A Study on Organizational Citizenship and Job Satisfaction in India's Hotel Industry

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Abstract
In many regions of the India, finding and keeping skilled staff is a major issue in the hospitality business. As a result, job happiness is becoming increasingly crucial for the long-term

development of the work force and its ramifications for regions and destinations. As a result, the goal of this research is to better understand the elements that influence job satisfaction.

. An online questionnaire was used to examine 116 employees on various areas of job satisfaction. According to data analysis, the most essential variables for job satisfaction are a positive relationship within the team, Shift timing and working hours, personal growth chances, fair pay and promotion policy. The findings point to crucial topics and directions for further job satisfaction research. For practitioners, the study provides useful information on how to promote employee job satisfaction in a long-term and effective manner.

Keywords: Hospitality, Organizational Citizenship, Job Satisfaction, Leadership

Introduction

Culture is a vague term that is frequently used to describe an ambiguous feature of an organization. Despite the fact that there is a large body of academic research on the subject of organizational culture, there is no universally acknowledged definition of culture.

Leadership practices, communication methods, internally distributed messages, and corporate festivities are all examples of how organizational culture can show itself. Given the complexity of culture, it's not unexpected that words for characterizing different cultures differ greatly. Aggressive, customer-focused, innovative, fun, ethical, research-driven, technology-driven, process-oriented, hierarchical, family-friendly, and risk-taking are some of the terms typically used to describe cultures.

Company's culture influences everything from punctuality and tone to contract terms and employee benefits. Employees are more likely to feel comfortable, supported, and valued when the workplace culture is aligned with their needs. Companies that place a significant emphasis on culture can weather challenging times and changes in the business environment.

Every company has its own culture, and it's critical to preserve what makes it stand out. On the other hand, businesses' cultures regularly reflect specific attributes that one should strive to build. When a company's aims and its employees' motivations are all pulling in the same direction, it is said to be synced. Exceptional businesses work to ensure that their vision, purpose, and goals are always in sync.

Public plaudits, a thank-you message, or a promotion are all examples of recognition. A culture of gratitude is one in which everyone on the team recognizes and acknowledges each other for their contributions.

An organization's ability to function depends on its ability to establish trust. When there is a culture of trust, team members can be themselves and know that others will support them when they try something different.

Great firms cultivate a business-oriented culture, thus performance is crucial. Talented employees at these companies encourage one another to succeed, resulting in increased profitability and production.

Trait in highly dynamic contexts where change is constant, strength and resilience is a critical trait. Managers will learn to anticipate and adapt to change in a resilient culture.

Collaboration, communication, and mutual respect are all aspects of teamwork. Employees will get more done and be happier while doing it if everyone on the team encourages each other.

When teams rely on one other to make decisions, analyze findings, and build partnerships, integrity, like trust, is critical. This facet of culture relies heavily on honesty and transparency.

Organizations that are innovative are able to make the most of available technologies, resources, and markets. A culture of innovation means that you think creatively about everything you do, including your own cultural initiatives.

Employees require psychological safety in order to take experiments and provide honest feedback. Remember that psychological safety begins at the team level, not the individual level, thus managers must take the lead in establishing a secure workplace in which everyone feels at ease contributing. Let's talk about how to create a fantastic culture in your company now that you know what one looks like.

Review of Literature

Different types of Organizational Citizenship Behavior-

Altruism - When one employee helps or serves another employee without expecting anything in return, this is known as altruism. Employee motivation, performance, and efficacy can all benefit from altruism in the workplace. For example; Just after the Town hall meeting, staff attended the meeting started doing the clearance of glasses or soiled plates volunteering the work to help catering staffs.

