

# Influence of Organizational Citizenship Behaviour on Mauritian Hospitality Industry employee job-satisfaction: Structural Equation Modelling.

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## **Abstract--**

**Purpose and Background:** Mauritius is a center of attraction and considered a paradise on the planet with an astonishing perspective and resources to attract and accommodate the customers of the 'Hospitality Industry'. This study, being first and foremost in the country, aims at examining the influence of 'Organizational Citizenship Behaviour' (OCB) on Job Satisfaction of employees associated with the Mauritian Hospitality Industry. Later and Organ's 5 dimensions of OCB, such as 'Altruism'; 'Courtesy'; 'Civic Virtue'; 'Conscientiousness'; and, 'Sportsmanship' is tested for the Island context to understand employee job-satisfaction. Job-satisfaction is cognitive and affective evaluation of the job engaged and OCB as a mediating mechanism that influences the 'Job-satisfaction' and 'Organizational Commitment' to 'Citizenship Behaviour'.

**Research Design:** The data is gathered administering well-structured questionnaire with 5-point Likert scale, and a drop-off survey is adopted. The response rate is reasonably suitable for the analysis (Cronbach's Alpha, 0.893/ KMO, and Bartlett's, .868) with the sample size of 332 respondents. All tourists' centers, including resorts, hotels, beaches, travels, amusement parks, and shopping malls, are surveyed to collect the data from the employees. PASW Statistics 18, MS Excel 2007 and Smart PLS and IBM SPSS AMOS used. Exploratory and Confirmatory Factor Analysis (ECFA) is computed first with the help of AMOS to identify the factors suitable to validate the hypothesis. Later SEM is calculated for the model specification followed by a path diagram. Also, necessary care has been taken for the outliers' detection to avoid hurdles for the analysis.

**Results and Findings:** The structural model estimates that all the direct influences are the significant impact of OCB on job-satisfaction, and OCB is playing a mediating role on Jo satisfaction. Also found employees with organizational commitment and citizenship behavior are more satisfied with their job.

**Conclusion, Implications, and further research:** OCB should form a part of the Mauritian Hospitality Industry to motivate the employees. Motivated and satisfied employees are more effective and efficient in their work. Though there are many studies conducted on similar grounds in other countries, for Mauritius, this is the first study contributing extensively to the literature. Also, it provides an excellent platform for academics, researchers, Hospitality Industry, and stakeholders, policymakers to understand the mediating role of OCB in improving 'job-satisfaction' and 'performance' of the employees of the hospitality industry. For further research, there can be a broader scope for testing the variables in-depth with more number of observations.

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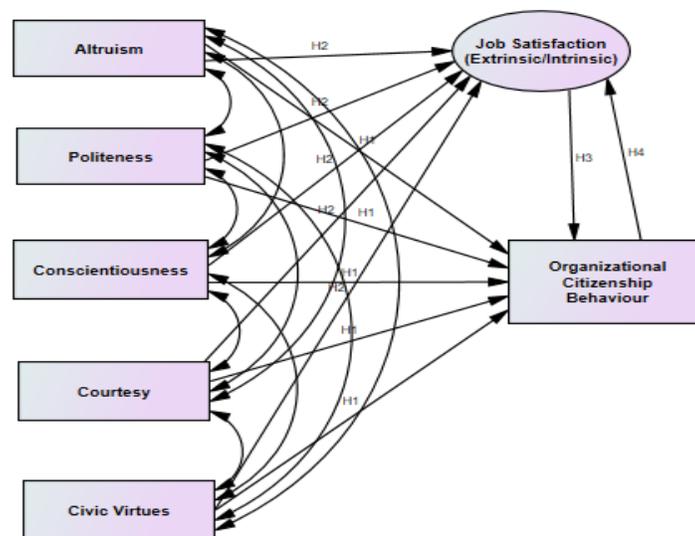
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**Keywords--** Job-satisfaction, Hospitality Industry, OCB, Mediating factor, SEM.

## I. INTRODUCTION

Studies on Organizational psychology are comprehensive, and understanding job satisfaction has become essential for many researchers and academicians (Davia&Legazpe, 2018). Similarly, the importance of `Organizational Citizenship Behaviour` has been demonstrated at many stages in the organization (Motaung, 2016; Prasetyo, Yuniarsih, and Ahman, 2017). OCB is more prioritized in many organizations to be more dynamic, efficient, productive, innovative, and successful. Literature shows employees with OCB have exhibited good intrapersonal and interpersonal relations at the workplace and performed effectively and efficiently. Employees with OCB are intellectual capital for the industry in achieving the company's objectives.

