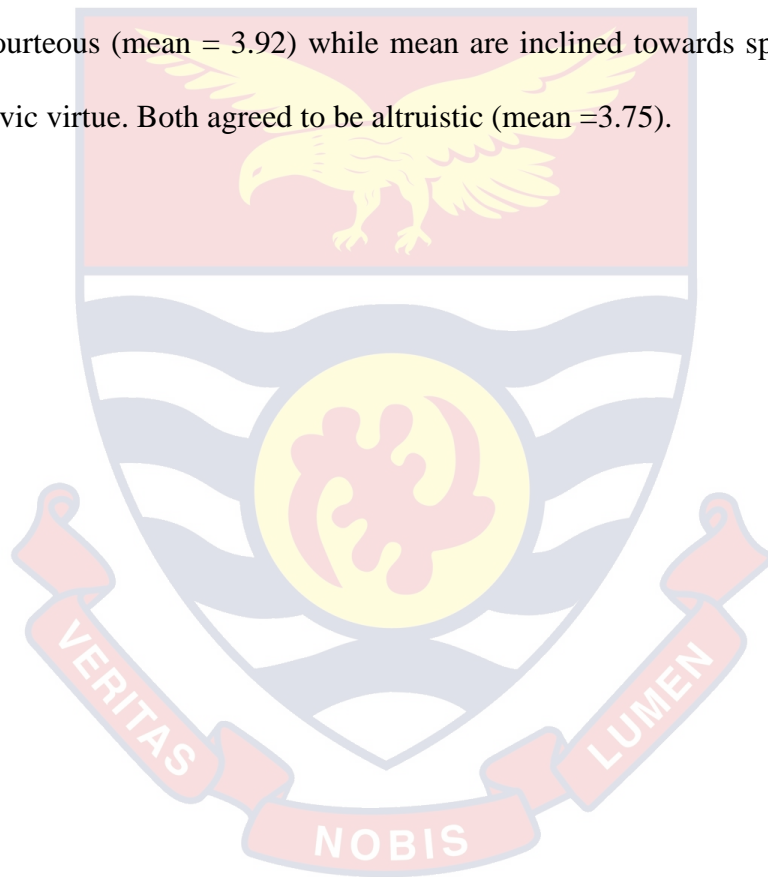
The results further indicated that, respondents of the Ewe tribe had the highest mean score (mean=4.36) in relation to their OCB practice of conscientiousness with Akan following closely behind (mean=4.31). The lowest score for conscientiousness in relation to tribe was the Mole Dagbani (mean=2.83). This suggests that respondents of the Ewe tribe are more inclined towards being timely and being regular at work (Organ, 1988). They are dedicated to doing things the right and proper way (Eslami, 2009). There was however no marked significant difference between the ethnic group of the respondents and courtesy, civic virtue and sportsmanship. All the ethnic groups were found to agree to undertake these OCB activities.

Furthermore, the results presented in Table 7 indicated that there was a significant difference between the ages of the respondents and OCB, specifically with courtesy at a significance level of  $p=0.005$ . It was found that respondents below the ages of 20 years were likely to be more courteous towards their colleagues (mean=4.09) in the hotel. They try to act as peacemakers between colleagues and they take steps to prevent problems with their colleagues (Podsakoff et.al, 1990). Closely following behind respondents below 20 years are respondents between the ages of 40 to 50 years (mean=4.00) for courtesy. This shows that older people or respondents are also prone to ensuring that there is no problem between colleagues.

The study further proved that, there are significant relationship between marital status and OCB. Specifically, singles and sportsmanship

( $p=0.004$ ) with a mean value of 4.03. Furthermore, the analysis made known the significant relationship between religion and OCB. It showed that Christians are more inclined towards the act of helping ( $p=0.014$ ) more than their Muslim and Traditionalist cohorts.

No significant variation was recorded for education, job role and salary level and OCB practices. It is worth noting however, that from Table 6, females are more inclined towards being conscientious (mean= 4.32) and courteous (mean = 3.92) while mean are inclined towards sportsmanship and civic virtue. Both agreed to be altruistic (mean =3.75).