Sportsmanship - Simply put, sportsmanship refers to an employee's capacity to lose gracefully. It's about being able to deal with events that don't go as planned - or unpleasant surprises – without displaying negative behavior. It is defined as an employee's capacity to adjust to the challenges of the workplace without raising an objection or making a formal or verbal complaint. Sportsmanship, according to Podsakoff, is defined as "workers' willingness to bear less-than-ideal circumstances without complaining."(Alshurideh et al., 2015),(Podsakoff et al., 1996)

An employee who is temporarily taking over the tasks of a team member who shattered his leg and will be on sick leave for a few weeks is an example of good sportsmanship in the workplace. While this raises this employee's burden significantly, he/she isn't grumbling to his/her coworkers because he/she understands that this is a transitory issue and that he/she is doing something for the team (to stick with the sports jargon).

Courtesy - Courtesy is the practice of being courteous and considerate to others, like wishing on special occasions, greetings , family and kids basically, any question related to a (personal) subject someone has previously spoken about that shows you've listened to what they've said.

Conscientiousness – Conscientiousness is described as behavior that demonstrates a high level of self-control and discipline and goes above and beyond the bare minimum. In the workplace, this means that employees not only arrive on time and meet deadlines, but that they also plan ahead of time before going on vacation so that their coworkers are not overworked. For example

any Front office staff is going for a long leave and is working on any sales assignment, the staff will try to crack the deal before he/she goes on leave to not burden their responsibility or task on any other.

Civic virtue– Civic virtue refers to how you talk about the organization among your known. Employees can also display civic virtue by participating in company events like any NGO work initiative or participating in outdoor activities like cycling, running events. Civic virtue is an example of corporate citizenship activity that fosters a sense of belonging and camaraderie. As a result, there is a higher level of job satisfaction and improved job performance.

Trust- Trusthas a considerable impact on organizational citizenship behavior, according to the findings.

To begin with, it is obvious that trust has a considerable effect and influence on laissez-faire leadership

behavior, and that trust, in turn, is influenced significantly by organizational citizenship behavior.

It means that trust is crucial in influencing the relationship between laissez-faire leadership and organizational citizenship behavior.(Waqas et al., n.d.)

Value-A value system is a set of beliefs that helps people make decisions (personal or business). Such core values form the foundations upon which any business is built in a professional setting. These ideals must be respected and implemented throughout the organization. Employees must approach such value systems with reverence and apply them consistently throughout the decision-making process. These basic values can help a firm develop quickly and flourish into a larger corporation if they are employed properly.(Podsakoff et al., 1996)

Leadership role in Organizational Citizenship

Management, by exception, has a direct effect on organizational citizenship behavior, implying that employees in small and medium firms exhibit greater organizational citizenship behavior when the leader acts passively in monitoring the working process and facilitates mistakes. Employees at small and medium businesses enjoy taking on new duties and attempting to solve problems on their own. (Waqas et al., n.d.)

Employees at small and medium Hotel work autonomously and prefer not to be checked by their boss when problems arise since they prefer to address problems on their own.

Transactional leadership (TRL)-

Max Weber articulated transactional leadership for the first time in 1947, and Bernard Bass followed suit in 1981. The core management processes of managing, organizing, and short-term planning are the focus of transactional leadership. Transactional leadership, according to Maslow's hierarchy of needs, works at the most basic level of wants fulfillment, with transactional leaders focusing on the lowest levels of the hierarchy.(Karakiliç, 2019)

Transformational Leadership

Leaders are outstanding individuals who can persuade a team to achieve the organization's strategic objectives. These leaders promote and facilitate the growth of an organization with a culture of honesty, transparency, and true regard for others. Such leaders motivate their followers to go above and beyond their expectations.(Mehta, 2016)

Organic Leadership

This style allows for more engagement between team members and significantly builds working connections. Individuals that collaborate or operate in an organic framework are so bound by a common vision and ideals. Such leaders help employees to identify their own leadership qualities.(Fuller et al., 1996)

