



## The Effect of Organizational Citizenship Behavior on Employee Performance in the Hotel Industry (Case Study: Abbasi Hotel, Isfahan City)

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### Abstract

**Background and Objective:** Human resources, as the most important and valuable resource, play a significant role in the success of an organization because the organization's human resources have the ability to change their performance and are considered the main tool for achieving organizational goals. Today, the success of organizations requires more attention to human resources. In order to succeed, organizations must make good use of their human resources capabilities, and in this regard, paying attention to organizational citizenship behavior is of particular importance. Therefore, in today's world, having employees who go beyond their roles and duties and demonstrate organizational citizenship behavior is a prerequisite for the success of organizations. Therefore, the present study was conducted with the aim of the effect of organizational citizenship behavior on employee performance in the hotel industry at Abbasi Hotel in Isfahan.

**Methodology:** The statistical population of this study included all employees of Abbasi Hotel in Isfahan. The data required for this study was collected from the employees of Abbasi Hotel in Isfahan using a simple random sampling method and a questionnaire. The present study is applied in terms of purpose and is descriptive and survey-type based on the data collection method. Also, structural equation modeling using Smart PLS software was used to analyze the data.

**Results and Findings:** The results indicate that organizational citizenship behavior and each of its dimensions have a positive and significant effect on employee performance. It was also shown that the work conscientiousness variable has the largest path coefficient value and its effect on employee performance is greater than that of other variables.

**Keywords:** Organizational Citizenship Behavior, Employee Performance, Hotel Industry, Smart PLS, Isfahan.

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# **EXTENDED ABSTRACT**

## **Introduction**

Human resources, as the most important and valuable resource, play a significant role in the success of an organization because the organization's human resources have the ability to change their performance and are considered the main tool for achieving organizational goals. Today, the success of organizations requires more attention to human resources. In order to succeed, organizations must make good use of the capabilities of their human resources, and in this regard, paying attention to organizational citizenship behavior is of particular importance. Therefore, in today's world, having employees who go beyond their roles and duties and demonstrate organizational citizenship behavior is essential for the success of organizations. Having an experienced and trained workforce is a high priority. Employees who are committed to their organization (identified by the goals, values, and attitudes of the organization) tend to expend more effort to achieve the goals of that organization and perform their duties at higher levels. Research has shown that employees who are interested in and loyal to the organization have higher job performance, are more likely to stay in the organization, are less absent, have higher work motivation, and are more likely to agree and support organizational changes.

Accordingly, the main issue of this research is the effect of organizational citizenship behavior on employee performance in the hotel service sector. The main objective of the present research is to determine the effect of organizational citizenship behavior on employee performance. In addition, the present research also has sub-objectives, which are: determining the effect of altruism on employee performance; determining the effect of humility and modesty on employee performance; determining the effect of chivalry on employee performance; determining the effect of work conscience on employee performance; determining the effect of civic virtue on employee performance. Considering what has been said, the present research seeks to answer the question of what is the effect of organizational citizenship behavior on employee performance in Abbasi Hotel, Isfahan?

## **Methodology**

The present study is applied research in terms of its purpose and is classified as survey-correlational research in terms of its method. Because in conducting the present study, the researcher has used the method of inferential statistics and structural equation modeling to examine the impact of variables and the relationships between them. The spatial scope of this study was in the Abbasi Hotel in Isfahan. In this study, simple random sampling method was used to select the target individuals. In this study, structural equation modeling was used to test the research hypotheses and fit the conceptual model, and Smart PLS 2 software was also used. The present research questionnaire is based on a combination of the Podsakov (1991) and Organ (1998) questionnaires to measure the organizational citizenship behavior variable, 15 questions, which include the variables of altruism (3 questions), humility and modesty (3 questions), chivalry (3 questions), work conscience (3 questions), civic virtue (3 questions), and Boshoff and Allen (2000) to measure the employee performance variable (5 questions) and has been developed in the form of a 5-point Likert scale. In order to assess the validity of the questionnaire, two types of logical validity and construct validity were considered, and in this regard, content validity, face validity, and factor validity (factor analysis) were examined.