Job satisfaction is one of the significant antecedents which would help improve the performance of the employees intrinsically. Since a satisfied employee feels the organization citizenship and committed to the organization (Cetin, 2011), Job-satisfaction is acting as precursors that will increase the employee performance and can also lead to the voluntary behaviors (Organizational Citizenship) along with their responsibilities. Therefore, expected that this research, which observes the relationships among the concepts of job satisfaction and organizational citizenship, will contribute extensively to literature and the hospitality industry. The study reflects OCB as an independent influencing variable while examining job satisfaction as the dependent variable. It is likely to say, OCB and Job Satisfaction are correspondingly significant for the Mauritian hospitality industry to reach the expected targets. In this context, the present study aims at examining the association between OCB and Job-satisfaction with the help of conceptualizing the study.



**Fig1:** Conceptual Model

Source: Authors Computation

## II. REVIEW OF LITERATURE

### 2.1 `Organizational Citizenship Behaviour` (OCB)

Smith Organ & Near (1983), in their definition, explained OCB as either active participation or avoidance of actions by an employee which are destructive for the organization (Karaman and Aylan., 2012; Koksall, 2012). OCB is diligently correlated to job satisfaction and motivation of employees, and also their performance. Motivated and satisfied employees are generally loyal and honest to the organization and command citizenship behaviors (Çavuş and Harbalıoğlu, 2016). The constructs of OCB are defined as (Organ, D. W., at, 2006)., `Altruism,` `Politeness,` `Conscientiousness,` `Courtesy,` and `Civil Virtues.`

### 2.2 Job-Satisfaction

Job satisfaction is defined as the employee's mental and emotional assessment of the job he is occupying in his organization. It is the degree of constructive approaches or attitudes towards their jobs. If an employee is fond of his work passionately, he will experience more job satisfaction naturally and vice versa. Therefore, we can say, job-satisfaction is a natural, effective reaction that the employee holds about their jobs. Undoubtedly many significant factors influence employee satisfaction, such as compensation, promotions, physical working conditions, peer group, supervisors, job role, .etc. (Edwin A. Locke., 1976). Theories on job satisfaction help to recognize and comprehend the factors that are directly or indirectly persuading the performance and job satisfaction of the employees and how to improve their performance. Joy, as a psychological feature, cannot be grasped and cannot measure, but only understand that the employee is comfortable with his job. Many theories support employee motivation, such as., `Maslow's Needs Hierarchy Theory`, `Herzberg's Motivator-Hygiene Theory`, `Job Characteristics Model`, `Dispositional Approach`, and these theories reviewed for better understanding of the concept, job satisfaction (Saif et., al, 212).

### 2.3 OCB and Job Satisfaction

Review of existing literature illustrates, there are certainly not noted studies on understanding the association and effect of OCB (Bolino, M. C., et al., 2010) on job satisfaction. The present research being first and primary in Mauritius, attempts to study the rapport between Organizational Citizenship Behaviour and job satisfaction and how OCB can influence employee's job satisfaction. Hypothesis set for the purpose is:

H1: OCB has a no significant impact on employee's job-satisfaction.

H2: Intrinsic and Extrinsic motives doesn't influence the employee's job satisfaction.

OCB and employees job satisfaction are essential variables considered for the study. Understanding the effect of each other in achieving organizational goals is indispensable. While discharging their duties, if the employees have a feeling that they belong to the organization, they are more towards exercising citizenship behavior, and they feel the ownership of their job. An employee having high job satisfaction are more expected to

have OCB (Dehghani et. al.,2014), and it's an indication of citizenship behaviour. The Fig below demonstrates the OCB and its influence on employee job satisfaction.

Fig2a H1:OCB has a no significant impact on employee's job-satisfaction.

Fig2b H2:Intrinsic and Extrinsic motives doesn't influence the employee's job satisfaction.

