

Impact of Corporate Social Responsibility on Employee Organizational Citizenship Behavior in Egyptian Hotels

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Abstract

Corporate social responsibility (CSR) and Organizational Citizenship Behavior (OCB) are taken as an essential concern in managerial decisions. In the face of increasing international interest of CSR and OCB, this study aims to measure the impact of CSR on employee OCB in a sample of Egyptian Hotels. This study employs a self-administrated questionnaire as the collection instrument. The questionnaire consisted of four variables regarding CSR: philanthropic responsibility, ethical responsibility, legal responsibility, and economic responsibility; and five variables regarding OCB: Sportsmanship, Conscientiousness, Civic virtue, Altruism, and Courtesy. The total number of questionnaire forms distributed was 250, among of which 230 forms were completed and valid for analysis which represents 92% response rate. Descriptive analysis and correlation tests were adopted to test the proposed hypotheses using SPSS Version 25. The findings showed that there was a high positive correlation between ethical responsibility and civic virtue. Also, there was a high positive correlation between legal responsibility and conscientious. There was a high positive correlation between legal responsibility and civic virtue. The results also showed that there was a high positive correlation between legal responsibility and altruism. There was a high positive correlation between economic responsibility and sportsmanship as well as a high positive correlation between economic responsibility and conscientious. One of the key recommendations is hotel managers should prevent unethical behaviors in order to achieve organizational goals.

1. Introduction

A strategic approach towards CSR is important to a hotel's competitiveness (Luo and Bhattacharya, 2009). In addition, hotels can get benefits in terms of cost savings, risk management, customer relationships, access to capital, and human resource management. It also inspires more social and environmental responsibility from the corporate sector at a time when disaster has broken customer confidence and the

levels of trust in corporate (Carroll and Shabana, 2010). The term CSR can be defined as Corporate social responsibility refers to businessmen 's responsibilities to follow those rules, to take decisions or to follow those lines of action which are appropriate in terms of our society's goals and values" (Rahman, 2011; Khan *et al.*, 2019).

As reported by Luo and Bhattacharya (2009), a strategic method to corporate social responsibility is gradually more important to a company's competitiveness. Also, Van den Berg and Lidfors (2012) reported that CSR has attracted businessman attention since 1950. With the raise in public awareness, consumers' demand and globalization, the development of CSR concept and basis changed and updated. Therefore, the definitions of CSR are adjusting for several periods. In 1953 Howard Bowen, recognized as the inventor of CSR, published a book, businessman's social responsibilities, which is said to be the landmark book on CSR (Guan, 2013). Organizational citizenship operation was introduced in the 70s a century ago, connected to a

Psychological contract and is not financially motivated butotionally driven with the sharing of benefits between organizations and employees (Jordan *et al.*, 2007). Nearly over the last four decades, the concept has an effect on the management of companies, including loyalty, engagement and preparation of employees to perform extra tasks outside their regular duties and job description, relevant to ethical principles, aimed at achieving more than expected (Kinicki & Williams, 2011 and Caldwell, *et al.*, 2012). Some studies pay special attention to the extra-role performance of employees by distinguishing between in-role performance and out-role performance-(Desivilya *et al.*, 2006; Supriyanto *et al.*, 2020). Organizational citizenship behavior (OCB) is one of the most common conceptualizations of extra-role performance (Netemeyer *et al.*, 1997).

2. Literature Review

2.1. Corporate Social Responsibility (CSR)

Carroll and Shabana (2010) defined CSR as a strategic decision whereby an organization undertakes an obligation to society, the company should take its social responsibilities and not be only focused on maximizing profits. The social responsibility of business covers the philanthropic, ethical, legal, and economic expectations that society has of organizations at a given point in time. CSR deals with how companies manage their business operations to have a positive impact on society (Guan, 2013).

On the other hand, Omran and Ramdhony (2015) defined CSR as the organization's responsibility for their effect on society. This concept is chosen because it encompasses the entire public obligation of companies in one single sentence and also requires the incorporation of financial, economic, legal, human rights and customer issues into their business operations and key strategy.