**Table 7: Socio-Demographic Characteristics and Job Role by Organizational Citizenship Behaviour**

Characteristics	N	Altruism		Courtesy		Conscientiousness		Civic virtue		Sportsmanship	
		Mean	<i>P=0.000**</i>	Mean	<i>P=0.233</i>	Mean	<i>P=0.000**</i>	Mean	<i>P=0.615</i>	Mean	<i>P=0.530</i>
<i>Tribe</i>											
Akan	127	3.94		3.85		4.31		3.82		3.86	
Mole Dagbani	6	1.83		3.17		2.83		3.33		3.33	
Ga Adangbe	14	3.21		3.93		3.93		3.78		4.07	
Ewe	14	3.43		3.78		4.36		3.64		3.93	
		F = 13.69		F = 1.44		F = 6.69		F = 0.60		F = 0.74	
<i>Sex</i>											
Male	84	3.75	<i>P=0.022</i>	3.75	<i>P=0.125</i>	4.14	<i>P=0.349</i>	3.79	<i>P=0.117</i>	3.92	<i>P=0.235</i>
Female	77	3.75		3.92		4.32		3.76		3.80	
		t = -0.02		t = -1.33		t = -1.31		t = 0.21		t = 0.69	
<i>Age</i>											
Below 20	22	3.50	<i>P=0.485</i>	4.09	<i>P=0.005**</i>	4.27	<i>P=0.274</i>	3.64	<i>P=0.531</i>	4.00	<i>P=0.513</i>
20-30	112	3.81		3.81		4.28		3.88		3.88	
30-40	23	3.61		3.78		3.86		3.52		3.52	
40-50	3	4.33		4.00		4.33		2.67		2.66	
50 and above	1	4.00		1.00		5.00		5.00		5.00	
		F = 0.87		F = 3.82		F = 1.29		F = 2.39		F = 2.42	
<i>Marital status</i>											
Single	115	3.73	<i>P=0.735</i>	3.80	<i>P=0.886</i>	4.24	<i>P=0.750</i>	3.83	<i>P=0.580</i>	4.03	<i>P=0.004**</i>
Married	43	3.76		3.91		4.16		3.69		3.39	
Divorced	2	4.50		4.00		4.50		3.00		4.00	

Table 7 continued

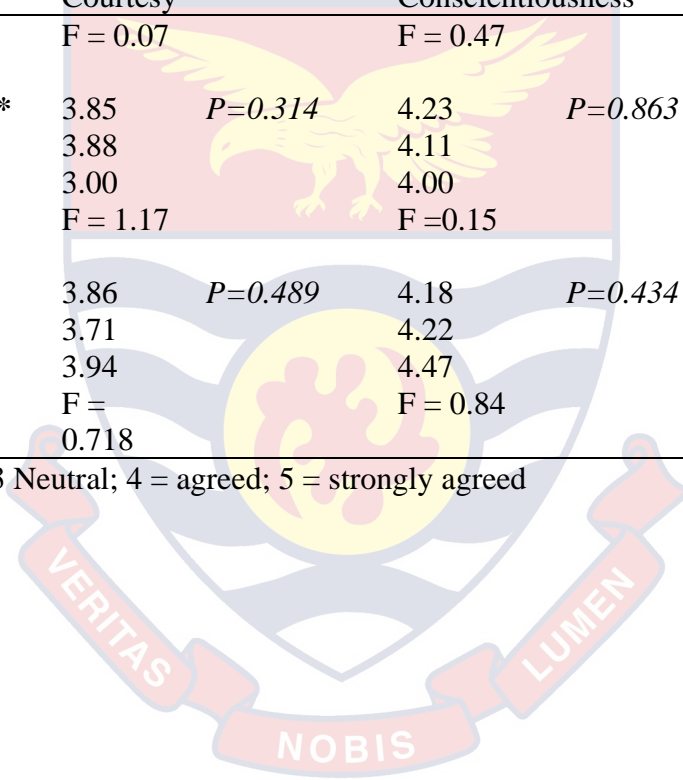
	N	Altruism		Courtesy		Conscientiousness		Civic virtue		Sportsmanship	
Widowed	1	4.00		4.00		5.00		4.00		5.00	
		F = 0.43		F = 0.22		F = 0.40		F = 0.66		F = 4.65	
<i>Level of Education</i>											
No formal Education	8	3.25	<i>P=0.599</i>	3.63	<i>P=0.574</i>	3.63	<i>P=0.067</i>	2.87	<i>P=0.013</i>	3.37	<i>P=0.136</i>
Primary	50	3.74		3.82		4.34		4.04		4.16	
Middle school	21	3.90		3.71		4.05		3.81		3.71	
SHS/Technical	34	3.67		3.94		3.97		3.55		3.76	
Vocational training	32	3.75		3.72		4.50		3.68		3.78	
Polytechnic	12	3.83		4.00		4.33		3.83		3.75	
Undergraduate	3	4.33		4.33		4.66		4.66		4.33	
Post graduate	1	5.00		5.00		5.00		5.00		2.00	
		F = 0.78		F = 0.82		F = 1.94		F = 2.66		F = 1.61	
<i>Job role</i>											
Front & adm.	66	3.85	<i>P=0.507</i>	3.85	<i>P=0.991</i>	4.32	<i>P=0.755</i>	3.86	<i>P=0.357</i>	3.83	<i>P=0.813</i>
F&B	52	3.57		3.81		4.09		3.57		3.83	
Purchasing	4	4.25		4.00		4.25		4.00		4.00	
Main. & grd.s	14	3.78		3.86		4.28		4.07		3.71	
Housekeeping	25	3.76		3.80		4.24		3.80		4.08	