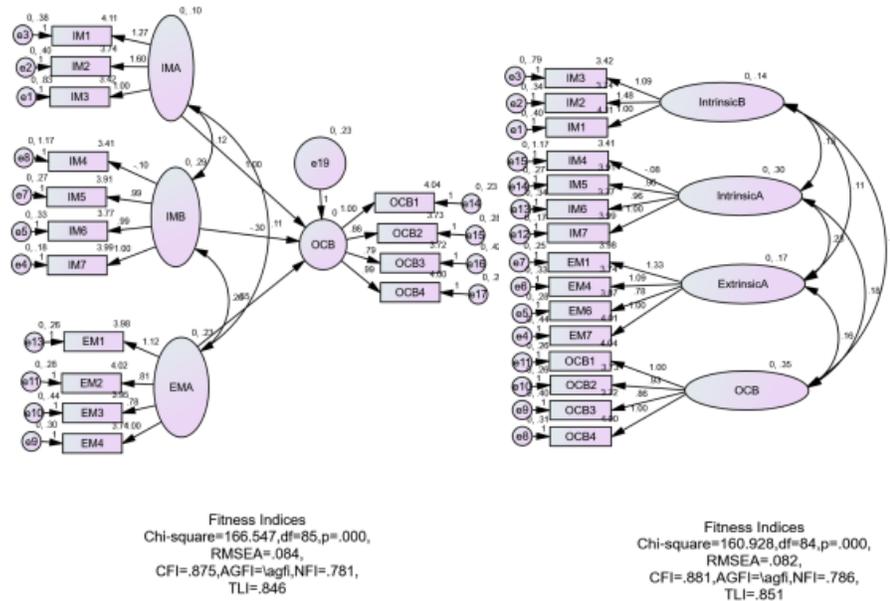


Fig 2a Fig 2b

Source: Authors Computation.

### III. MATERIALS AND METHODS

#### 3.1 Method

##### 3.1a Participants and response rate

Participants were 332 respondents (response rate 86%; N=386) in a combination of employees from hotels, resorts, travel agencies, parks, amusement parks, restaurants, and also shopping malls targeting tourists. The respondents were well informed about the ethics in this study, and confidentiality in data is maintained. Quality ensured, and the data kept anonymous. The methodology followed is well addressed the objectives of the study.

##### 3.1b Procedure

For the convergent validity and confirmatory factor analysis, the factor loadings extracted from the data, and the values are satisfactory (0.7). Table..shows the factor loading for OCB and Job satisfaction

**Table1:** Factor Loading

Particulars	Job Satisfaction	Performance	Service Quality	OCB
I feel promotion should be based on commitment and loyalty to the organization and my company provides fair promotion opportunity.				0.593
The job which I am involved is beneficial to my career, and I enjoy my work.				0.657
I have updated myself very well with the company's complete goals and is satisfied with the working condition.				0.653
Benefit packages such as Employee of the month award is provided in my organization.	0.653			
I am organized fully with my activities such as goal achievement, hard work and collaboration	0.664			
Managers are able to manage employees with an effective framework of goals.	0.659	0.545		
Minimal rules and policies are applied in the working environment to enable trust among employees	0.629			
Employees are treated with respect and given a chance to be part in the strategic decisions of the organization.	0.769			
Managers provide regular employee recognition and company activities (paid sick leaves, healthcare insurance, retirement plan)		0.73		
The staff is allowed to justify the reasons for not accomplishing the agreed-upon tasks.		0.532		0.524
Development initiatives (eg, training, counseling, motivation) provided to staff members whose performance needs improvement		0.654		

Particulars	Job Satisfaction	Performance	Service Quality	OCB
If one of my colleagues has fallen ill and cannot come to work, I can undertake his work.		0.771		
Informing employees are informed in advance about the decisions taken.		0.67		
Employees` should participate in activities that help their organization to develop in achieving goals.			0.627	
Everyone should offer advice and suggestions or trying to solve problems thus improving efficiency.			0.821	
I make sure to protect resources and offer constructive suggestions.			0.684	
Extraction: Principal Component Method.				

Source: Authors own Computation

**Table2:**Showing regression weights tested for the study.

			Estimation	S.E	C.R	P-value	Label
IM1	<---	Intrinsic Motivation	.893	.275	3.243	.001	par_1
IM2	<---	Intrinsic Motivation	1.551	.375	4.135	***	par_1
EM3	<---	Extrinsic Motivation	1.120	.345	3.243	.001	par_2
JS5	<---	Job Satisfaction	1.054	.132	7.983	***	par_3
JS6	<---	Job Satisfaction	.966	.125	7.700	***	par_3
JS8	<---	Job Satisfaction	1.040	.120	8.698	***	par_4
JS9	<---	Job Satisfaction	.949	.119	7.983	***	par_5