Moh'd Futa (2013) stated that Carroll's (1991) invention of the CSR pyramid was the most significant occurrence within CSR in the 90s. The Pyramid is based on CSR's four elements: philanthropic, ethical, legal, and economic.

The first one is the economic aspect that is concerned with being competitive and generating adequate income for sustainability and future continuity. The second aspect is legal in that companies are obliged to obey laws and regulations without coercion of any sort. The third one is the pyramid comes to the business's responsibility to be ethical, referring to the obligation of minimizing harm to stakeholders. The philanthropic responsibilities are found at the top of the pyramid, these responsibilities indicate the willingness of the corporations to contribute resources to the community and thus improve the quality of life of the corporations (Carroll, 1991). As mentioned by Crowther and Martinez (2004), there are three basic principles which together cover all CSR activity these are: Sustainability – Accountability – Transparency.

Pelozo and Papania (2008) stated that many scholars have tried to understand the essence of CSR, its importance, its quality, its financial and non-financial returns. Some organizations have set aside the issue and have been persuaded that CSR would negatively affect their income. Therefore, most study findings vary, CSR is not always financially effective, and companies are forced to invest part of their income for acts in the interests of social responsibility. CSR is a way to spend money on others, raising stockholders' earnings, resulting in external price rises and simultaneously lowering wages and benefits for employees (Berrone and Gomez-Mejia, 2009).

Arikan and Güner (2013) agreed with Ubius and Alas (2012) that ethical and legal principles are a marketing tactic, enhancing the credibility of organizations and gaining a competitive advantage that is sustainable compared with rivals. They also found that customers should judge organizations engaging in CSR activities favorably, which would automatically affect their buying behavior.

Moreover, Moh'd Futa (2013) confirmed the belief that high rates of internal and social organizational work would result in engagement, loyalty and improved results to human resources. Social responsibility plays an important role in creativity and innovation of the human capital.

2.2. Organizational Citizenship Behavior (OCB)

Kwantes et al., (2008) defined OCB as behaviours which enhance organizational effectiveness but are not rewarded explicitly by the organization and the employee participates voluntarily in them. Kumar and Bakshi (2010) argued that OCB is the individual behaviour that promotes the goals of the organization by contributing to its social and psychological environment.

Five dimensions of OCB have been adopted as seen below, each comprising a number of constructive desired behaviours; employees are prepared to give part of their efforts and time to do so (Bergeron, 2007; Jha & Jha 2010; Wang *et al.*, 2013)

Sportsmanship: reflects individual ability to work without grievances under intractable conditions, flexibility and endurance in coping with others, recognition and absorption of adverse situations that may arise in the work environment.

Conscientiousness: includes individual commitment and loyalty to the organization, compliance rules and regulations, discipline, optimal usage of time and high-performance standards.

Civic virtue: it relates to the readiness of employees to take part in any event, to take part in social events and to attend all meetings (Karfestani *et al.*, 2013).

Altruism: it is an optional activity aimed at supporting others in various ways: co-employees in stressful situations, teaching them new methods of operation, orienting and training new employees, and serving organizations customers.

Courtesy: the aim of this activity is to prevent and avoid problems relating to working with others, providing employees with advice, information and support who are required to make important decisions.

OCB can have an influence on recruitment of an organization if positive word-of-mouth is spread that makes the organization appear attractive as an employer. OCB however is nowadays still an informal and unofficial way of behaviour in organizations, even though it makes life more pleasant for everybody. Therefore, it appears valuable to encourage and support the engagement of employees in OCB (Greenberg, 2011).

From a social point of view, OCB benefits the organization by enabling employees to cope with stressful situations, unexpected problems and high workload through interdependence (Mohammad *et al.*, 2011). OCB is an individual and voluntary behaviour that is not directly rewarded by formal reward systems of the organization; however, it leads to enhancement of organizational effectiveness and performance (Markoczy and Xin, 2004).

