

# Impact of Organizational Citizenship Behaviour on Employee-Organization Relationships in the Hospitality Industry.

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**Abstract:** The term Organizational Citizenship Behaviour is used to show positive workplace employee behaviour and their actions in every work inside and outside the organization which is not a formal role component in their job description. The term Organizational Citizenship Behaviour means that employees can do anything beyond the work that is expected. It's a volunteer task. To Engage themselves in their job with high loyalty, to involve themselves in other's target, help co-workers, and being convenience staff to their customers, and take responsibility for the organization's problem to solve it. Employee – Organization relationship management is a most significant topic in organizational behaviour. In this 21st century every organization and startup company has to focus on survival and sustainable nurturing in the fierce market competition, every level of the organization must take decisive action to make harmonious circumstances amid employees and continuous successful working conditions for employees. This study focuses on the impact of Organizational Citizenship Behaviour on Employee-Organization Relationships.

**Key Words:** Employee-Organization Relationship, Relationship Management, Organization Citizenship Behaviour.

## 1. Introduction

Employee Relationship Management is the term completely about getting a satisfied and convenient workforce to reach/attain the organization's goal or target, and increase productivity. This relationship management reduces conflicts and misunderstandings in a workplace environment, in and out of the face of the organization. Also, it keeps on reaching the target in booster mode. Employee Relationship Management is complete to handling, employer-employee relationships in a better way, mentoring, monitoring, and managing better communication and more tracked. Every sort of organization utilize this method to find the needs of their staff members making them to work in a better workplace environment.

The Employee- Organization relationship is the concept framed for identifying the complex observations between employees and employers. Beyond the communication of understanding is the expectation of each other in the workplace.

### 1.1 Organizational Citizenship behavior:

OCB is the term that is used to highlight the helpful and constructive employee behaviors and their actions towards the workplace are not in the formal job description. An employee who does his/her work in out of their willingness to support their co-worker and if it benefits the organization as a whole qualifies. OCB is not work that is required by the company/organization. It is the things done that are not part of their contractual obligations.

There are common types of OCB,

1. Altruism: It means helping co-workers in their work without expectation. This behavior increases effectiveness and morale among employees.
2. Courtesy: It means the practice of being kind and thoughtful behavior towards co-workers or with people. Inquiring about well-being shows that someone has previously spoken in listening to them.
3. Sportsmanship: It is the behavior of that employer whose capacity is to accept defeat with dignity. This kind of person can handle unfavorable situations that do not go in a planned way. At the same time, the employer can act negatively in those circumstances.

4. Conscientiousness is the employee's behavior that goes above and beyond the minimal requirements and involves some degree of self-contract and discipline.
5. Civic virtue refers to how well a person represents their company. It concerns they are not acting in an official position.

### **1.2 Employee-Organization Relationship:**

Employee-Organization Relationship is the concept that constructs both the intricate perceptions of the employee-employer/organization. Also, their expectations among one another in the workplace. The Employee-Organization Relationship is a predominant term that defines the relationship between an employee and their respective organization. It includes the number of outlines to take in psychological contracts, perceived organizational support (POS), and Socio and economical exchange and distinctive deals are the most recent frameworks.

## **2. Need For the Study**

In the employee-organization relationship, the behavior of organizational citizenship makes more changes in the workplace. It increases employee morale, improves self-efficacy, and also improves the LMX concept. This makes increase in productivity and to achieve the goals of an organization.

## **3. The objective of the study**

To know the level of impact of Organizational Citizenship Behavior on Employee-Organization Relationships in the Hospitality Industry.

## **4. Research Methodology**

“Research simply means searching for that which already exists” (Vivek Puri, Feb 2019) It is an act of following the truth.

**Primary Sources:** Conversations were done with employees who work in the hospitality sector and questionnaires were distributed.

**Sample Size – 87**

### **Tools used for Analysis:**

- One-Way Anova
- Correlation
- Multiple Regression
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**Secondary Sources:** Journals, Magazines, Blogs, Books, and Articles from prominent websites.