			Estimation	S.E	C.R	P-value	Label
PA1	<---	Performance	1.004	.122	8.210	***	par_6
PA3	<---	Performance	.859	.159	5.417	***	par_6
SER2	<---	Service Quality	.931	.155	5.999	***	par_7
SER1	<---	Service Quality	.996	.121	8.210	***	par_8
SER6	<---	Service Quality	1.069	.167	6.419	***	par_9
OCB12	<---	Citizenship Behaviour	1.255	.179	7.016	***	par_9
OCB14	<---	Citizenship Behaviour	1.264	.173	7.310	***	par_10
OCB16	<---	Citizenship Behaviour	.936	.146	6.419	***	par_11

Source: Authors Computation

A drop-off survey conducted using a well-structured questionnaire. Most of hospitality industry and associated industries surveyed. The questionnaire administered is divided into five parts, part one on the demographic profile of the respondents, part two on extrinsic and intrinsic motivators, part three on performance, section four on OCB (Organ, 1988), and part five on job satisfaction.

## IV. RESULTS

### 4.1 Measurement Development

The data is analyzed using software SPSS AMOS. `KMO and Bartlett`s` test done to understand the reliability and fitness of the data. The results show, data set is suitable for the analysis, and the sample size is reliable. `Factor Analysis` (FA) and `Confirmatory Factor Analysis` (CFA) computed using factor loadings.

**Table3:** Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.926	34.628	34.628	6.926	34.628	34.628	3.249	16.244	16.244
2	2.069	10.343	44.970	2.069	10.343	44.970	3.201	16.007	32.251
3	1.406	7.031	52.002	1.406	7.031	52.002	3.085	15.427	47.679
4	1.169	5.845	57.847	1.169	5.845	57.847	1.951	9.756	57.435
5	1.019	5.094	62.941	1.019	5.094	62.941	1.101	5.506	62.941
6	.984	4.919	67.860						
7	.834	4.169	72.029						
8	.770	3.851	75.880						
9	.630	3.151	79.030						
10	.597	2.987	82.017						
11	.509	2.543	84.561						
12	.485	2.423	86.984						
13	.463	2.317	89.301						
14	.443	2.215	91.516						
15	.378	1.888	93.403						
16	.321	1.604	95.008						
17	.283	1.417	96.425						
18	.278	1.390	97.815						
19	.249	1.243	99.058						
20	.188	.942	100.000						

Source: Authors own Computation

#### 4.2 Discussion and Structural Equation Modelling (SEM).

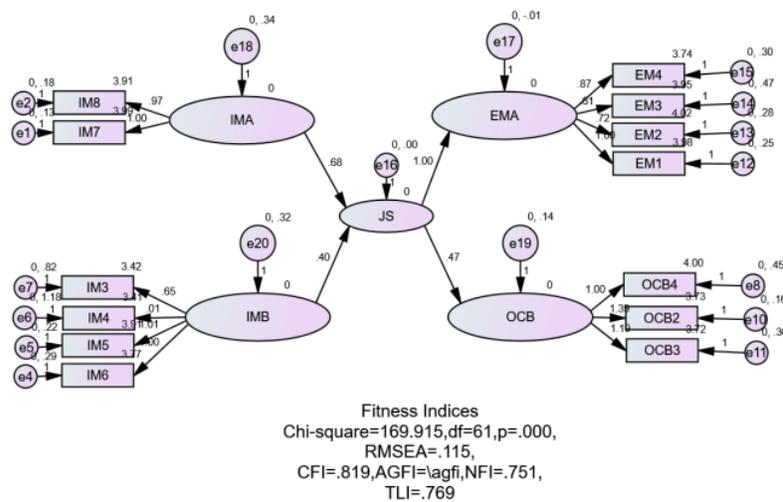
The structural Equation Model designed considering the results of reliability and validity tests suitable to test the hypothesis. For SEM, path coefficients measured as the standard form of `Linear Regression` weights. These regression weights are utilized to evaluate the cause-effect association among

variables and factors tested. The table above explains the good model fit, chi-square is normal and acceptable (82.95); P-value, 0.004; CMIN/Df ( $\chi^2/df$ ), 2.17; RMSEA, 0.058; CFI, 0.96; GFI, 0.832; AGFI, 0.795; NFI, 0.997; and TLI at 0.946 which is considered suitable and good model fit to proceed further analysis.

