

Impact of Organizational Culture on Organizational Citizenship Behavior in Hotels: The Mediating Role of Affective Commitment

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Abstract

Organizational culture (OC) has emerged as one of the foremost themes in management studies and organizational behavior over the past three decades. This research aims to measure the impact of OC on organizational citizenship behavior (OCB) in a sample of five-star hotels. It also examines the mediating role of affective commitment (AC) in the relationship between OC and OCB. For this purpose, online questionnaire was adopted with a random sample of employees in the investigated hotels. A number of 400 forms was distributed, among them 331 forms (83%) were completed and valid for analysis. The research hypotheses tested through multiple regressions analysis and the mediating effect was tested using Sobel z test. The results showed that OC positively affect OCB. Furthermore, AC partially mediates the relationship between OC and OCB. Based on the results it is recommended that hotel managers should pay special attention when choosing their employees specially who have OCB attributes in their personality because this will affect job outcomes.

Introduction

During the last three decades, organizational culture (OC) has gained significant concentration in the field of organizational behavior. This attention focused on numerous debates regarding the nature, measurement and definition of OC (Delobbe et al., 2002; Weinzimmer et al., 2008; Bavik, 2016). The main areas of research on organizational culture have directed on the competition, efficiency, the revenue of firms, profitability, and market development (e.g. Kotter and Heskett, 1992; Denison et al, 1995; Lund, 2003). The OC in the hospitality context received a little contribution (Tepeci and Bartlett, 2002; Dawson et al., 2011; Bavik, 2016; Nafchi and Mohelska, 2020). Bavik (2016) categorized OC into nine variables: cohesiveness level; ongoing onboarding; working norms; motivation; guest focus; human resource management (HRM) practices; job variety; communication and innovation.

Organizational citizenship behavior (OCB) is the behavior of a voluntary nature that is not related to employees' formal job specifications; however, these behaviors subsidize to the effective working environment of an organization (Organ, 1988; Robbins, 2001; Murphy et al., 2002). From an organization's point of view, OCB is effective and

beneficial, but administrators consider it impossible to encourage or discourage absenteeism by way of statutory and institutional awards when activities are volunteer (Moorman and Blakely, 1995). The study of Chiang and Birtch (2008) showed that non-financial incentives are mainly affected by extra-role conducted in hospitality industry in Hong Kong. Organ (1988) categorized OCB into five variables considerably: sportsmanship, civic virtue; conscientiousness; altruism and courtesy.

Organizational commitment defined as the psychological attachment of employees and justifying an employee's intention to stay loyal to the organization (Allen and Meyer, 2000). It categorized into three main dimensions; affective (employees emotionally attached), normative (employees feel obligation) and continuance (cost of staying/leaving) commitment. Nonetheless, in this study affective commitment (AC) has been measured because it is deliberated as the most leading dimension in predicting an extensive range of behavioral outcomes of employees such as reducing employees' OCB and absenteeism, besides, increasing employees' retention, knowledge sharing, etc. (Podsakoff et al. 2000; Meyer et al., 2002; Fedor et al., 2006). The research aims to examine the OC as a predictor of OCB considering the mediating role of AC in a sample of five-star hotels.

The Conceptual Framework of the study

1- The Influence of Organizational Culture on Affective Commitment

According to a definition provided by Leidner et al. (2006), OC is a main concept, beliefs, norms, and continuously shared values through employees of an organization. Several studies examined the influence of OC on employee AC (e.g. Abdul Rashid et al., 2003; Silverthorne 2004; Lok et al., 2005; Amos & Weathington 2008; Su et al., 2009; Lau et al., 2017). The study of Abdul Rashid et al. (2003) examined the influence of OC and organizational commitment on employee's performance. The major findings supported that there is a significant impact of OC on organizational commitment specifically AC.