Table 7 continued

	N	Altruism		Courtesy		Conscientiousness		Civic virtue		Sportsmanship	
		F = 0.83		F = 0.07		F = 0.47		F = 1.10		F = 0.39	
<i>Religion</i>											
Christian	149	3.79	<b><i>P=0.014**</i></b>	3.85	<i>P=0.314</i>	4.23	<i>P=0.863</i>	3.81	<i>P=0.175</i>	3.86	<i>P=0.459</i>
Muslims	9	2.88		3.88		4.11		3.33		3.55	
Traditionalist	2	4.50		3.00		4.00		3.00		4.50	
		F = 4.39		F = 1.17		F = 0.15		F = 1.76		F = 0.78	
<i>Salary</i>											
Below ₵500	101	3.70	<i>P=0.719</i>	3.86	<i>P=0.489</i>	4.18	<i>P=0.434</i>	3.79	<i>P=0.749</i>	3.85	<i>P=0.429</i>
₵500 – ₵ 1,000	41	3.83		3.71		4.22		3.83		4.00	
Above ₵ 1,000	19	3.84		3.94		4.47		3.63		3.63	
		F = 0.33		F = 0.718		F = 0.84		F = 0.29		F = 0.85	

Scale: 1= strongly disagreed; 2 = disagreed; 3 Neutral; 4 = agreed; 5 = strongly agreed  
Source:

Fieldwork, Arthur-Amissah (2018)





## **Factors Influencing Organizational Citizenship Behaviour Practices of Employees in Star Rated Hotels within Central Region**

This section explores the underlying factors of the OCB activities participated in by employees of the selected hotels. In identifying these factors, a multiple regression was applied on the data and the significance level set at  $p = 0.05$ . In all, six (6) separate regressions, comprising an aggregate and disaggregated, models were estimated. Aside from that both the variance inflation factor and tolerance values were estimated to determine the presence of multicollinearity among the potential explanatory variables (fairness perception, trust in supervisor, leadership, personality and perceived cost) or otherwise.

The output showed that multicollinearity is not an issue in the data (Pallant, 2005). Details of the results are presented in Table 8. The results indicate that all the factors, fairness perception, trust in supervisor, leadership, personality and perceived cost together explained about 13 percent of the variance in OCB practices of the employees. Trust in supervisor, leadership, personality emerged as the significant determinants of the respondents' OCB practices such that increasing trust in one's supervisor has a positive relationship with engagement in OCB activities ( $\beta = 0.43$ ;  $p=0.00$ ). Similarly, leadership has a positive association with OCB Practices ( $\beta = 0.13$ ;  $p =0.00$ ). Nevertheless, an inverse relationship is established between perceived cost and engagement on OCB practices ( $\beta = -0.13$ ). This implies the more cost employees perceive with undertaking of OCB the lesser their chance of doing so. What is understood from this is that perceived cost is a disincentive to employees' engagement in OCB practices.

In every exchange relationship, there is a focus on trust, mutual commitments and loyalty built over time between parties. According to Cropanzano and Mitchell (2005) the two basic tenets of an exchange relationship are reciprocity and negotiated rules. Under reciprocity, reliance cannot be on one party only to provide without giving. Both parties must act, rely on and expect something in return from the other. Therefore, situations where employees feel they can trust leadership of their hotel or their immediate supervisor, they act in accordance of a positive exchange where they go the extra mile and do more than they are required to (Gouldner, 1960).