Contemporary Leadership

Such leaders take a democratic style to leadership, relying on persuasion and influence rather than fear to lead their teams. Contemporary leaders manage ambiguity and contradiction in the following ways to assure effective outcomes: pioneer change and manage stability; articulate vision and achieve objectives; disrupt established, antiquated rules, and monitor adherence.(Karakiliç, 2019)

Ethical Leadership

In such style leaders instill respect in their team members and stakeholders by offering a good example of honesty. Ethical leadership is concerned with how leaders utilize their social authority ethically in the decisions they make, the acts they do, and the ways they affect others.(Fuller et al., 1996)

It's worth noting that the Five-dimensional Leadership Competency Model includes a complex of complementary leadership styles that can be deployed individually or simultaneously depending on the situation because they don't conflict. As a result, these styles strike a compromise between the project leader's personality, competencies, and needs, as well as those of the team members.

Profile of Respondents

Total Sample	116

	Male	Female	Others
Gender	81	35	0

	18-25 Years	26-35 Years	36-40 Years	40+ Years
Age	76	29	8	3

Marital Status	Married	Un Married
	29	87

Educational Qualification	Masters in Hotel management	Bachelors Degree in Hotel management	Other University Degree	12th/Intermediate	High School or Less
	10	66	24	14	2

Job Designation Level	Managerial Level	Supervisor Level	Associate Level
	33	17	66

Nature of Job	Full Time	Part Time	Contractual
	105	10	01

Department	Food production	F&B Service	Front Office	House-keeping	Sales & Marketing	Finance & Accounting	HR	Others
	28	27	17	9	8	7	4	19

Job Tenure	Less than 1 year	1-3 Years	3-5 Years	5 Years +
	58	29	9	20

Data Analysis

1. Team Work-

Mean = 3.93
Std. Dev. = 1.29
N = 116
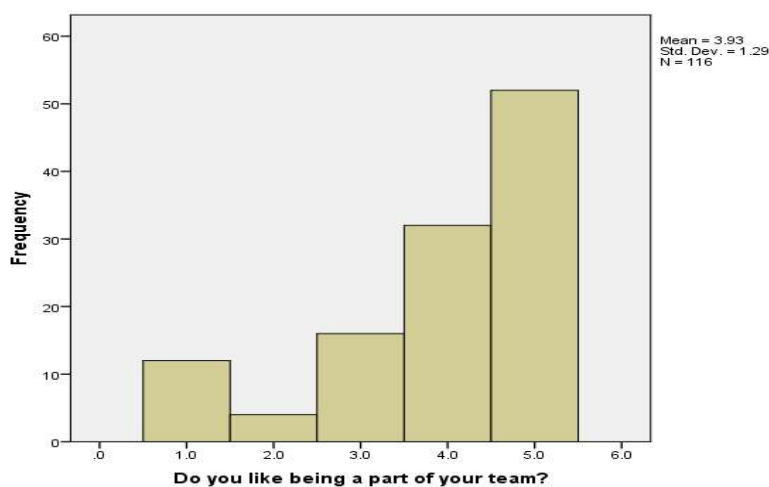
Today's successful firms rely on teams to succeed, and establishing and inspiring teams is a key part of that success. To maintain high performance throughout their brief existence, teams require constant care and connection. Leadership must now focus on motivating and supporting teams with skills that were previously overlooked but are now essential in a globalizing economy. A variety of traits are required for a team to be tuned to success, including defined objectives, shared leadership, clear roles and duties, interdependent members, mutual encouragement, and trust between the leader and the team.(Chong et al., 2018)

From above data we may see that 20 people don't like being the part of their team, 17 respondents stayed neutral and 88 respondents like to be the part of their team.
So we may assume that most of the respondents like their team.