Silverthorne (2004) measured the influence of OC and person organization fit on organizational commitment and job satisfaction in Taiwan. The main results indicated that OC plays a crucial role in the level of commitment (i.e., AC) in an organization. Furthermore, the study of Lau et al. (2017) examined the relationship between OC, learning organization and AC. The major findings showed that OC played a significant role in AC. Therefore, the following hypothesis could be proposed:

H1: OC positively influences AC

2-The Influence of Affective Commitment on Organizational Citizenship Behavior

The impact of AC on OCB has been investigated in different researches (e.g. Carmeli & Colakoglu, 2005; Rifai, 2005; Kim, 2009; Liu, 2009). Rifai (2005) examined the relationships between perceptions of justice, job satisfaction, AC and OCB. The main results showed that AC is a crucial predictor of OCB. Moreover, the study of Carmeli and Colakoglu (2005) investigated the connection among AC and OCB with the moderating role of emotional intelligence. The major results supported that AC positively correlated with OCB.

The study of Liu (2009) examined the perceived organizational support and expatriate OCB in Chinese organizations. The major findings supported that AC positively

correlated with OCB. Kim (2009) examined the connection among leadership and organizational effectiveness. The main results supported that AC positively correlated with OCB. Thus, the following hypothesis could be proposed:

H2: AC positively influences OCB

3- The Influence of Organizational Culture on Organizational Citizenship Behavior

Various studies (e.g. Ebrahimpour et al., 2011; Mohanty and Rath, 2012; Purnama, 2013) have studied the influence of OC on OCB. Ebrahimpour et al. (2011) investigated the relationship between OC and OCB. The major results supported that there is a positive correlation between OC and OCB. Furthermore, the study of Mohanty and Rath (2012) examined influence of OC on OCB of employees in an organization. The major findings supported that OC positively affect OCB.

The study of Purnama (2013) investigated the impact of OC, employee job satisfaction, organizational commitment and OCB on organizational performance. The main results indicated that OC positively affect OCB. Hence, the following hypothesis could be proposed:

H3: OC positively influences OCB

4- The Mediating Role of Affective Commitment in the Relationship between Organizational Culture and Organizational Citizenship Behavior

The study of Kim (2014) examined transformational leadership, OC, AC, and OCB in public sector. The main results of the study indicated that AC fully mediates the relationship between OC and OCB. Thus, the following hypothesis could be proposed:

H4: AC mediates the relationship between OC and OCB

Depending on the theoretical background and the empirical studies which examined the impact of OC on AC and OCB, the proposed hypotheses can be shown in the following conceptual framework (see Figure 1).

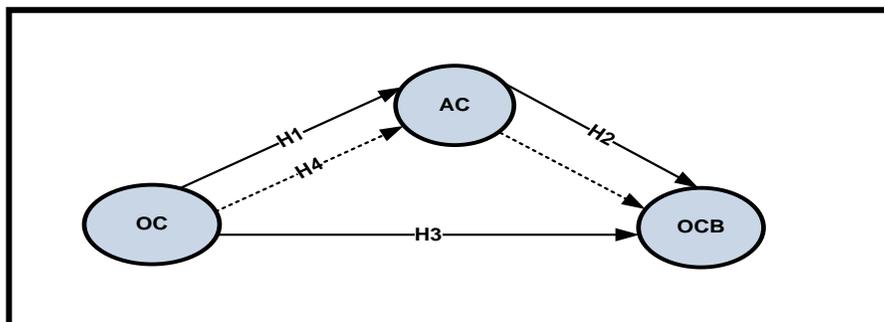


Figure.1. The Conceptual Framework to Examine the Impact of OC on AC and OCB

Methodology

Online survey was adopted with a random sample of employees to investigate their perspectives in terms of OC practices and its impact on AC and OCB in a five-star sample of hotels in Greater Cairo. The methodology for the best usage of online survey proposed by Evans and Mathur (2005) was followed. Once the instrument was developed, one of research team started designing the online survey and it was properly checked by another team member for presentation and accuracy before sending the

URL to participants. An introduction was written to clarify the purpose of the research, and invite hotel employees to participate in the study. The confidentiality was verified by all respondents and the analysis for research purposes was informed. The introduction with the URL (English and Arabic) was sent to employees by emails as well as via different social media accounts. The research team was checking and following the responses several times daily. There were contact details (i.e. name, telephone, email and social media accounts) added by the end of the introduction for any further enquiries. A total of 400 forms e-mailed to hotel employees 331 completed forms were valid representing 83% response rate (see Table 1). AC scale variables were developed from Meyer et al. (2002).