## **5. Analysis and Interpretation:**

### **ONE – WAY ANOVA**

**H<sub>1</sub>:** There is statistically significant difference in dimensions of Organizational Citizenship Behavior with regards to monthly income of the employee.

| Table 1: One – way ANOVA with regards to monthly income |                |                |    |             |       |      |
|---|----------------|----------------|----|-------------|-------|------|
|   |                | Sum of Squares | df | Mean Square | F     | Sig. |
| Altruism  | Between Groups | 5.345          | 2  | 2.673       | 3.195 | .046 |
|   | Within Groups  | 70.264         | 84 | .836        |       |      |
| Curtsey   | Between Groups | 8.055          | 2  | 4.027       | 4.595 | .013 |
|   | Within Groups  | 73.624         | 84 | .876        |       |      |
| Sportsmanship   | Between Groups | 3.157          | 2  | 1.578       | 2.486 | .089 |
|   | Within Groups  | 53.326         | 84 | .635        |       |      |
| Conscientiousness                                       | Between Groups | 3.791          | 2  | 1.896       | 3.157 | .048 |
|   | Within Groups  | 50.439         | 84 | .600        |       |      |
| Civic Virtue  | Between Groups | 1.115          | 2  | .557        | .757  | .472 |
|   | Within Groups  | 61.874         | 84 | .737        |       |      |

From table1, it is inferred that there is statistically significant difference in Altruism with regards to monthly income of the employee as determined by one-way ANOVA,  $F(2,84) = 3.195$ ,  $p = 0.046 < 0.05$ . There is statistically significant difference in curtsey with regards to monthly income of the employee as determined by one-way ANOVA,  $F(2,84) = 4.595$ ,  $p = 0.013 < 0.05$ . There is no statistically significant difference in sportsmanship with regards to monthly income of the employee as determined by one-way ANOVA,  $F(2,84) = 2.486$ ,  $p = 0.089 > 0.05$ . There is statistically significant difference in Conscientiousness with regards to monthly income of the employee as determined by one-way ANOVA,  $F(2,84) = 3.157$ ,  $p = 0.048 < 0.05$ . There is no statistically significant difference in Civic Virtue with regards to a monthly income of the employee as determined by one-way ANOVA,  $F(2,84) = 0.757$ ,  $p = 0.472 > 0.05$ .

### Correlation

**H<sub>2</sub>:** There is statistically significant relationship between Organizational Citizenship Behavior and Employee Organization Relationship

| Table 2: Correlations  |          |         |               |                   |              |                                    |
|--|----------|---------|---------------|-------------------|--------------|------------------------------------|
|  | Altruism | Curtesy | Sportsmanship | Conscientiousness | Civic Virtue | Employee Organization Relationship |
| Altruism   | 1        |         |               |                   |              |                                    |
| Curtesy  | .774**   | 1       |               |                   |              |                                    |
| Sportsmanship  | .487**   | .465**  | 1             |                   |              |                                    |
| Conscientiousness  | .558**   | .645**  | .671**        | 1                 |              |                                    |
| Civic Virtue   | .499**   | .509**  | .711**        | .593**            | 1            |                                    |
| Employee Organization Relationship                           | .654**   | .698**  | .737**        | .787**            | .664**       | 1                                  |
| **. Correlation is significant at the 0.01 level (2-tailed). |          |         |               |                   |              |                                    |

From table2, it is inferred that, Altruism and Curtsey of the employee are positively correlated,  $r(87) = 0.775$ ,  $p < 0.01$ . Altruism and Sportsmanship of the employee are positively correlated,  $r(87) = 0.487$ ,  $p < 0.01$ . Altruism and Conscientiousness of the employee are positively correlated,  $r(87) = 0.558$ ,  $p < 0.01$ . Altruism and Civic Virtue of the employee are positively correlated,  $r(87) = 0.499$ ,  $p < 0.01$ . Altruism and Employee

Organization Relationship of the employee are positively correlated,  $r(87) = 0.654, p < 0.01$ . Curtsey and Sportsmanship of the employee are positively correlated,  $r(87) = 0.465, p < 0.01$ . Curtsey and Conscientiousness of the employee are positively correlated,  $r(87) = 0.645, p < 0.01$ . Curtsey and Civic Virtue of the employee are positively correlated,  $r(87) = 0.509, p < 0.01$ . Curtsey and Employee Organization Relationship of the employee are positively correlated,  $r(87) = 0.698, p < 0.01$ . Sportsmanship and Conscientiousness of the employee are positively correlated,  $r(87) = 0.671, p < 0.01$ . Sportsmanship and Civic Virtue of the employee are positively correlated,  $r(87) = 0.711, p < 0.01$ . Sportsmanship and Employee Organization Relationship of the employee are positively correlated,  $r(87) = 0.737, p < 0.01$ . Conscientiousness and Civic Virtue of the employee are positively correlated,  $r(87) = 0.593, p < 0.01$ . Conscientiousness and Employee Organization Relationship of the employee are positively correlated,  $r(87) = 0.787, p < 0.01$ . Civic Virtue and Employee Organization Relationship of the employee are positively correlated,  $r(87) = 0.664, p < 0.01$ .