2. Motivation-

Mean = 3.91
Std. Dev. = 1.23
N = 116

Is your coworkers a source of motivation for you to execute your best work?
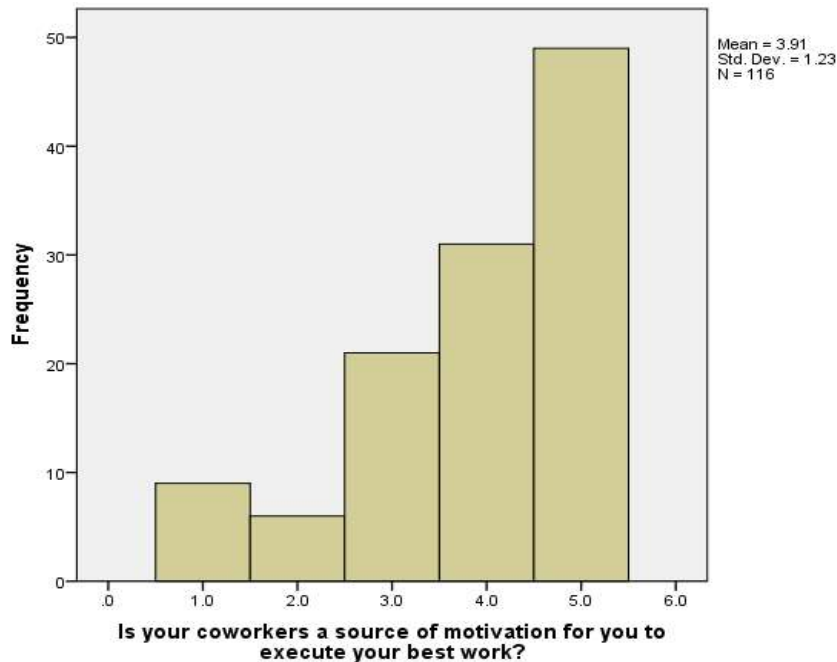
One can only motivate and inspire his/her team if they understand the goals for which they are striving. Make sure your personnel understand your vision and the company's long-term objectives.
This motivates everyone to collaborate in order to attain greater outcomes. Additionally, set clear and measurable goals that are framed by this vision on a regular basis so that you and your team can track progress and see their success in a practical way.

From the above data we may find that 19 respondents don't find their coworkers as a motivation, 21 respondents stayed neutral while 82 respondents find their coworkers a source of motivation.

3. Inspiration-

Do your executives and managers inspire you to put forth your best effort?
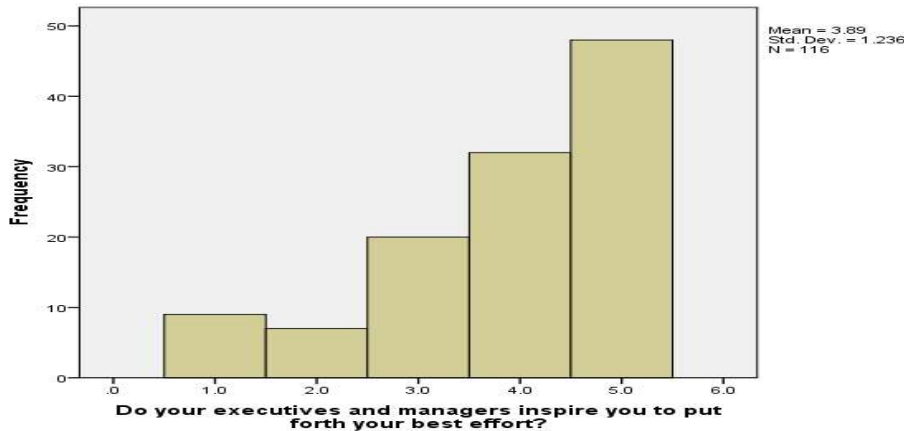
Every successful firm has a dedicated workforce, which is the result of employee motivation and job satisfaction. Employees are motivated by enthusiasm to achieve the organization's goals. Without dedication, the organization's performance would be impossible to achieve. Employee rules and practices must be competitive in order for a firm to gain a competitive edge.(Chandrakant, 2017)

Managers and Supervisors can train motivate and guide their associates.

