

REVIEW PAPER

Organizational citizenship behavior in hospitality industry: Bridging challenges, benefits and contribution

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ABSTRACT: In describing the behavior of employees, classified organizational citizenship behavior is applied and has been named as a “good member”. In the working climate, the substance of building organizational citizenship behavior could not distinguish from the existing commitment within employees. The challenges and contribution of organizational citizenship behavior are to be a driving force in the foundation of effectiveness of hospitality industry. To throw an upright citizen in organizations, the industry should puzzle out if not the industry cannot live without paying an act as an “honest citizen”. A true contribution of employees should understand the organizational citizenship behavior while not everybody can express it. Supervisors in the hospitality industry will reward with high ratings if employees demonstrate high organizational citizenship behavior, but employees who are express low level of organizational citizenship behavior can justify that the particular industry need to direct the importance of extra-role behavior in organizations. Thusly, the criticism of this topic is to identify the problem and challenges confronted by employees in the hospitality industry. In this industry, organizational citizenship behavior is a key predictor in reducing all barriers to guarantee the effectiveness of the organization can be achieved. However, the rationale of this review paper to define the challenges and contributions that can earn by the hospitality management in improving the staff functioning, reducing turnover intention and increase the staff satisfaction.

KEYWORDS: *Benefits and contribution; Challenges; Hospitality industry; Organizational citizenship behavior (OCB)*

INTRODUCTION

The hospitality industry is the most favorable industry among people in a Western context because it is the back that provides customer service, quality of employee-customer relationships and other factors. In this review, organizational citizenship behavior becomes main facets in the hospitality industry because of the challenges and contributions should be accepted into consideration to ensure management can improve this industry in the future. The above instruction is supported by [Ruizalba *et al.* \(2014\)](#) determined that hotel industry should take in encouraging organizational citizenship behavior from

its employees to raise service quality, competitive advantage, and the financial performance of hotels in order to induce a significant factor affecting between employee performance and posture toward the deliverance of inspection and repair. In other words, hospitality industry represents a centralized organization which needed routine and formal systems to coordinate tasks and secure, efficient achievement of organizational intentions ([Øgaard *et al.*, 2008](#)). This determination is supported by [Yen and Teng \(2013\)](#), hospitality industry classified as a higher centralization while it is signified the power structure of authority and employees' lack of participation in decision-making. Nevertheless, this determination has been

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argued with differing views by Pavia and Pilepi (2010) borne out some decision-making that becomes a piece of each process in hotels and provide opportunity for all employees to have an autonomy and responsibility in reaching resolutions.

Hospitality is one of the positive factors that support the advancement of the field of tourism. Often related to the hospitality industry and is used in hotels and restaurants, the hotel industry, each hotel has a special slogan for the hospitality they showed. Hospitality has long been of concern to those in the hospitality and restaurant industry, so too it is with the tourism industry. Some researchers assess the hospitality of a broad range of faces, in a survey done by Testa and Sipe (2012) found that since 1988, the study of hospitality has been answered, the study found understanding and sensitivity to the guest is important. Surveys in the 1990s also found that manages the property issue, a good interaction, and build a secure relationship with the client is important. In the 2000s, it was found, interaction, communication and sensible to the wishes of guests mash is an important constituent, but found that the efficiency of management, to maintain quality of service and a focus on guests also become an important factor in the hospitality industry. Here’s a summary of the work along the hospitality by Testa and Sipe (2012).

In Western context, the most important contributions in this review to the hospitality literature is to mention the importance of organizational citizenship behavior and business excellence practice in the hotels because there is a limited studies or reviews have been done in a developing country like Iran (Oakland and Tanner, 2008; Arasli and Baradarani, 2010; 2014). Research has been found in difference way especially in the Malaysian hotel industry focusing more on enhancing

employees’ well-being in order to develop the hotel industry’s services form and organizational success that linked with poor performance as well as high failure on service climate (Blanck, 2003; Dimond, 2004; Kasa and Hassan, 2015). In this case, organizational citizenship behavior plays a major role in influencing employees’ behavior on the development of competitive advantages in the hospitality industry (Burmam et al., 2009; Punjaisri and Wilson, 2007).