Table 1
The Investigated Hotels

Hotels	Valid Forms	
	Freq.	%
Intercontinental Cairo Citystars	35	88
Holiday Inn Cairo Citystars	24	60
Sheraton Cairo Hotel	37	93
Ramses Hilton Hotel	29	73
Conrad Cairo Hotel	35	88
Fairmont Nile City Hotel	31	78
Sofitel El Gezirah Hotel	34	85
Four Seasons Cairo Hotel	32	80
Four Seasons Hotel Cairo at Nile Plaza	36	90
The Nile Ritz-Carlton Cairo	38	95
Total	331	83

***Note:** 40 forms for each hotel

The survey consists of two parts. The first part dealt with the profile information. The second part focuses on the level of agreement of participants with factors and sub-factors relating to OC, AC and OCB. A seven-point Likert scale was used, where 1 “strongly disagree” and 7 “strongly agree”. The reliability of the measures was ensured using Cronbach’s alpha which was above 0.70 for all items (Hair et al., 2013).

In order to analysis survey data, a software package for social sciences (SPSS 25) was used. Descriptive data analysis was conducted to illustrate respondents’ profile. To examine research hypotheses, multiple regressions were conducted. Furthermore, Sobel z Test was used to assess the mediating effect.

Results and Discussions

1- Demographic Data Analysis

Respondents’ profile data included their departments; gender, marital status, age, educational level, as well as the length of employment with their current employer (see Table 2).

Table 2
Employees' Demographic Data

		Freq.	%
Department	Front Office Department	146	44.1
	Food & Beverage Service Department	79	23.9
	Housekeeping Department	70	21.1
	Kitchen Department	36	10.9
Gender	Male	230	69.5
	Female	101	30.5
Age	25 years or under	94	28.4
	From 26 to 35 years	139	42.0
	From 36 to 50	83	25.1
	Over 50 years	15	4.5
Educational level	Secondary School Education	40	12.1
	Undergraduate degrees or Higher Institute degree	234	70.7
	Postgraduate Degrees	57	17.2
Employment Years with the current hotel	Less than a year	88	26.6
	From 1 to less than 5 years	145	43.8
	From 5 to less than 10 years	63	19.0
	10 years or more	35	10.6

Table 2 shows that 44.1% of the employees were working in the front office department, 23.9% were working in food & beverage service. While, 21.1% of the employees were working in the housekeeping department, and only 10.9% of them were working in the kitchen department.

The table also illustrates that 69.5% of the employees were males while only 30.5% were females. These results support the contributions of Sobaih (2015) who mentioned that Egyptian hotels employed limited women's proportions.

Concerning the age of employees, 42% of them were in the age between 26 to 35 years; subsequently the employees whose 25 years or under with a percentage of 28.4%. Furthermore, 25.1% of the employees were from 36 to 50 years, and only 4.5% of the employees over 50 years, which indicates the majority of employees working in the hospitality industry were young employees.

It is noticeable that 70.7% of the employees held an undergraduate degree or higher institute degree. While, 17.2% of them had Masters and PhD degrees. Moreover, 12.1% of the employees were secondary certificate holders. These findings indicate that most of the employees in the hotels are well educated.

As mentioned before most of the employees were youth, but they had acceptable experience in hotels, as 43.8% of the employees were working from one to less than five years. Additionally, 26.6% of them were in their current hotels less than one year. Also, 19% of the employees were working from five to less than ten years, and only 10.6% of them were working for ten years and more.

2- Measurement Model Evaluation

The evaluation of the measurement model was conducted through assessing the divergent validity by comparing the square root of the average variance extracted (AVE) for each variable with correlation estimates between all variables.