In 116 responses 19 disagreed and don't find their supervisors and managers inspiring them while 21 people stayed neutral and 80 respondents agreed that they are inspired by their managers.

4. Recognition-

Do you feel you are recognized for your hard work and dedication to the job?
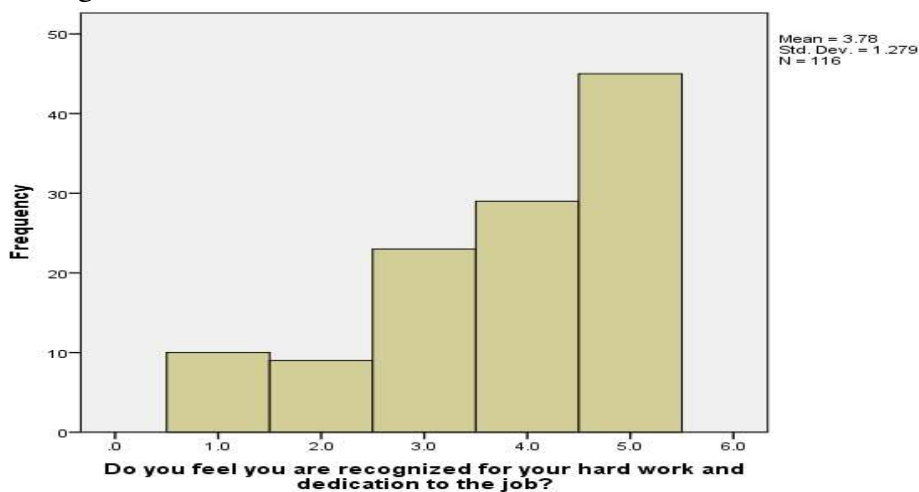
Employees not only want to get paid, but they also want to be valued by their bosses. Employee morale will improve as a result. Employees will be more motivated if their supervisors recognize

them. Recognizing employees' contributions entails recognizing and caring about their accomplishments. Recognizing and appreciating staff is critical for businesses.

There are 22 respondents feel that they are not recognized,24 were neutral and 75 respondents agreed that they are recognized at their work and feel dedicated.

5.- Team Support-
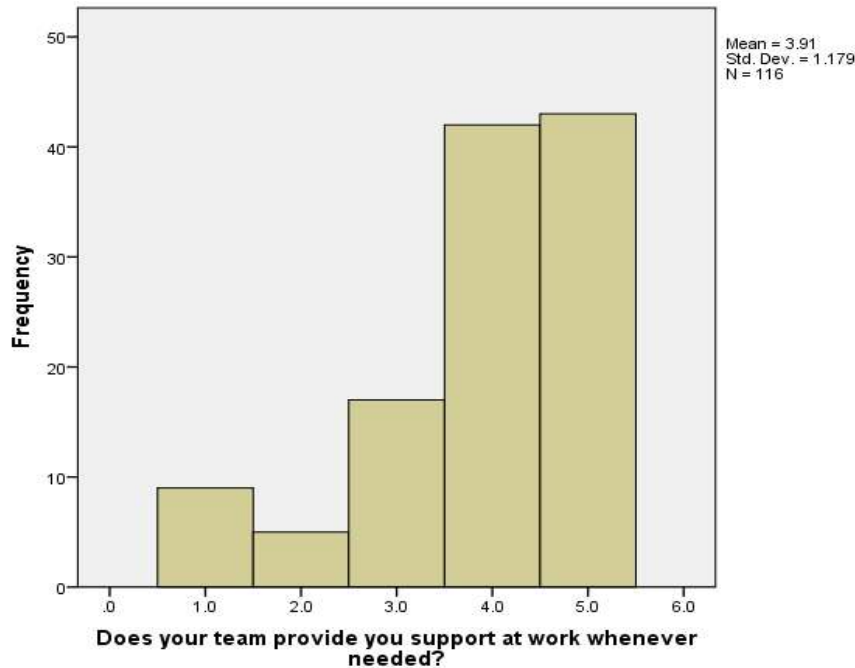
The leader's job is to figure out what individual team members believe and categorize them into common value categories. These values reflect firmly held personal views and serve as a source of inspiration for the entire organization, as well as an encouragement for teamwork and commitment. This commitment may ensure that team members embrace challenges with zeal, persevere through problems, and put in a valiant effort. (Chong et al., 2018)