This work has been borne away in Malaysia hospitality context to determine the nature of the challenges and benefits of a vocation in the hotel industry that determine the objectivity of the sustainability in the business climate, hence it is a full flow or approaches in improving employees’ motivation levels while contribute to organizational results (Mark and Zaiton, 2015). In respect, past studies revealed on the diverse benefits of OCB, this survey is thought important to further raise the human resource development in the hotel industry.

Dimensions of organizational citizenship behavior

Organ et al. (2006) classified organizational citizenship behavior (OCB) into five dimensions such as altruism, conscientiousness, civic virtue, courtesy and sportmanships (Organ, 1988 – refer to Table 1). According to Williams and Anderson (1991) classified OCB into two dimensions such as OCB –O and OCB-I. Both dimensions defined as pro-social behavior or helping behavior that directed to coworkers and the employee organizations. OCB-I can be categorized into altruism and courtesy while OCB-O categorized into sportsmanship, civic virtue and conscientiousness. Altruism is a behavior that helps people to face problems in their work. Moreover, altruism identified as a behavior that employees always help other

Table 1: Dimension of organizational citizenship behavior (Organ, 1988)

Variable	Dimension	Descriptions
OCB-I	Altruism	A behavior that helps people to face problems in their work.
	Courtesy	A courtesy and respect shown in any behavior
	Sportsmanship	Someone who does not like to file a protest or dissatisfaction with minor problems.
	Civic virtue	A contribution to the political issues within an organization to a responsibility.
OCB-O	Conscientiousness	A person's behavior timely, high attendance rates, and is above the normal requirements expected.

employees on the job, while conscientiousness refers to the impersonal behavior that shows prudence and conscientiousness, which is more than just a good citizen. Conscientiousness refers to a person's behavior timely, high attendance rates, and is above the normal expected requirements. Civic virtue represents a contribution to the political issues within an organization to a responsibility. Courtesy demonstrate courtesy and respect shown in each behavior. Sportmanships indicate someone who does not like to file a protest or dissatisfaction with minor problems. In summary, researcher (Organ, 1988) breaks down the components of OCB to obtain a clear image. The five dimensions of OCB have been presented in Table 1.

The Importance of OCB in the Hospitality Industry

Most studies has been highlighted the important of OCB in the hospitality industry. The findings found that organizational citizenship behavior (OCB) is the growing aspect, especially in the professionalism of hospitality and tourism industries (Baum, 1989; Paraskevas, 2001; Torres and Kline, 2013). Moreover, OCB has been recognized at individual level factor which has obtained a positive relationship with an organization's ability in society to achieve a successful organizational strategy and competitive advantage. In the hospitality industry, OCB provides better environment to help employees and organization one another beyond their required work duties. According to Danaei and Iranbakhsh (2016) indicated that helping behavior associated with OCB influences innovative behavior in the workplace.

Findings is supported by Victorino *et al.*, (2005); Wong and Ladkin (2008) that innovative behavior in the hotel industry is the most contribution and an important aspect because the product and services will add value to the customer while it is regarded as a key control in acquiring and upgrading operations at hotels. Nevertheless, OCB identified as an important predictor for organizations to help the achievement of organizational goals, enhances organizational performance (Fisher *et al.*, 2010) and to enhance customer satisfaction (Podsakoff *et al.*, 2009). Without further discussion, researchers agreed that many studies showed OCB can increase customer satisfaction, employee effectiveness and organizational performance (Ariani, 2013; Husin *et al.*, 2012; Podsakoff *et al.*, 2009). OCB has a great attention

in the organizational behavior literature (Tang and Ibrahim, 1998; LePine *et al.*, 2002; Kasa and Hassan, 2015) because it is utilitarian and important in the workplace in order to increase the organizational performance and effectiveness that become the primary focal point in the psychology and management subjects. Therefore, OCB was identified as an effective function in the hospitality industry because employees should work beyond the claim of duty; like employee should have effective workplace relationships. Magnini *et al.*, (2013) argued that employees are keener to produce belief-consistent feelings of recognition for increasing organizational reputation. It can be increased by providing continued work and support from various voluntary, extra-role behaviors in improving service delivery or exchange the valuable suggestion to the organization.