The disaggregated models also confirmed the significance of some of the factors in predicting OCB practices among the respondents. However, their impact is not same across the specific types of OCB practices. Model 2 shows that trust in supervisors is positively related to altruistic OCB practices ( $\beta = 0.26$ ;  $p = 0.02$ ) but it did not significantly relate with the other forms of OCB practices. Leadership also associated positively with courtesy ( $\beta = 0.13$ ;  $p = 0.03$ ). This is suggestive that increased leadership effectiveness is associated with increased chance of engaging in courteous practices. However, none of the factors significantly explained conscientiousness, civic virtue and sportsmanship despite the coefficients are positive but for perceived cost, which is inversely related to the practices.

**Table 8: Factors Influencing Organizational Citizenship Behaviour Practices of Employees in Star Rated Hotels within Central Region**

	B	Sig	VIF	Tolerance	R <sup>2</sup>
<i>Model 1: Overall OCB</i>					
Fairness Perception	0.03	0.33	1.01	0.99	
Trust in supervisor	0.43	0.00**	1.37	0.73	
Leadership	0.13	0.00**	1.46	0.68	0.13
Personality	0.16	0.00**	1.35	0.74	
Perceived Cost	-0.13	0.00**	1.17	0.85	
<i>Model 2: Altruism</i>					
Fairness perception	0.18	0.06	1.63	0.61	
Trust in supervisor	0.26	0.02**	2.10	0.47	
Leadership	0.06	0.52	1.80	0.55	0.05
Personality	0.14	0.12	1.26	0.79	
Perceived Cost	-0.03	0.76	1.08	0.92	
<i>Model 3: Courtesy</i>					
Fairness perception	0.09	0.17	1.63	0.62	
Trust in supervisor	0.12	0.06	2.10	0.48	
Leadership	0.13	0.03**	1.80	0.55	
Personality	0.00	0.97	1.26	0.79	0.06
Perceived Cost	-0.03	0.68	1.08	0.92	
<i>Model 4: Conscientiousness</i>					
Fairness perception	0.05	0.64	1.63	0.61	
Trust in supervisor	0.03	0.77	2.10	0.47	
Leadership	0.03	0.78	1.80	0.55	
Personality	0.06	0.49	1.25	0.79	0.03
Perceived Cost	0.01	0.93	1.08	0.92	
<i>Model 5: Civic Virtue</i>					
Fairness perception	0.00	0.97	1.63	0.61	
Trust in supervisor	0.00	0.99	2.10	0.47	
Leadership	0.03	0.91	1.80	0.55	0.02
Personality	0.00	0.97	1.26	0.79	
Perceived Cost	-0.10	0.21	1.08	0.92	
<i>Model 6: Sportsmanship</i>					
Fairness perception	0.07	0.48	0.63	0.61	
Trust in supervisor	0.08	0.47	2.10	0.47	
Leadership	0.15	0.16	1.80	0.55	0.04
Personality	0.60	0.50	1.26	0.79	
Perceived Cost	0.06	0.48	1.08	0.92	

\* Significant difference exists at  $P \leq 0.05$

Source: Fieldwork, Arthur-Amisah (2018).

**Perceived Cost of Organizational Citizenship Behaviour to Employees in Star Rated Hotels in the Central Region**

Organ (1988) emphasized the implied and possible subjective references on employee performance assessments even though OCB is an act

that is not recognized by the formal reward system. Increasingly, OCB is being seen as a construct of employee performance and may be demanded in a subtle way by supervisors and managers. The study analysed the perceived costs associated with OCB bearing on the employee as they perform these extra roles. The results are presented in Table 9.

**Table 9: Perceived Cost of OCB to Employees in Star Rated Hotels in the Central Region**

Variables	N	Responses (Disagree/Neutral/Agree)			M	Std. D
		D	N	A		
<i>Perceived cost</i>						
I am not able to finish my duties because I spend time helping others	161	16.8	14.3	68.9	1.47	0.77
Because I always assist colleague employees voluntarily, I am always expected to assist new employees	161	37.9	32.9	29.2	2.08	0.82
I am always expected to cover my team members shift when they are not able to come to work	161	57.8	22.4	19.9	2.38	0.79
I always get into trouble when I try to act as a peacemaker	161	26.8	23.0	50.3	1.76	0.85
I am not able to confront team members when they fall back on their work tasks	161	24.2	19.9	55.9	1.68	0.84
I am always occupied with other team member's issues	161	24.8	25.5	49.7	1.75	0.83
I am always expected to come to work even on my off-duty days	161	24.8	21.1	54.0	1.71	0.84
I do not get enough break because I am overburdened with work	161	24.8	22.4	52.8	1.72	0.84
I always leave work late because	161	36.0	21.7	42.2	1.94	0.88