OCB involves an improvement in the efficiency of the managers and employees in the organisation, a correct way of using organizational sources for successful purposes, facilitating collaboration among team members, finding the organizational atmosphere to be satisfactory for the employees. It is also stressed from this perspective that OCB is also said to have an effect on the attraction of creative and productive employees to the organization and making them permanent in the organization.

Another positive aspect of OCB worker is their inclination towards problems that affect the company rather than concentrating exclusively on their interests. (Tokgöz and Seymen, 2013). OCB eliminates the likelihood of frequent job grievances because it involves voluntary individual actions without any chain of command, motivates employees to complete their assignments on time and to be creative, thus contributing to the organization's effectiveness, competitiveness and success. It helps to facilitate the operation of an organization's social mechanism, Reducing the tension between employees, enhancing production efficiency, creating a better working atmosphere, making a company desirable to workers, reducing organizational issues, increasing organizational engagement and motivating employees to develop themselves (Karaman and Aylan, 2012).

Research Problem

The research problem is represented in answering to what extent CSR affects:

- Ethical responsibility on employees' Civic virtue?
- Legal responsibility on employees' Conscientiousness?
- Legal responsibility on employees' Civic virtue?
- Legal responsibility on employees' altruism?
- Economic responsibility on employees' sportsmanship?
- Economic responsibility on employees' conscientiousness?

The Research Aim and Objectives

The overall aim of this study is to investigate the impact of corporate social responsibility on employee's organizational citizenship behavior in hotels. To achieve this aim, the following objectives are identified as follows:

- Undertake a review of literature on CSR and OCB in hospitality industry to develop a conceptual framework to measure the impact of CSR on employee OCB.
- Identify the extent of employees agreement about the dimensions of CSR and the extent to which this affects the behavior of organizational citizenship for them, by designing a questionnaire form distributed to a sample of them in the hotels that were chosen.
- Establish a set of recommendations and suggestions in order to enhance employee's organizational citizenship behavior in hotels.

Research Hypotheses

Hypothesis 1: Ethical responsibility positively impacts employees' civic virtue.

Hypothesis 2: Legal responsibility positively impacts employees' conscientiousness.

Hypothesis 3: Legal responsibility positively impacts employees' civic virtue.

Hypothesis 4: Legal responsibility positively impacts employees' altruism.

Hypothesis 5: Economic responsibility positively impacts employees' sportsmanship.

Hypothesis 6: Economic responsibility positively impacts employees' conscientiousness.

3. Methodology

3.1 Research Sample

Convenience sample was used in this research to achieve the aim and objectives of the study. A self-administered employee questionnaire was developed to collect the primary data. This questionnaire included elements relating to demographic details of the employees, evaluating level of their agreement about CSR and OCB dimensions to examine the impact of corporate social responsibility on employee organizational citizenship behavior in a sample of Cairo hotels.

Respondents were asked to rate these attributes on a five-point Likert scale: "1=strongly disagree," "2=disagree" "3=neutral" "4=agree" and "5=strongly agree".

Two hundred and fifty forms were distributed in ten hotels investigated; twenty-five forms were distributed in each; among them 230 forms were valid for analysis (92 %). The study focused on five-star hotels.

The hotels under investigation are: -

- Pyramisa Hotel
- Cataract Pyramids Resort
- Le Meridian Pyramids Hotel
- Hilton Pyramids Golf Resort
- Intercontinental City Stars
- Movenpick Hotel Cairo- Media City
- Holiday Inn Cairo City Stars
- Ramses Hilton Hotel
- Mena House Oberoi Hotel
- Softtel Cairo Maadi Towers

3.2. Pilot study

In this research a pilot study was performed in June 2020. The study aimed to ensure that the questionnaire form is well developed and easily understood by potential respondents, to analyze the reliability and validity of the research tool, and to improve and refine the questionnaire form. The analysis was conducted through interviews with ten staff in five-star Cairo hotels. These hotels are: Cataract Pyramids Resort, Intercontinental City Stars, Ramses Hilton Hotel, and Pyramisa hotel. The questionnaire of the employees in investigated hotels was piloted by a limited sample. The questionnaire form has been updated and modified as per the feedback of the employees.