From above responses, 20 of the respondents don't get any support from the team, 18 were neutral, and 86 of the respondents agree that they get support from the team.

6. Communication
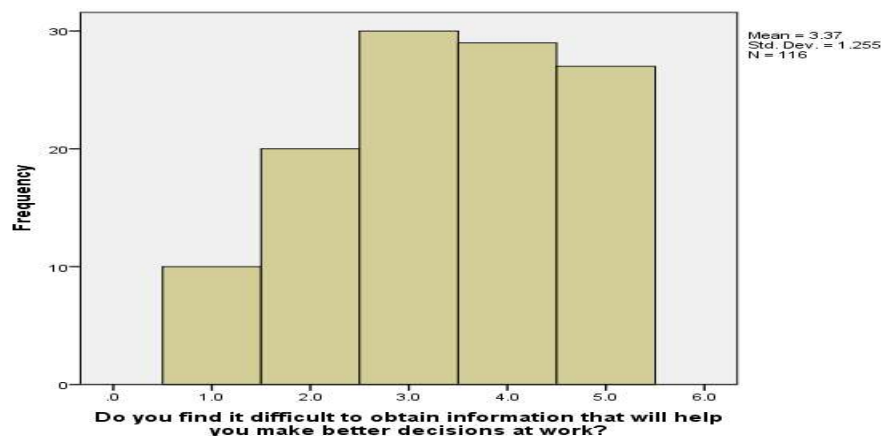
Clear goals, duties, performance, expectations, and feedback are all clearly communicated. The team's leader also serves as the team's conduit to the rest of the company. Transparent communication promotes credibility, trust, and efficiency in all directions.

36 respondents find that communication is smooth in their department, 32 remained neutral and 57 respondents agrees that communication problem is there and they find it difficult to get information which helps them in decision making.

7. Hierarchical reliability-
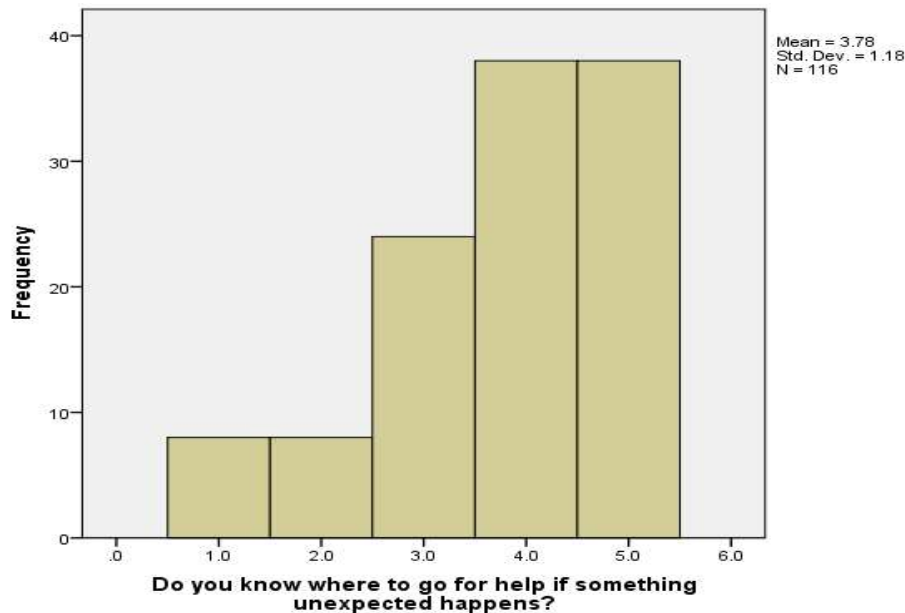
Some of the most significant hurdles for organizations moving along the knowledge management route originate from long-standing habits of knowledge hoarding, which were previously rewarded. Employees were encouraged to store knowledge since it provided them with a competitive advantage within their company. People reasoned that if knowledge is a source of competitive advantage for an organization, it must equally be a source of competitive advantage for individuals within the organization.(Milne, 2007)