**Table 9 continued**

there is						
always so much to assist others						
with						
My supervisor always falls on	161	48.4	19.9	31.7	2.16	0.88
me to handle						
extra duties						
I am always expected to have a	161	57.8	26.7	15.5	2.42	0.75
high score						
in my appraisal						
I sacrifice my personal	161	38.5	29.2	32.3	2.06	0.84
obligations to attend						
events on behalf of the hotel						
<i>Overall</i>		<i>34.9</i>	<i>23.3</i>	<i>41.8</i>	<i>1.93</i>	
Scale: 1= strongly disagreed; 2 = disagreed; 3 = Neutral; 4 = agreed; 5 = strongly agreed						

Source: Fieldwork, Arthur-Amisah (2018)

On the average 41.8% of the respondents did agree that there are costs that they bore in their engagement in OCB. This supports studies by Edwards and Rothbard (2000) and Bolino and Turnley (2005) that the performance of some extra roles such as helping other colleagues can cause personal overload and distraction from core task completion.

However, from Table 9, it was noticed that majority of the respondents rather disagreed to specific questions such as ‘My supervisor always falls on me to handle extra duties’ (48.4%), ‘I am always expected to have a high score in my appraisal’ (57.8%), and ‘I am always expected to cover my team members shift when they are not able to come to work (57.8%)’. Meanwhile their mean scores indicated neutrality with (mean = 2.16), (mean = 2.42) and (mean = 2.38) respectively. This results between disagreement and neutrality spells out that the respondents do not have a problem with these particular practices of OCB. This can be related to extroverted individuals due to their nature and disposition (Marinova, Moon, & Van Dyne, 2010).

An extrovert disposition means an individual is sociable, bold and energetic as well as adventuresome and expressive and therefore may not see some practices of OCB as overburdening. According to Goldberg (1992) and Barrick and Mount (2005) these personalities are likely to have no problem being altruistic. These types of personalities will however have a problem with activities that they see as low extraversion – civic virtue and conscientiousness. Meanwhile, evidence of studies conducted show that increasingly, performance is being seen as encompassing constructs such as OCB (Chelagat et al., 2015). As Organ (1988) noted, employees are being induced to engage in OCB or being nudged to go the extra mile in a subtle manner as it may be recognized by managers and supervisors and have subjective references on employee appraisals (Organ, 1988; Bolino, et al. 2013).

In these cases, employees do not see a choice than to go the extra mile to win points to be assessed as good performance. Employees being expected to cover their team members' shifts would mean a combination of their roles and extra roles that may cause an energy drain or depletion and can be highly detrimental to that employee (Edwards & Rothbard, 2000).

Apart from civic virtue and sportsmanship, courtesy and conscientiousness have been noted to be the forms of OCB that are less time consuming and less draining. There is no application of the use of specified resources; time and material. Moreover, they can be performed in juxtaposition actual roles and job tasks (Bergeron, 2007; Nielsen, Bachrach, Sundstrom & Halfhill, 2012).



## Summary

This chapter discussed the socio-demographic characteristics of respondents from star rated hotels in Cape Coast. Specifically, the chapter discussed findings on practices of OCB employees engage in within star rated hotels in Cape Coast. Exploratory factor analysis was used to identify the scale dimension and to establish an agreement of the measurement items to their underlying latent constructs. Also, relationship between OCB practices and socio-demographic characteristics were explored by the use of independent samples T test and one-way analysis of variance (ANOVA).

Standard multiple regression was employed to ascertain the influence of the antecedents of the OCB and the perceived cost associated with OCB on the OCB practices of the respondents. The findings stood contrary to the proposition in the conceptual framework that leadership, trust in supervisor, personality and fairness perception preceded practices of OCB. Furthermore, the findings established that the cost employees perceive in practicing OCB discourages them from actually getting involved in OCB.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

This chapter presents the conclusions and recommendations of the study. It summarizes the thesis, main findings of the study and draws conclusions based on the results. Recommendations are then made towards methods of encouraging OCB in star rated hotels in the Central Region.