3.3. Statistical Techniques

Windows Version 25 of the SPSS (Statistical Package for Social Sciences) was used to analyze the data. Frequency counts, percentage distributions were measured and evaluated. Upon reviewing the results, other interpretations of the data helped to draw conclusions regarding this study's findings. Such results were relevant to the study's purpose and developed on the basis of the statistical applications used.

3.4 Validity and Reliability

In order to test the reliability of the instrument used in the current study, one test was applied as follows: self-administered questionnaires addressed to a sample of employees to learn and measure the degree of their agreement on the CSR and OCB dimensions to analyze the impact of corporate social responsibility on the conduct of employee organizational citizenship behavior in Cairo hotels. In this study, Cronbach's alpha coefficient has been used for calculating the scale's internal accuracy. A minimum alpha-coefficient of the Cronbach is 0.7. The greater value of this coefficient implies a greater value. In that sense, all of the Cronbach's coefficient alpha values were above the minimum point.

4. Results and Discussion

4.1 Questionnaire Analysis

The results obtained were statistically analyzed whenever needed using Statistical Package for Social Sciences (SPSS) Version 25 and the findings were analyzed and discussed in accordance with the stated objectives.

Table 1 presents the profile of the investigated employees. The results show that 34.5% of employees worked in restaurant department, 12.9% of them worked in kitchen department and 51.8% in front office and housekeeping department. Also, the answers illustrate that ratio of 73.3% was from 25 -40 years and these less than 25 years accounted to 21.1 %. The respondents were 60.3% males and 38.8% females. The results show that 71.1% of them were married and 28% were single. Concerning of educational level, the answers revealed that 60.3% of employees held university or higher institute degree and 38.8% of them have secondary school education. A ratio of 64.2% of employees worked from one to less than 5 years; meanwhile, 17.2% of them worked less than one year.

Table 1
Employees profile

| Demographic Data | Classification | Frequency | Percentage (%) | Mean | Std. Deviation |
|---|---------------------------------------|-----------|----------------|------------|----------------|
| Department | Front Office | 60 | 25.9 | 2.347 8 | 1.00691 |
| | House Keeping | 60 | 25.9 | | |
| | Kitchen | 30 | 12.9 | | |
| | Restaurant | 80 | 34.5 | | |
| Age | Under 25 | 49 | 21.1 | 1.834 8 | .48435 |
| | 25-40 | 170 | 73.3 | | |
| | 41-60 | 11 | 4.7 | | |
| | Over 60 years | - | - | | |
| Gender | Male | 140 | 60.3 | 1.391 3 | .48911 |
| | Female | 90 | 38.8 | | |
| Marital Status | Single | 65 | 28.0 | 1.717 4 | .45125 |
| | Married | 165 | 71.1 | | |
| Educational level | Secondary School Education | 90 | 38.8 | 1.391 3 | .48911 |
| | University or Higher Institute Degree | 140 | 60.3 | | |
| | Postgraduate Degrees (Masters or PhD) | - | - | | |
| | Other (Please Specify.) | - | - | | |
| Length of Employment with Current Employer | less than a year | 40 | 17.2 | 2.004 3 | .59472 |
| | one to less than 5 years | 149 | 64.2 | | |
| | five to less than 10 years | 41 | 17.7 | | |
| | 10 years or more | - | - | | |

The results in table (2) show that in terms of Philanthropic Responsibility the item of "The hotel assists to enhance quality of life in the local community" had the highest mean than other items with a mean (4.30). Meanwhile, the item of "The hotel supports culture and art activities of local community" had the lowest mean than other items in Philanthropic Responsibility with a mean (4.04). These findings disagreed with Van den Bergand and Lidfors (2012) who stated that hotels have to support and engage in partnerships for social investment, to sponsor events, arts or sports clubs.