The internal consistency estimates of parcels include the value of composite reliability (CR), (AVE) and Cronbach's alpha reliability. The estimates indicated acceptable reliability measure at the construct level, using the threshold criteria of (0.7) for CR and Cronbach's alpha and (0.5) for AVE (Hair et al., 2013).

As shown in Table 3, a strong and consistent correlation between each set of items and their latent variable has been noticed. Furthermore, all the values of Cronbach's alpha and CR are highly reliable and exceed the minimum level of (0.7) that recommended by Hair et al. (2013). Moreover, The AVEs of all the constructs were above the suggested level of 0.50.

Table 3
Internal Consistency Estimates of Parcels

Construct	Sub-construct	Final No. of Items	CR	AVE	α
OC	Cohesiveness	7	0.975	0.930	0.975
	Ongoing Onboarding	6	0.966	0.904	0.965
	Work Norms	6	0.973	0.925	0.973
	Motivation	8	0.973	0.923	0.972
	Guest Focus	2	0.942	0.844	0.939
	HRM Practices	8	0.952	0.799	0.951
	Job Variety	3	0.965	0.903	0.967
	Communication	5	0.972	0.922	0.974
	Innovation	3	0.940	0.845	0.937
	OC		37	0.962	0.888
AC		9	0.943	0.854	0.946
OCB	Sportsmanship	5	0.974	0.907	0.974
	Civic Virtue	5	0.975	0.910	0.975
	Conscientiousness	4	0.958	0.884	0.957
	Altruism	6	0.961	0.892	0.959
	Courtesy	5	0.949	0.862	0.948
	OCB		25	0.963	0.891

3- Assessing Divergent Validity

Divergent validity can be reached by comparing the square root of the AVE of each variable with the correlation estimates between all variables. According to Kline (2011), the correlations between variables should not be extremely high (>0.85). All the variables signified different concepts and the divergent validity is achieved because the square root AVE of each variable is higher than the squared correlation estimates between that variable and other variables (Hair et al., 2013). As shown in Table 4, it can be noticed that divergent validity is achieved; the square root of the AVE for each construct was higher than the correlation value of each construct.

Table 4
Divergent Validity of the Constructs

	OC	AC	OCB
OC	0.942		
AC	0.550	0.924	
OCB	0.677	0.207	0.943

The square root of AVE is the inclined input (in bold); the sub-diagonal inputs are the interconnected constructions of the latent build.

4-Testing Direct Relationships of Research Hypotheses

Table 5 illustrates the findings of hypotheses testing through multiple regressions (e.g. standardized path coefficients (β), t-values, and the corresponding significance levels).

Table 5
Direct Relationships of Research Hypotheses

Hypotheses	Direct Relationships	β	P-Value	Result
H1	OC → AC	0.149	0.005**	Supported
H2	AC → OCB	2.059	0.000***	Supported
H3	OC → OCB	0.260	0.012*	Supported

Note: β = Standardized path; * $P \leq 0.05$, ** $P \leq 0.01$ and *** $P \leq 0.001$

1- Organizational Culture and Affective Commitment

Hypothesis 1 associated with the impact of OC on AC. It was hypothesized that there would be a positive influence of OC on AC. The result demonstrated positive and significant paths from OC on AC ($\beta = 0.149$, $p \leq 0.005$). This implied that hypothesis 1 is supported. This result agreed with Abdul Rashid et al. (2003); Silverthorne (2004); Lok et al. (2005); Amos & Weathington (2008); Su et al. (2009) and Lau et al. (2017) who stated that OC positively affects AC.

2- Affective Commitment and Organizational Citizenship Behavior

Hypothesis 2 dealt with the impact of AC on OCB. It was hypothesized that there would be a positive impact of AC and OCB. The results revealed that there is a positive and significant path from AC to OCB ($\beta = 2.059$, $p \leq 0.001$). This infers that hypothesis 2 is supported. This result is consistent with Carmeli & Colakoglu (2005); Rifai (2005); Kim (2009) and Liu (2009) who mentioned that AC has positive influence on OCB.