### Multiple Regression

The study pursues to investigate the effect of Altruism, Curtsey, Sportsmanship, Conscientiousness and Civic Virtue, on Employee Organization Relationship. Following hypothesis were proposed

H3: There is significantly positive impact of Altruism on Employee Organization Relationship.

H4: There is significantly positive impact of Curtsey on Employee Organization Relationship

H5: There is significantly positive impact of Sportsmanship on Employee Organization Relationship

H6: There is significantly positive impact of Conscientiousness on Employee Organization Relationship

H7: There is a significantly positive impact of Civic Virtue on Employee Organization Relationship

**Table 3: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |               |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
|       |                   |          |                   |                            | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1     | .874 <sup>a</sup> | 0.763    | 0.748             | 0.39408                    | 0.763             | 52.189   | 5   | 81  | 0.000         |

a. Predictors: (Constant), Civic Virtue, Altruism, Conscientiousness, Sportsmanship, Curtsey

From table 3,  $R^2$  for the overall model was 76.3% with an adjusted  $R^2$  of 74.8% size effect is conveyed by the model.

**Table 4: ANOVA**

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 40.524         | 5  | 8.105       | 52.189 | .000 <sup>b</sup> |
| Residual     | 12.579         | 81 | .155        |        |                   |
| Total        | 53.103         | 86 |             |        |                   |

a. Dependent Variable: Employee Organization Relationship

b. Predictors: (Constant), Civic Virtue, Altruism, Conscientiousness, Sportsmanship, Curtsey

From table 4, the model as a whole was significant to predict Employee Organization Relationship with  $F(5,81) = 52.189, p = 0.000 < 0.05$  as shown by ANOVA table.  $R^2$  for the overall model was 76.3% with an adjusted  $R^2$  of 74.8% size effect is conveyed by the model of variations in Employee Organization Relationship is accounted by the linear combination of the predictor variables (Civic Virtue, Altruism, Conscientiousness, Sportsmanship and Curtsey)

Table 5: Coefficients

| Model             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | 95.0% Confidence Interval for B |             |
|-------------------|-----------------------------|------------|---------------------------|-------|------|---------------------------------|-------------|
|                   | B                           | Std. Error | Beta                      |       |      | Lower Bound                     | Upper Bound |
| (Constant)        | .266                        | .264       |                           | 1.010 | .316 | -.259                           | .791        |
| Altruism          | .099                        | .074       | .118                      | 1.339 | .184 | -.048                           | .245        |
| Curtsey           | .166                        | .076       | .206                      | 2.180 | .032 | .014                            | .318        |
| Sportsmanship     | .281                        | .084       | .290                      | 3.345 | .001 | .114                            | .448        |
| Conscientiousness | .335                        | .084       | .339                      | 3.982 | .000 | .168                            | .502        |
| Civic Virtue      | .086                        | .074       | .094                      | 1.166 | .247 | -.061                           | .234        |

a. Dependent Variable: Employee Organization Relationship

From table 5, In final model, the independent variable curtsey, sportsmanship and conscientiousness are statistically significant with curtsey ( $t=2.180, p=.032 < 0.05$ ), sportsmanship ( $t=3.345, p=.001 < 0.05$ ) and Conscientiousness ( $t=3.982, p=.000 < 0.05$ ), the independent variables Altruism and Civic Virtue were statistically insignificant with Altruism ( $t=1.339, p=0.184 > 0.05$ ) and Civic Virtue ( $t=1.166, p=0.247 > 0.05$ ), in Employee Organization Relationship. The final predictive equation was

**Employee Organization Relationship = 0.266 + 0.099 (Altruism) + .166 (Curtsey) + .281 (Sportsmanship) + .335 (Conscientiousness) + .086 (Civic Virtue)**

## 6. Suggestion and Conclusion:

From the result of analysis, it was found that three out of five independent variables courtesy, sportsmanship and conscientiousness were having significant and positive impact on EOR. Secondly, it was empirically found that conscientiousness ( $\beta = 0.335$ ) the most dominant predictor among other variables. Since all the p-values are less than 0.05, we reject our null hypothesis; hence there is a statistically significant relationship between altruism, courtesy, sportsmanship, conscientiousness, civic virtue, and Employee Organization Relationship. It was also found that altruism, courtesy, and conscientiousness have a significant difference with regard to the monthly income of the employee on EOR. Therefore, based on the above findings, employers should pay more attention to these three variables which are courtesy, sportsmanship, and conscientiousness. The management should take the additional enterprise in cheering the employees to exhibit OCB at their place of work. Thus, a pleasant atmosphere can be developed when both administrators and assistants are able to create supporting and understanding among them which leads to a positive working environment.

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