#### Summary of Thesis

The main objective of the study was to examine the concept of OCB, practices undertaken in line with it, the predictors and the possible costs to employees as they perform it.

The specific objectives were to:

1. explore the OCB practices of employees in Star rated hotels in the Central Region
2. investigate the factors that best predict OCB practices of employees within star rated hotels in the Central Region
3. explore the perceived cost associated with OCB to employees.

A conceptual framework was adapted from Ebbekink (2008). The framework captured three main issues based on the objectives of the study which included OCB, antecedents of it and the perceived cost associated with it in star rated hotels in the Central Region of Ghana. A cross-sectional data was collected from 161 employees using self-administered questionnaires. The data was analysed using Factor Analysis, Standard Multiple Regression, Independent Samples T-test and one-way ANOVA.

## Summary of Main Findings

It was established from the study that five (5) main types of activities were practiced under OCB in the star rated hotels namely altruism (67.84%), courtesy (70.3%), conscientiousness (79.90%) civic virtue (63.86%) and sportsmanship (68.7%). Relationships existed in OCB practices in relation to tribe ( $p = 0.000$ ), age ( $p = 0.005$ ), marital status ( $p = 0.004$ ) and religion ( $p = 0.014$ ). Specifically, the links existed in tribe and altruism ( $p = 0.000$ ) and conscientiousness ( $p = 0.000$ ); age and civic virtue (0.005); marital status and sportsmanship (0.004); religion and altruism (0.014).

The results also indicated that conscious civic - sportsmanship (24.21%), courtesy (9.91%), altruism-civic (7.58%), altruism (6.08%), and sportsmanship (5.35%) were the underlying factors of OCB practices in star rated hotels in the Central Region.

The study also established that employees disagreed to the four (4) proposed predictors of employees' engagement in OCB activities. Fairness perception had an overall mean score of 2.54 and represented 39.07%; trust in supervisor (mean = 2.31) of 41.5% of the total respondents, leadership (mean = 2.45) and 40.3% while extraversion considered under personality had a mean score of 2.09 representing 39.58%. Furthermore, the study recorded an inverse influence of some of the antecedents on the practices of OCB. Trust in supervisor had an inverse influence on altruism ( $\beta = - 0.26$ ) so as leadership on courtesy ( $\beta = - 0.13$ )

It was again observed from the study that indeed there were some costs or negative effects associated with OCB practices. "I am always expected to cover my team members shift when they are not able to come to work"

(37.6%) and “My supervisor always falls on me to handle extra duties” (33.3%). Furthermore, it was established from the study that, there existed some links between specific OCB practices and the costs. The links were observed in the costs with altruism ( $p= 0.035$ ), conscientiousness ( $p= 0.017$ ), sportsmanship ( $p= 0.009$ ) and civic virtue ( $p= 0.047$ ).

## Conclusions

The conclusions of the study are based on the specific objectives and findings of this study and will add to the limited literature on organizational citizenship behaviour in hotels within the Central Region. Considering the fact that the Central Region is a major tourism destination in Ghana and therefore sees more tourists who use accommodation facilities, it is necessary to be informed on employees’ extra roles played to exceed customer expectations.

The study concludes that organizational citizenship behaviour captures activities such as being altruistic, conscientious, and courteous, a good sportsman and having a civic virtue. These are consistent with Organ (2006) final categorization of the practices of OCB and thus can be ascertained that these are the practices of OCB of employees working in star rated hotels within the Central Region of Ghana.

Trust in supervisor, leadership, personality was shown to be a significant predictor respondents’ OCB practice. Specifically, trust in supervisors was positively related to altruistic OCB practices. Similarly, leadership had a positive association with OCB Practices but specifically with courtesy.

It was noticed from the study that other factors which were not explored in the study could influence the employees’ practice of OCB apart

from the predictors studied. One factor may be culture, in that, what may seem to be a predictor with one cultural background may not necessarily be a major concern to be a predictor to another.

The study further concludes that there can indeed be some costs associated with OCB bearing on the employees. These may reflect in their supervisors falling on them to do extra duties or being expected to take up shifts when their work colleagues are unable to come to work. This does put a strain on them and drains them of energy and physical resources (Edwards & Rothbard, 2000).

Evidence from the study shows that there are variations in OCB practices across employees' socio – demographic characteristics and job roles. This shows the heterogeneity in behaviour of employees within the work environment and the possible causes of it. These behaviours cannot be measured without applying empirical techniques to give scientific meanings and understanding to it.