3- Organizational Culture and Organizational Citizenship Behavior

Hypothesis 3 related to the impact of OC on OCB. It was hypothesized that there would be a positive impact of OC and OCB. The results demonstrated positive and significant paths from OC to OCB ($\beta = 0.260$, $p \leq 0.012$). This supports the hypothesis 3. This finding is in agreement with several studies (e.g. Ebrahimpour et al., 2011; Mohanty and Rath, 2012; Purnama, 2013) in which OC has a significant positive effect on OCB.

5-Testing Research Hypotheses: The Mediating Relationships

The results (see Table 4) showed that AC had partial mediating effects on the relationship between OC and OCB (Sobel test = 2.623, $p < 0.009$). This indicates that this hypothesis is supported. This finding agrees with the results of Kim (2014) who obtained there is a partial mediation of AC on the connection between OC and OCB.

Table 4
Hypotheses test results for indirect relationships

Hypothesis	Indirect Relationship	Sobel Test	Standard Error	Result
H4	$OC \rightarrow AC \rightarrow OCB$	2.623	0.009***	Partial

* $P \leq 0.05$, ** $P \leq 0.01$ and *** $P \leq 0.001$

Conclusions and Recommendations

OC has a crucial contribution to the hospitality establishments and is needed by the organizations. Moreover, it also includes trust, experience, ways of thinking, and organizational expectations. Enhancing employee behavior into OCB is needed by every organization. In order to bring OCB to employees, a well-formed AC is needed. Establishing employee AC to the organization is not easy or difficult. Organizations need to pay attention and re-evaluate the current OC. Hospitality organization need to re-evaluate their organizational culture; therefore, they can pay attention to what things can increase their employees' OCB. AC is important for the organization, when commitment is formed on organization this will also spread to all employees in the organization. Strong AC cannot be separated from the OC which is formed.

According to the obtained findings, the following recommendations could be suggested in order to increase employees' AC and OCB and enhance the awareness of hotels managers towards OC of their employees. Firstly, hotel managers should pay attention when choosing their employees specially who have OCB attributes in their personality because this will affect job outcomes. Secondly, hotel managers should consider the antecedents of OCB and try to achieve them in order to increase OCB behaviours in their employees and as a result increase their job outcomes. Finally, hotel managers should pay attention to increase employees AC. It plays a mediate role in the relationship between OC and OCB.

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تأثير الثقافة التنظيمية على سلوك المواطنة التنظيمية في الفنادق: الالتزام العاطفي كدور وسيط

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المخلص

برزت الثقافة التنظيمية كواحدة من أهم الموضوعات في الدراسات الإدارية والسلوك التنظيمي على مدى العقود الثلاثة الماضية. يهدف هذا البحث إلى قياس تأثير الثقافة التنظيمية على سلوك المواطنة التنظيمية في عينة من فنادق الخمسة نجوم، كما يفحص الدور الوسيط للالتزام العاطفي في العلاقة بين الثقافة التنظيمية وسلوك المواطنة التنظيمية. لتحقيق هذا الهدف، تم استخدام استبيان عبر الإنترنت مع عينة عشوائية من الموظفين في الفنادق عينة البحث. تم توزيع عدد 400 استمارة من بينها 331 استمارة (83%) تم استكمالها وصالحة للتحليل. أظهرت النتائج أن الثقافة التنظيمية لها تأثير إيجابي على سلوك المواطنة التنظيمية. بناءً على النتائج، تم التوصية بأن يولي مديرو الفنادق اهتمامًا خاصًا عند اختيار موظفيهم خاصةً الذين لديهم سمات سلوك المواطنة التنظيمية في شخصيتهم لأن هذا سيؤثر على نتائج العمل.

معلومات المقالة

الكلمات المفتاحية

الثقافة التنظيمية؛ سلوك المواطنة التنظيمية؛ الالتزام العاطفي.

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