Moreover, the results revealed that in terms of Ethical Responsibility the item of "The hotel operates in a manner consistent with expectations of societal and ethical norms" had the highest mean (4.17). These findings agreed with Rahman (2011) who mentioned that organizations should operate with ethical considerations related to honesty, integrity and fairness in order to build positive image in the minds of customers. On the other hand, the item of "The hotel prevents unethical behaviors in order to achieve organizational goals" had the lowest mean than other items on Ethical responsibility a mean (3.12).

Also, the results revealed that in terms of Legal Responsibility the item of "The hotel fulfills its legal obligation" had the highest mean than other items on Legal Responsibility with a mean (2.73). These findings agreed with Vitezic (2010) who suggested that the hotels should comply with the rules and regulations without force. Meanwhile, "the hotel meets minimal legal requirements related to products and service" had the lowest mean (2.39).

Furthermore, the results of this study showed that in terms of Economic Responsibility the item of "The hotel seeks a profitable business" had the highest mean than other items with a mean (2.81). These findings are in agreement with Amali and Mirshak, (2007) who stated that CSR as a way for corporations to create profit. And also, agreed with Carroll and Shabana (2010) who stated that CSR activities increase reputations of the firms, which also increase the trust of the customers on towards the products and services of hotels. As a result, the profitability increases too. On the other hand, "The hotel is committed to profitability" had the lowest mean than other items on economic Responsibility with a mean (1.78). These findings agreed with Crowther and Martinez (2004) and Rahman (2011) who stated a weak support a link between CSR and profitability and the corporations shouldn't only focused in maximizing profits.

Table 2

Reliability of the Scales and descriptive analysis used in the Study

| CSR and OCB dimensions | Mean | Std. Deviation | Cronbach's Alpha |
|--|---------------|----------------|------------------|
| 1- CSR dimensions | | | |
| a. Philanthropic Responsibility | 4.1413 | 1.22369 | 0.987 |
| The hotel supports culture and art activities of local community | 4.0435 | 1.27036 | |
| Managers and employees participate in charitable activities of their local communities | 4.0435 | 1.27036 | |
| | | | Continued |

| | | | |
|--|---------------|----------------|--------------|
| The hotel supports educational institutions | 4.1739 | 1.31009 | |
| The hotel assists to enhance quality of life in the local community | 4.3043 | 1.13441 | |
| b. Ethical Responsibility | 3.4533 | .69523 | 0.752 |
| The hotel operates in a manner consistent with expectations of societal and ethical norms | 4.1739 | 1.20233 | |
| The hotel recognizes and respects new ethical/moral norms | 3.2565 | 1.04038 | |
| The hotel prevents unethical behaviors in order to achieve organizational goals | 3.1261 | .61759 | |
| The hotel makes efforts to be good citizenship | 3.2565 | .67992 | |
| c. Legal Responsibility | 2.6489 | .94056 | 0.984 |
| The hotel operates business in a manner consistent with expectations of government and law | 2.7348 | .99084 | |
| The hotel obeys the local regulations | 2.7348 | .99084 | |
| The hotel fulfils its legal obligation | 2.7348 | .99084 | |
| The hotel meets minimal legal requirements related to products and service | 2.3913 | .87364 | |
| d. Economic Responsibility | 2.2239 | 1.07947 | 0.888 |
| The hotel focuses on maximizing earnings | 2.2174 | 1.53437 | |
| The hotel is committed to profitability | 1.7826 | .97821 | |
| The hotel has a strong competitive position | 2.0783 | 1.31267 | |
| The hotel seeks a profitable business | 2.8174 | 1.09051 | |
| OCB dimensions | | | |
| a. Sportsmanship | 2.6652 | .83489 | 0.849 |
| I'm not concentrating on what's wrong with my situation and not the good side of it | 2.4739 | 1.13565 | |
| I do my work without my manager ask me | 3.1261 | .94694 | |
| I will graciously embrace and appreciate constructive criticism | 2.6913 | 1.11966 | |
| I am not inclined to magnify things (I make problems bigger than they are) | 2.6087 | 1.05479 | |
| I don't waste much time lamenting trivial matters | 2.4261 | 1.01998 | |
| b. Conscientiousness | 2.5782 | .96811 | 0.896 |
| My work attendance is above the normal | 2.6478 | 1.00756 | |
| I won't take any extra breaks | 2.2130 | 1.35195 | |
| I must follow the laws and regulations of hotels even though nobody is watching | 2.1217 | 1.14950 | |
| I will be one of the most conscientious employees | 2.5130 | 1.41029 | |
| I will trust in giving an honest day's work for a reasonable day's pay | 3.4261 | .71857 | |
| c. Civic Virtue | 3.3163 | 1.15559 | 0.983 |
| I will attend meetings that are not compulsory but deemed important | 3.6087 | 1.05479 | |