OCB: Contribution in the hospitality industry

In the hospitality industry, organizational citizenship behavior (OCB) can bestow a lot of benefit to the employees and the organization because it is an important predictor that can influence and serve the organization to be innovative (Organ, 1988). Thus, this review identified OCB is a mandatory aspect which can facilitate employees in the hotel industry to move beyond the ethical role, yet encourage the workers to present as being a serious citizen to operate effectively in the organization. Research found that innovative behavior is a part of OCB that should be pay attention because the study has been studied limited in terms of qualitative method (Tajeddini and Trueman, 2008; 2014).

The innovative behavior study contributes to the existing knowledge by empirical work while the empirical literature on innovation is rarely considered OCB as a central contributing factor of innovation in the hotel industry and researchers have been studying a limited factor in their proposed models (Tajeddini *et al.*, 2006; Tajeddini, 2010; Tajeddini and Trueman, 2012). In Western countries, the majority researchers have focused in the area of innovation on the variables in hotel industry (Chen and Elston, 2013) while limited studies have been done in developing countries especially in Iran and Malaysia context. In organizations, employees' behavior should be consent because it shows the employees' organizational citizenship behavior to facilitate others in problem solving that connected to their productions. Moreover, it can protect problems with other workers by taking

proper action, observing, obeying the rules, processes and policies within the society. Organizational citizenship behavior (OCB) is a part of business performance that should be carried out in the hospitality industry as a core aspect to insure they can implement low cost and improve their businesses to gain a high level of effectiveness among workers. The most significant contribution of OCB in the hospitality is organizational reputation. In the previous years, organizational reputation has been a hot topic among academicians and business world (Cekmecelioglu and Dincel, 2014) because it can determine the organizational favorability. Finding found that favorable reputation can inspire the industry to get its service or product's price premiums (Yacouel and Fleischer, 2012) and lead to superior returns (Surroca *et al.*, 2010).

Moreover, the organizational reputation also contributes significantly to financial performance (Surroca *et al.*, 2010). In the Thailand hotel context, employees are not just behaving in-role responsibilities, but they encourage to be extra-role responsibilities to reciprocate the industry (Tremblay *et al.*, 2010; Wayne *et al.*, 1997) in order to contribute high serving in a hotel. This sort of contribution is kept back to value and employee well-being is taken into consideration by the organization which have to pay high attention to obligate the response to the industry (Chiang and Hsieh, 2012; Eisenberger *et al.*, 1986).

Challenges or barriers in the hospitality industry

In recent years, there are many challenges or barriers that confronted by management in the hospitality industry. The hospitality industry management faced the challenges in achieving a balance between efficiency and customization (Yen and Theg, 2013). Moreover in the Thailand hotel, the major challenge factors is to create a competitive advantages by increasing a number of tourists and expand the advertising in terms of electronic marketing and social network (World Travel and Tourism Council, 2014). As a consequence, the findings found that the success of hotel industry because of the service quality toward customers and responsibility to consent the reputation of the hotels (Browning, 2006; Yeh, 2013). On the other hand, turnover among workers in hospitality industry become a major issue and it was keyed out as an average rate for all other sectors (Deloitte, 2010). The finding is supported by Dusek *et al.* (2014) agreed that turnover

rate rapidly increased in hotel industry. Consequently, other threats that management faced in the hotel industry is innovation imitation. This issue is considered as an essential factor to reinforce imitation barriers to the competitive market (Harrington, 2005; Danaei and Iranbakhsh, 2016).