### **Recommendations**

Hotels management and other hotel service providers can rely on the types of OCB practices studied in this research to leverage on for effectiveness and overall performance of their facilities. This can be done through various motivational avenues to encourage organizational citizenship behaviour including employee career and self-development opportunities, appropriate remuneration, appropriate procedures and measure to addressing grievance and human resource functions to recognize OCB.

The hotel industry must encourage OCB of their employees for the sake of service quality and competitive advantage (Ruizalba, Guillermo,

Miguel & Blanca, 2014). This can be done by identifying personality types, strengths and weaknesses through human resource functions such as appraisal reviews, in order to assign appropriate roles and duties to staff.

### **Suggestions for Further Studies**

Based on the findings of the study, there is a need for a detailed study into considering organizational citizenship behaviour as an important component in the development of a competitive advantage for the hotel industry in Ghana as a whole. Human resource functions can be finetuned to research into and pay attention to some of these practices of employees which have positive effects on the hotel but go unnoticed. It will be worth considering a qualitative approach to such a study. This will allow a much closer and personal understanding into the perspectives of the construct both from the point of management and employees.

Attention need to be dedicated to the factors that predict organizational citizenship behaviour of the employees through future studies by academia and industry especially since it has been established from this study that other factors can account for it apart from those studied.

Furthermore, future studies can also look into other predictors of OCB consistent with the Ghanaian economy and culture of hospitality. Knowing and understanding the predictors of OCB could enable management link the construct to performance of the hotel industry as well as the possible mediating and moderating issues. This will expand the scope of this study and better validate the findings.



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**APPENDIX**  
**UNIVERSITY OF CAPE COAST**  
**DEPARTMENT OF HOSPITALITY AND TOURSIM**  
**MANAGEMENT**  
**QUESTIONNAIRE FOR EMPLOYEES OF STAR RATED HOTELS**

Dear sir/madam,

Thank you for participating in the research on organizational citizenship behaviour and employee performance of hotels within the Cape Coast Metropolis. This study is part of the requirements for the award of a MPhil Hospitality degree. I guarantee that all responses provided would be strictly anonymous, handled in confidence and used for academic purposes only. Your participation in this study is voluntary, however, your contribution through your participation will be very much appreciated. This questionnaire will take between 10 and 20 minutes of your time.

[esibosuah@gmail.com](mailto:esibosuah@gmail.com) (0245125176)

Hotel category: .....



**SECTION A: ORGANIZATIONAL CITIZENSHIP BEHAVIOUR PRACTICES OF EMPLOYEES**

4. Please indicate the extent of your agreement or otherwise with these statements on a scale of 1-5 Where SD = strongly disagree (1); D = Disagree (2); N = Neutral (3); A = Agree (4); SA = strongly agree (5).

	<b>Organizational Citizenship Behaviour (OCB)</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>A</b>	<b>Altruism</b>					
1	I voluntarily help other colleagues who have been absent to catch up on work					
2	I help my work colleagues if they fall behind their tasks					
3	I take time out of my day to train new employees voluntarily					
4	I give my time voluntarily to assist colleagues with work related problems					
5	I cover up for my colleagues' shift if they are unable to come to work					
<b>B</b>	<b>Courtesy</b>					
1	I am mindful of how my behaviour affects other people's jobs					
2	I take steps to prevent problems with other colleagues					
3	I take steps to resolve problems between my colleagues and supervisors					
4	I am always available when any of my colleagues need someone to talk to about their issues					
5	I try to act the role of a peacemaker when other team members have a problem					
<b>C</b>	<b>Conscientiousness</b>					
1	I obey the hotel's rules and regulations even when no one is watching					
2	I give advance notice if I am unable to come to work					
3	I believe in giving an honest day's work for an honest day's pay					
4	I do not take extra breaks during working hours					

5	I am always conscious about completing my tasks at work					
<b>D</b>	<b>Civic Virtue</b>					
1	I keep myself informed of changes in the hotel					
2	I attend functions that are not required but help the hotel's image					
3	I come to work voluntarily to assist when the hotel has a busy day					
4	I stay on after my shift to complete tasks					
5	I volunteer to take up roles at work when the need arises					
<b>E</b>	<b>Sportsmanship</b>					
1	I do not consume a lot of time complaining about trivial matters at work					
2	I always focus on what is positive rather than the negative					
3	I do not make simple work issues seem very complicated					
4	I do not always find fault with what my organisation is doing					
5	I always focus on the good things I see at the hotel					

**SECTION B: ANTECEDENTS OF OCB**

5. Indicate the extent of your satisfaction or otherwise with the following on a scale of 1-5. Where SA = Strongly Agree (1); A = Agree (2); N = Neutral (3); SD= Strongly Disagree (4); D = Disagree (5).