Continued

| | | | |
|---|---------------|---------------|--------------|
| I will remain up to date with the changes in the hotel | 3.6087 | 1.05479 | |
| I'm going to read and keep up with hotel Advertisements, memos, etc. | 3.1739 | 1.37514 | |
| I attend the appropriate functions but support the hotel image | 2.8739 | 1.22447 | |
| d. Altruism | 3.3486 | .50243 | 0.839 |
| I will assist orient new employees, even if they aren't required | 2.6565 | 1.00189 | |
| I'll be supporting those who were absent | 3.0000 | .93454 | |
| I'm still happy to give those around me a helping hand | 3.5652 | .49681 | |
| I'll support other people with difficult work | 3.5652 | .49681 | |
| I should waive my private interest for the group's sake | 3.4348 | .49681 | |
| I should display the contribution of the team to the performance, rather than my own contribution | 3.8696 | .33752 | |
| e. Courtesy | 3.8000 | .74763 | 0.842 |
| I will take action to try to avoid issues with other employees | 4.3043 | .68895 | |
| I shall bear in mind how my actions affect the work of others | 4.8696 | .33752 | |
| I don't want to violate others' rights | 3.5652 | 1.41193 | |
| I'll try to prevent issues for the employees | 3.1304 | .99362 | |
| I must look at the effect my acts have on the employees | 3.1304 | .99362 | |

Concerning of OCB dimensions, the results in table (2) also show that in terms of Sportsmanship the item of " I do my work without my manager ask me " had the highest mean than other items with a mean (3.12). Meanwhile, the item of "I do not waste much time lamenting trivial matters" had the lowest mean than other items with a mean (2.42). Moreover, the results of this study revealed that in terms of Conscientiousness the item of "I will trust in giving an honest day's work for a reasonable day's pay" had the highest mean than other items on with a mean (3.42). While, the item of "I must follow the laws and regulations of hotels even though nobody is watching" had the lowest mean than other items with a mean (2.12).

Furthermore, the results of this study showed that in terms of Civic Virtue the item of "I will attend meetings that are not compulsory but deemed important" had the highest mean than other items with a mean (3.60). These finding agreed with Karfestani et al. (2013) who mentioned that it relates to the readiness of employees to take part in any event, to take part in social events and to attend all meetings While, the item of "I attend the appropriate functions but support the hotel image" have the lowest mean than other items with a mean (2.87).

Also, the findings revealed that in terms of Altruism the item of "I should display the contribution of the team to the performance, rather than my own contribution" had the highest mean (3.86). Meanwhile, the item of "I will assist orient new employees, even if they aren't required" had the lowest mean mean (2.65).

On the other hand, the results of this study show that in terms of Courtesy the item of "I shall bear in mind how my actions affect the work of others" had the highest mean than other items with a mean (4.86). While, the item of "I must look at the effect my acts have on the employees" had the lowest mean (3.13).

4.2 Correlation Analysis

Correlation analysis was adopted to determine the intensity and direction of a linear relation between two variables. Correlation coefficients The Pearson product-moment correlation provides a statistical overview of the direction and strength of the causal relation between two variables (Wilcox, 2005). Moreover, Buda and Jarynowski (2010) mentioned that Pearson correlation coefficients (r) can range from -1 to $+1$. The sign in front indicates whether there is a positive correlation or a negative one. In addition, a perfect correlation of 1 or -1 indicates that the value of one variable may be determined by knowing the value of the other factor. In addition, a correlation of zero shows no relation between the two factors (Pallant, 2007). Cohen (2000) suggests interpretations for the strength of correlation the following guidelines: small $r=0.10$ to 0.29 , medium $r=0.30$ to 0.49 and large $r=0.50$ to 1.0 .