## **Results and Findings**

In Hypothesis 1, the path coefficient is 0.875, which, considering the significant probability value of 0.000 and less than 0.05, can be concluded that this path coefficient is significant at the 0.05 error level, meaning that organizational citizenship behavior has a positive and

significant effect on employee performance. In Hypothesis 2, the path coefficient is 0.844, which, considering the significant probability value of 0.000 and less than 0.05, can be concluded that this path coefficient is significant at the 0.05 error level, meaning that altruism has a positive and significant effect on employee performance. In Hypothesis 3, the path coefficient is 0.783, which, considering the significant probability value of 0.000 and less than 0.05, can be concluded that this path coefficient is significant at the 0.05 error level, meaning that humility and modesty have a positive and significant effect on employee performance. In Hypothesis 4, the path coefficient is 0.765, which, considering the significant probability value which is equal to 0.000 and is less than 0.05, can be concluded that this path coefficient is significant at the 0.05 error level, meaning that chivalry has a positive and significant effect on employee performance. In Hypothesis 5, the path coefficient is 0.872, which, considering the significant probability value which is equal to 0.000 and is less than 0.05, can be concluded that this path coefficient is significant at the 0.05 error level, meaning that conscientiousness has a positive and significant effect on employee performance. In Hypothesis 6, the path coefficient is 0.868, which, considering the significant probability value which is equal to 0.000 and is less than 0.05, can be concluded that this path coefficient is significant at the 0.05 error level, meaning that civic virtue has a positive and significant effect on employee performance.

## **Conclusion**

According to the definitions provided, there are certain expectations of a person as an organizational citizen. There is an expectation that the employee's behavior should be such that it goes beyond the requirements of the role and beyond the formal duties in the service of the organization's goals. Based on the researchers' studies of citizenship behavior from a practical and theoretical perspective, they have concluded that citizenship behaviors typically arise from positive job attitudes, job characteristics, and leadership behaviors. Therefore, previous research shows that individuals are likely to work much more than their formal job requirements when they are satisfied with their jobs, when they are assigned tasks that are satisfying in themselves, or when they have supportive and inspiring leaders (Bolino et al., 2003:62). The first hypothesis states that organizational citizenship behavior has a positive and significant effect on employee performance. The results of this study are consistent with the results of Chiang and Siyeh (2012), Karambayah (1989), Vahedi and Sadeghi (2019), and Zarei (2017). Therefore, managers of Abbasi Hotel in Isfahan should strive to establish appropriate policies and strategies to make citizenship behavior more effective in the hotel. They should also facilitate the creation of organizational citizenship behavior to a great extent by creating regular and logical systems for rewarding employees. Supervisory policies should be created to measure employee job performance without considering the possible benefits of this work and solely for holding training classes to increase employee efficiency. Organizational citizenship behavior is a prominent concept in management (Chan and Lai, 2017:214) that can affect the effectiveness and performance of organizations (Qasemi et al., 2013:27). In response to the question of how organizational citizenship behavior has a positive relationship with organizational performance, several explanations can be provided. On the one hand, organizational citizenship behavior in general may enhance organizational performance by smoothing the organization and social relations, reducing conflicts and sensitivities, and increasing efficiency (Podsakoff and McKenzie, 1997:37); on the other hand, social cognitive theory confirms this relationship. Accordingly, organizational citizenship behavior provides a prominent opportunity for learning by group and organizational members. In turn, such learning enhances the efficiency, effectiveness, and performance of the organization (Bandura, 2000:75; Lin and Peng, 2010:71). High organizational performance requires individuals to make voluntary sacrifices beyond specific

and regular tasks (Eitug et al., 2011:622). Studies by Bateman and Organ (1983) also show that extra-role behaviors increase the stability of performance in organizations. Also, the results of the research indicate a positive and significant effect of work conscience on employee performance, and the results of this part of the research are consistent with the results of the study by Mirsapasi et al. (2014). In the work of Mirsapasi et al. (2014), among the dimensions of organizational citizenship behavior, work conscience had the greatest effect on employee performance. Considering the path coefficient of the effect of work conscience on organizational performance, which is equal to 0.872, it indicates that among the dimensions of organizational citizenship behavior, work conscience has the greatest effect on organizational performance. Therefore, it is necessary for managers of Abbasi Hotel in Isfahan to pay more attention to this variable dimension of organizational citizenship behavior.

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### **Authors' Contribution**

Authors contributed equally to the conceptualization and writing of the article. All of the authors approved the content of the manuscript and agreed on all aspects of the work declaration of competing interest none.

### **Conflict of Interest**

The authors declare no conflict of interest.

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