21 respondents don't know where to go in case of any incident while 25 remained neutral and 76 respondents agrees that they know whom to report and seek help in case of any an unfortunate incident.

8. Value System-
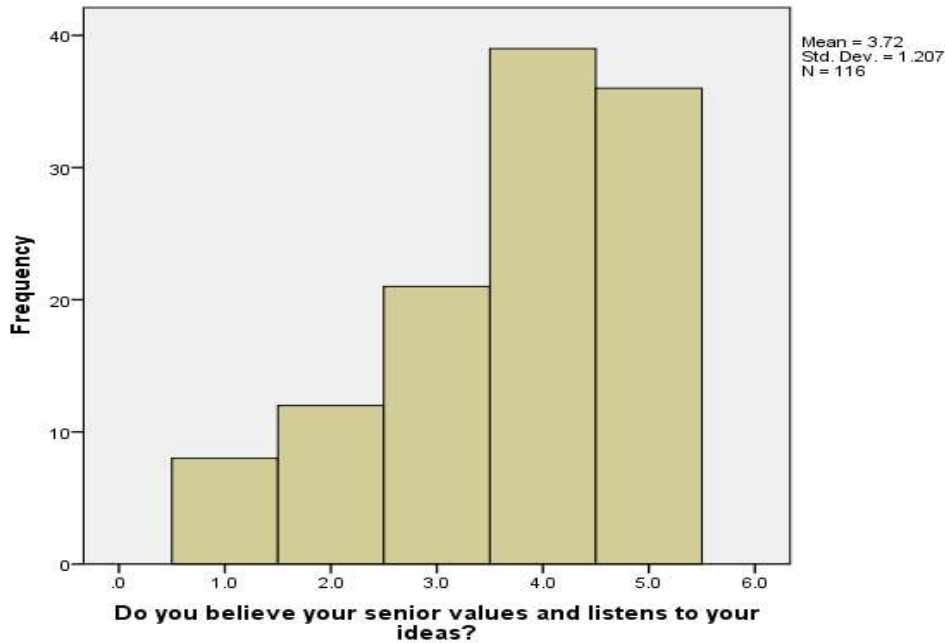
The spirit of innovation can grow by establishing a healthy and inclusive project environment that nurtures creativity. In the twenty-first century, creativity and innovation are an organization's key source of competitive advantage; yet, implementing this approach requires an understanding leader who is interested in bringing innovation to the firm.(Chong et al., 2018)

Out of 116 respondents 23 responded that their ideas are not welcomed by their seniors, 22 respondents stayed neutral and 76 respondents agreed that their ideas are entertained by their seniors.