Table 3

Correlation between CSR and OCB

| CSR | | OCB | | | |
|-------------------------|---------------------|-----------------|-----------------|-----------------|-----------------|
| | | Sportsmanship | Conscientious | Civic Virtue | Altruism |
| Ethical Responsibility | Pearson Correlation | -.097 | .180(**) | .647(**) | .166(*) |
| | Sig. (2-tailed) | .144 | .006 | .000 | .012 |
| | N | 230 | 230 | 230 | 230 |
| Legal Responsibility | Pearson Correlation | .459(**) | .719(**) | .590(**) | .509(**) |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | N | 230 | 230 | 230 | 230 |
| Economic Responsibility | Pearson Correlation | .618(**) | .752(**) | .335(**) | .341(**) |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | N | 230 | 230 | 230 | 230 |

** . Correlation is significant at 0.01 levels (2-tailed).

The impact of CSR on OCB was examined using Pearson product-moment correlation coefficient. There was a high positive correlation between ethical responsibility and civic virtue, $r .647$, $n = 230$, $p < .000$. In addition, there was a high positive correlation between legal responsibility and conscientious, $r .719$, $n = 230$, $p < .000$. Further, there was a high positive correlation between legal responsibility and civic virtue, $r .590$, $n = 230$, $p < .000$. Furthermore, there was a high positive correlation between legal responsibility and altruism, $r .509$, $n = 230$, $p < .000$. Moreover, there was a high positive correlation between economic responsibility and sportsmanship, $r .618$, $n = 230$, $p < .000$. Furthermore, there was a high positive

correlation between economic responsibility and conscientious, $r = .752$, $n = 230$, $p < .000$ (See Table 3).

4.3 Testing the Research Hypotheses

Research hypotheses were tested using Pearson product moment correlation coefficient. The research hypothesized a positive relationship between ethical responsibility and civic virtue, which means that an increase in the activities of an ethical responsibility is associated with an increase in employee civic virtue. The correlations analysis shows that there is a strong positive correlation between ethical responsibility and civic virtue ($r = .647$, $Sig. = .000$). This indicates that **hypothesis 1 is accepted**. In addition, the correlations analysis between legal responsibility and conscientious followed the same pattern of results of ethical responsibility. Therefore, legal responsibility has a positive effect on conscientious ($r = .719$, $Sig. = .000$). The results showed a positive strong correlation between the legal responsibility and conscientious. This means that **hypothesis 2 is accepted**.

Further, the correlation analysis showed a relationship between legal responsibility and civic virtue ($r = .590$, $Sig. = .000$). The results showed a positive strong impact of legal responsibility on civic virtue. This means that **hypothesis 3 is accepted**.

Table 4

Summary of correlation analysis and hypotheses testing

| Hypothesized correlation | Pearson Correlation | Sig. (2-tailed) | Results |
|---|---------------------|-----------------|-----------|
| H1: Ethical Responsibility on Civic Virtue | .647(**) | .000 | Supported |
| H2: Legal Responsibility on Conscientious | .719(**) | .000 | Supported |
| H3: Legal Responsibility on Civic Virtue | .590(**) | .000 | Supported |
| H4: Legal Responsibility on Altruism | .509(**) | .000 | Supported |
| H5: Economic Responsibility on Sportsmanship | .618(**) | .000 | Supported |
| H6: Economic Responsibility on Conscientious | .752(**) | .000 | Supported |

Furthermore, the correlation analysis showed a relationship between legal responsibility and altruism ($r = .509$, $Sig. = .000$). The results showed a positive strong impact of legal responsibility on altruism. This means that **hypothesis 4 is accepted**. Moreover, the correlation analysis showed a relationship between economic responsibility and sportsmanship ($r = .618$, $Sig. = .000$). The results showed a positive strong impact of economic responsibility on sportsmanship. This means that **hypothesis 5 is accepted**. In addition, the correlation analysis showed a relationship between economic responsibility and conscientious ($r = .752$, $Sig. = .000$). The results showed a positive strong impact of economic responsibility on conscientious. This means that **hypothesis 6 is accepted** as seen in table 4.