	<b>Antecedents of Organizational Citizenship Behaviour (OCB)</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>SD</b>	<b>D</b>
<b>A</b>	<b>Fairness perception</b>					
1	My manager makes sure that all employees concerns are heard before job decisions are made					
2	My manager clarifies decisions and provides additional information when requested by employees					
3	My manager allows for employees to challenge or appeal job decisions made.					

4	My manager collects the right information to make job decisions					
5	My manager explains very clearly any decision made about my job					
6	My manager discusses the implications of the decisions taken about my job with me					
7	My manager is sensitive to my personal needs when decisions are made about my job					
8	My manager shows concern for my rights as an employee when making decisions about my job					
9	My work schedule is fair					
10	My work load is fair					
11	My work responsibilities are fair for me					
12	The rewards I receive here at work are fair					
<b>B</b>	<b>Trust in supervisor</b>					
1	I feel quite confident that my leader will always try to treat me fairly.					
2	I feel a strong loyalty to my leader.					
3	I would support my leader in almost any emergency.					
4	I have complete faith in the integrity of my supervisor					
<b>C</b>	<b>Leadership</b>					
1	My leader expresses satisfaction when I meet work expectations					
2	My leader provides me with work assistance in exchange for my efforts					
3	My leader spends time teaching and coaching					
4	My opinions are appreciated by my leader					
<b>D</b>	<b>Personality</b>					
1	I prefer depending on myself than depending on others at work					
2	I am focused on doing better at work than others					

3	I am always happy when a colleague at work is rewarded for a good work done					
4	It is important for me to respect the rules set in my work teams					

**SECTION C: PERCEIVED COST ASSOCIATED WITH OCB**

6. Indicate the extent of your satisfaction or otherwise with the following on a scale of 1-5 Where SD = Strongly disagree (1); D = Disagree (2); N = Neutral (3); A = Agree (4); SA = Strongly agree (5).

	<b>Perceived costs associated with OCB</b>	SD	D	N	A	SA
1	I am not able to finish my duties because I spend time helping others					
2	Because I always assist colleague employees voluntarily, I am always expected to assist new employees					
3	I am always expected to cover my team members shift when they are not able to come to work					
4	I always get into trouble when I try to act as a peacemaker					
5	I am not able to confront team members when they fall back on their work tasks					
6	I am always occupied with other team member's issues					
7	I am always expected to come to work even on my off-duty days					
8	I do not get enough break because I am overburdened with work					
9	I always leave work late because there is always so much to assist others with					
10	My supervisor always falls on me to handle extra duties					
11	I am always expected to have a high score in my appraisal					
12	I sacrifice my personal obligations to attend events on behalf of the hotel					

**SECTION D: SOCIO-DEMOGRAPHIC CHARACTERISTICS**

4. What is your ethnic group? 1. Akan [ ] 2. Mole Dagbani [ ]  
3. Ga Adangbe [ ] 4. Ewe [ ]
5. Sex: 1. Male [ ] 2. Female [ ]
6. Age 1. Below 20 [ ] 2. 21 – 30 [ ] 3. 31 – 40 [ ] 4. 41 – 50 [ ]  
5. 51 and above [ ]
7. Marital Status? 1. Single [ ] 2. Married [ ]  
3. Divorced [ ] 4. Widowed [ ]
8. Highest level of education?  
1. Middle School/JSS [ ] 2. Senior High/ Technical [ ]  
3. Vocational training [ ] 4. Polytechnic [ ] 5. Undergraduate degree [ ] 6. Post graduate degree [ ]
9. Job role/title in the hotel.....
10. How long have you worked with the hotel? Years..... Months  
.....
11. Religion? 1. Christian [ ] 2. Muslims [ ] Traditional  
[ ]  
Others Specify.....
12. Monthly income level?  
1. Below GHS 500.00 [ ] 2. GHS 500.00 – 999.00 3. GHS1,000.00  
and above

THANK YOU