The largest challenges faced by hotel managers are managing employees effectively (Kapoor and Solomon, 2011; Singh *et al.*, 2007; Ahmad and Scott, 2014). The findings said that managing human resources in the hospitality industry were discussed widely (Kusluvan *et al.*, 2010) in literature regards of employee turnover and manpower shortages (Cheng and Brown, 1998; Guthrie, 2001; Huselid, 1995; Koys, 2001; Kuria *et al.*, 2012; Pare and Tremblay, 2007; Pizam and Thornburg, 2000; Baum and Devine, 2005; Davidson *et al.*, 2006; Singh *et al.*, 2007).

According to Kusluvan *et al.* (2010) there are a few issues or challenges in the hospitality industry to be named and paid attention, such as trouble in the low prestige of jobs, aging population and disadvantage of older workers, treating a diverse workforce and retaining personnel. Moreover, new communication, information technologies, HIV/AIDS issues, minimal wages, employment law and restrictive government policies should be addressed by new employees. In past literature review, researchers have been determined that staff recruitment issues were occurred in other countries especially in the hospitality industry (Alonso and O'Neill, 2009; Davidson *et al.*, 2006; Kuria *et al.*, 2012; Kusluvan *et al.*, 2010; Pizam and Thornburg, 2000; Rok, 2012) while there are other issues arise in the hospitality industry such as manpower shortage, workers skilled difficult to retain, employee turnover, poor self-restraint and less commitment in job, but limited studies have been reviewed in Malaysia (Table 2). Parenthically, the most challenging studies have been placed outside of Malaysia and hotel managers have faced the challenges such as employee turnover, less commitment, less self-restraint and less unethical job among workers (Alonso and O'Neill, 2009). From the Table 2, the summary of OCB's benefit and OCB's contribution have been done through past studies in the hospitality industry and engineering management.

From the Table 3, internal and external benefits of OCB not only carried out in Nigeria industrial development, however from the past studies the researcher can be practiced to pass judgment in all contexts and field to find the relevancy of OCB. As

Table 2: Past studies of OCB benefit and contribution in the hospitality industry and engineering management

Author / Year	Benefits	Contribution
Veličkovska (2017)	Employees quality	Services of high quality, possibility for attaining competitive advantage rests in the human resources
	Employees behavior and attitude	Helping coworkers to complete a task or provide support during work execution
	Organizational effectiveness	Employees' extra-role behavior increased to perform high commitment in the organizational
Nasurđin <i>et al.</i> (2016)	Staffing and service-oriented OCB	Staffing enables the organization to attract the correct candidate with desirable characteristics in terms of knowledge, skills, and attitudes into the organizational
Srivastava and Gope (2016)	Survival of an organization	To help their peers with work, work beyond duties mentioned in job descriptions, orient new employees

Table 3: Benefits of OCB to individual employees in Nigeria Industrial Development (Olowookere, 2014)

No.	Internal benefit	External benefit
1.	Capacity building and skill learning	Promotion and higher duties
2.	Self-actualization and a sensation of fulfillment	Pay raise
3.	Discovery and optimal use of employees' potentials and capacities	Awards and Recognition
4.	Increased competence and self-worth	Sponsored vacation
5.	Increased job relevant knowledge and expertise	Recommendation for further training and development packages
6.	Increased Productivity	Job security/ Tenured job
7.	Sense of belonging, feeling of acceptance and value	-

noted earlier, OCB is a better predictor and it can be measured in all variables to obtain the outcomes in organizations. According to Obiora (2012) past research found that a large quantity of research has been carried on in the area of OCB. Nevertheless, in that respect is still demand to examine more factors with different correlation and context. In this case, OCB is suitable variables to be valued in the hospitality industry in Malaysia context.