5. Conclusion and Recommendations

The results of this research indicate that there was a high positive correlation between ethical responsibility and civic virtue. There was a high positive correlation between legal responsibility and conscientious. There was a high positive correlation between legal responsibility and civic virtue. The results also showed that there was a high positive correlation between legal responsibility and altruism. There was a high positive correlation between economic responsibility and sportsmanship. And there was a high positive correlation between economic responsibility and conscientious.

Based upon the previous findings, the following recommendations can be suggested to be followed for enhancing employees Organizational Citizenship Behavior in the Egyptian Hotels: -

- Managers and employees should be involved in the charitable activities of their local communities.
- The hotel managers should prevent unethical behaviors in order to achieve organizational goals.
- The hotels managers should meet minimum legal requirements regarding products and services.
- The hotels managers should focus on maximizing profits in order to retain employees and increase their organizational citizenship behaviors.
- The hotel should have a strong competitive position as this would positively influence the organizational citizenship behaviors of the employees.
- Considering corporate social responsibility activities as any other decision when setting policy and applying strategies in order to increase employees' organizational citizenship behaviors.

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تأثير المسؤولية الاجتماعية للشركات على سلوك المواطنة التنظيمية للعاملين في الفنادق المصرية

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المخلص

تعتبر المسؤولية الاجتماعية للشركات وسلوك المواطنة التنظيمية مصدر قلق أساسي في القرارات الإدارية. في مواجهة الاهتمام الدولي المتزايد بالمسؤولية الاجتماعية للشركات و سلوك المواطنة التنظيمية، تهدف هذه الدراسة إلى قياس تأثير المسؤولية الاجتماعية للشركات على سلوك المواطنة التنظيمية للعاملين في الفنادق المصرية. تم تصميم استمارة استبيان وزعت على عينة من العاملين في هذه الفنادق. حيث تتكون الاستمارة من أربعة متغيرات تتعلق بالمسؤولية الاجتماعية للشركات: المسؤولية التطوعية، المسؤولية الأخلاقية، المسؤولية القانونية، المسؤولية الاقتصادية؛ وخمسة متغيرات تتعلق بسلوك المواطنة التنظيمية: الروح الرياضية، ووعي الضمير، السلوك الحضاري، والإيثار، واللطافة (الكياسة). بلغ العدد الإجمالي لاستمارات الاستبيان الموزعة 250 استمارة، من بينها 230 استمارة تم استكمالها وصالحة للتحليل الإحصائي والتي تمثل 92% معدل استجابة. تم اعتماد التحليل الوصفي واختبارات الارتباط لاختبار الفرضيات المقترحة باستخدام الإصدار 25 من برنامج SPSS. حيث أظهرت النتائج أن هناك علاقة إيجابية عالية بين المسؤولية الأخلاقية والسلوك الحضاري، وكان هناك ارتباط إيجابي كبير بين المسؤولية القانونية ووعي الضمير، وكان هناك ارتباط إيجابي كبير بين المسؤولية القانونية والسلوك الحضاري. كما أظهرت النتائج أيضاً أن هناك ارتباط إيجابي كبير بين المسؤولية القانونية والإيثار، كانت هناك علاقة إيجابية عالية بين المسؤولية الاقتصادية والروح الرياضية، وكان هناك ارتباط إيجابي كبير بين المسؤولية الاقتصادية ووعي الضمير.

معلومات المقالة

الكلمات المفتاحية

المسؤولية الاجتماعية للشركات؛ سلوك المواطنة التنظيمية؛ متغيرات المسؤولية الاجتماعية للشركات.

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