**Table4:** Measurement of Model Fit Indices-CFA.

Total Fit Indicators						Incremental Fit Indicators					
Model Fit Index	Chi-Square ( $\chi^2$ )	df	p-value of $\chi^2$	CMIN/Df ( $\chi^2/df$ )	RMSEA	CFI	GFI	AGFI	NFI	TLI	$\Delta\chi^2$
Value Acceptable	Smallest		Less than 0.05	5 less than	Good<0.05/Adequate<0.08	Great> 0.95/> 0.7 Tolerable	“	“	Great> 0.90/> 0.7 Tolerable	Great> 0.95/> 0.7 Tolerable	
1st Output	132.62	84	0	2.47	0.65	0.934	0.81	0.77	0.843	0.918	
Modified Output	82.95	57	0.004	2.17	0.058	0.960	0.832	0.795	0.887	0.946	117.9

Source: Authors Computation



**Figure3:** Structural Equation Modelling (SEM).

The CFA model is symbolized in figure3, and corresponding factor loading standards are presented. The values are within the acceptable range and there is a positive relationship between intrinsic motives, extrinsic motive, job satisfaction of the employees and OCB. The `regression weights` are positive and the values are very satisfactory. It shows, OCB is positively influencing the Job satisfaction of the employees and vice versa (p \*\*\*).

#### 4.2a Model modification

Extra care has been taken to test the modification indices and modify the model to improve the results. Fig shows the model modification and the values are shown below, which are very significant and improved.

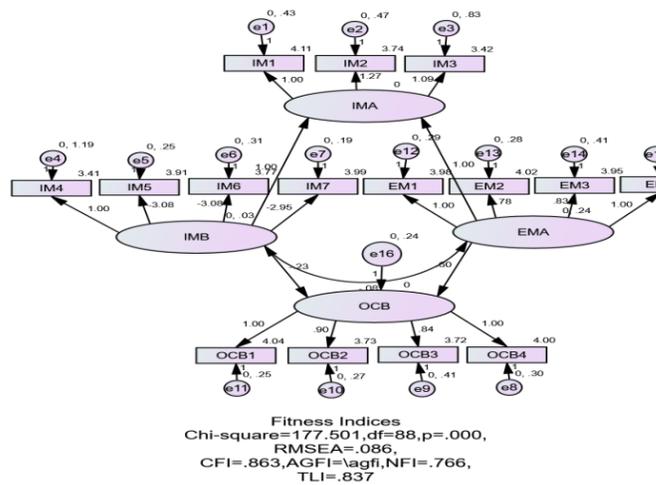


Figure4: Structural Equation Modelling

Source: Authors Computation

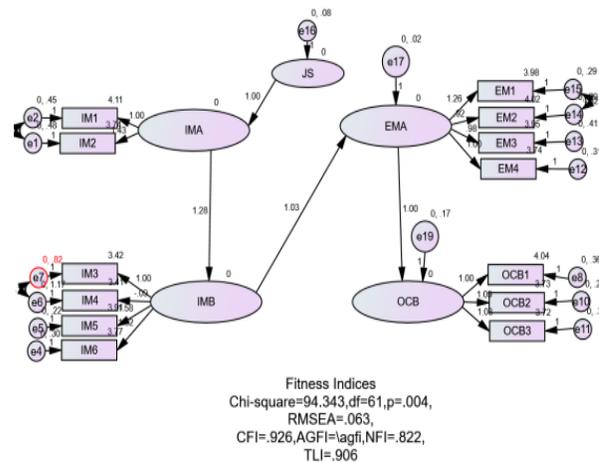
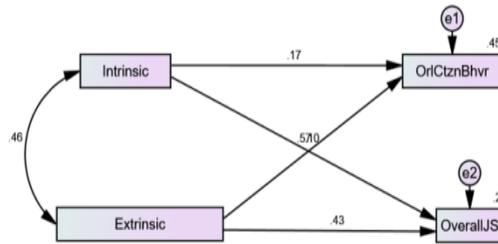


Figure5: Structural Equation Modelling

Source: Authors Computation



**Figure6: SEM Path**

Source: Authors own computation

Finally drawn the path diagram. The overall job satisfaction, performance and the OCB are strongly inter related.

## V. CONCLUSION

The relationship between OCB and Job satisfaction is tested empirically concerning the Mauritian Hospitality industry. The study considered OCB as a predictor and employee job satisfaction as a dependent variable. The proposed model tested with the help of primary data. The results are very satisfactory, showing there is a positive relationship between OCB and employee Job satisfaction. The more the employees are satisfied with their job, the more they develop a positive attitude towards the organization, which, in turn, makes them feel citizenship behaviour. Finally, we can conclude OCB impacts employee job satisfaction, and job satisfaction motivates employees to perform well and fee the citizenship/ ownership of their job. The findings of this study may be useful for the academicians, researchers, hospitality industry, stakeholders, and policymakers.

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