Study Methods

This paper will be useful for exploratory or explanatory method which explained the dimensions of organizational citizenship behavior, conceptual basis of OCB, benefits of OCB, challenges and contribution of OCB in the Malaysia hospitality context. So that, this review paper is an appropriate to answer how and

why questions (explanatory study) that can be utilized in all context. Therefore, many past studies have been used quantitative methods, researcher can use mixed method or qualitative methods to evaluate the benefit and contribution because qualitative method is good and better to determine the benefit or contribution of OCB in hospitality industry by interviewing employees. A pilot study can be conducted to find the validity and reliability of the study either is applicable in Malaysia context or different context.

Practical implications

In Malaysia hotel industry, staffing issues are the most popular while it has contributed to the hotel management literature with an empirical evidence. Researchers have been indicated that this review contributes a lot to the more respectable performance

and act in the industry in order to settle down the recruitment issues in other countries and it may not be applicable in Malaysia context (Alonso and O'Neill, 2009; Pizam and Thornburg, 2000) which have to pay high attention to neglect this problem arise in the hotel industry. To solve this issue, organizational citizenship behavior has been viewed as a key organizational behavior in organizational improvement while managers in hotels have to pay major concern in employees' participation of OCB. The findings stated that positive attitudes among organizational members should be motivated to ensure the positive attitudes will motivate employees to engage in OCB (Koys, 2001; Bolino, 1999). To achieve a positive attitude among employees are through communication practices. Communication practices is the most important contribution in hotels because employees need to communicate in all levels with good skills and manner. Moreover, employees obtain a positive attitudes by their communication style if they are satisfied with the communication process in the organization yet employees try to reciprocate to the company by engaging in OCB. As a result, hotel managers must encourage employees to accept higher levels of extra-role behaviors in order to produce a positive organizational climate (Chiang and Hsieh, 2012).

Recommendation

Motivational training is the most effective training development and rewards for hotel managers to enhance employees and customer involvement and commitment (Roy, 2013) in organizational accomplishment. According to Ologbo and Sofian (2013) training and development defined as specific efforts to train the employees and employers' skills which can be utilized their new knowledge and accomplishments in performing their jobs.

In facts, employees can improve their leadership qualities that enforced as an organizational practice in promoting the respect for each employee's qualities and contribution (Sharmila, 2013). In past literature, researchers have been identified few human resource techniques such as growth job prospect, selective staff recruitment, work protection, empowerment, competitive reward and active communication for business practice. For future study, OCB is an important issue of employee commitment yet employee performance will be analyzed both in-role behaviors and extra-role behaviors (Williams and Anderson, 1991; Zhu, 2013). Using these variables in future research to measure individual performance in a different industry or hospitality industry.

CONCLUSION

Kabari Indonesia (2015) indicated that the hospitality industry is the most useful and supporting sector in the tourism development because this sector is the mainstay of the hospitality industry which can grow the Malaysia economy very well. A strong economic competition, in the globalization era is based on the competition and advantages of human resources that acts a significant part. Researchers found that the challenges are to improve the competitiveness and competitive advantage in all sectors including the tourism sector, particularly the hospitality by relying on human resource capacity (Sulistyadi *et al.*, 2016). And then that, HRM should implement a novel conception of formal systems in organizations in order to deliver an efficacious and efficient policy or processes of human talent to achieve the organizational goals especially developing a training system which can motivate the staff to perform effectively. In regard, management can attract the customer, develop the organizational, motivate the staff while retain employees for the effective functioning of an organization. However, human resource management practice has been implemented in the Malaysia hospitality context which was cornerstone for the recruitment and staffing, thus there is limited studies have been looked at the contribution of these variables together determine OCB employees in the hospitality industry.

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CONFLICT OF INTEREST

The authors state that there is no conflict of interests concerning the publication of this manuscript.

ABBREVIATIONS

OCB	Organizational citizenship behavior
OCB-I (Individual)	Organizational citizenship behavior (Individual)
OCB-O (Organizational)	Organizational citizenship behavior (Organizational)
HRM	Human resource management

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