9. Honest Feedback-
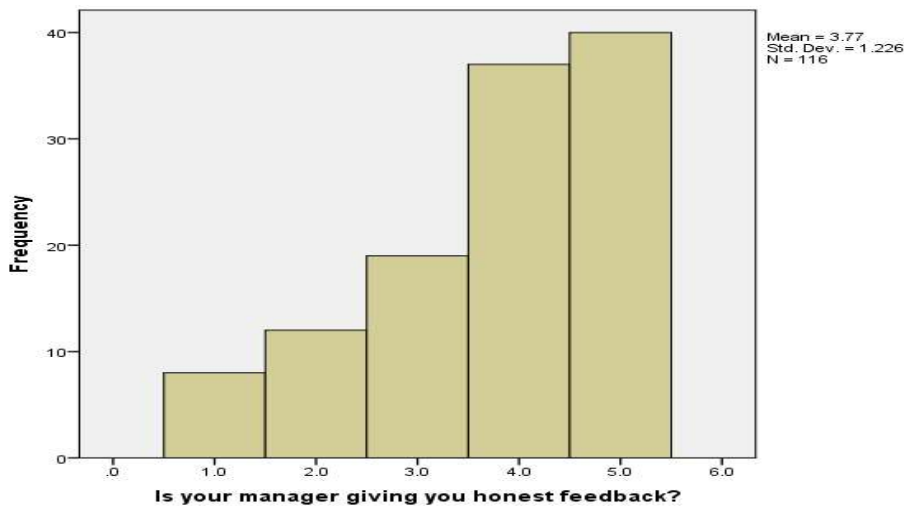
The goal of this feedback is to assist trainees in learning and improving their performance, and it is founded on the concept that feedback raises awareness of flaws, motivating learners to improve or change.Feedback gives people an opportunity to look at themselves in a different light. It helps them see how others perceive them, and the impact that their behavioural style and ways of working has on others in the team. This can be particularly insightful for leaders, as it helps them to see how they may be better able to engender trust and inspire a better performance from their team.

What's more, most people naturally want to succeed in their work, and as a result are often very receptive to constructive feedback. people feel their performance would improve if their managers provided corrective feedback. (Pelgrim et al., 2012)

Out of 116, 24 respondents believes that their managers are not providing them proper feedback, 19 respondents remained neutral while 77 respondents agreed that their managers are providing them proper feedback.

10. Stress level
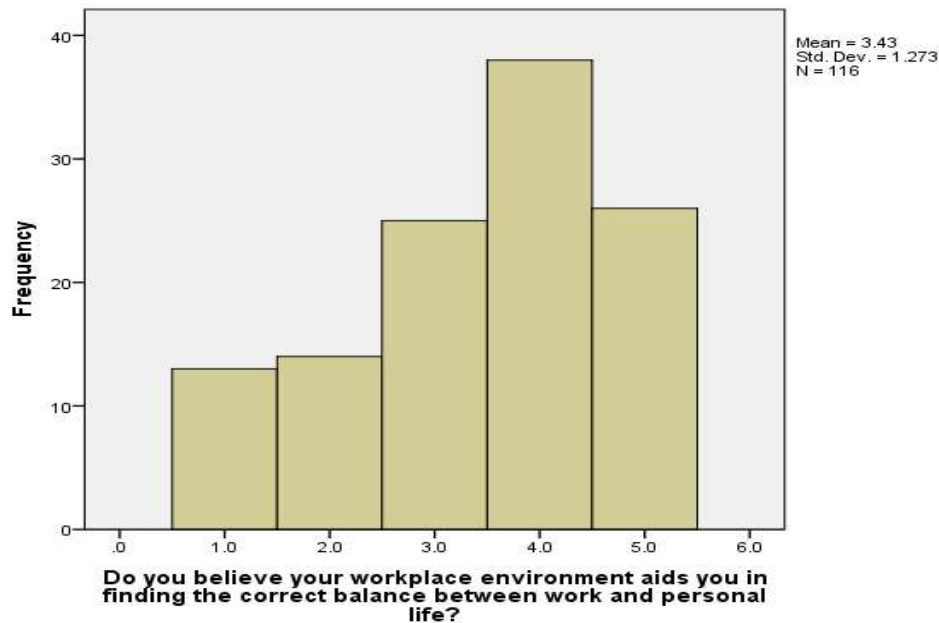

Mean = 3.1
Std. Dev. = 1.268
N = 116
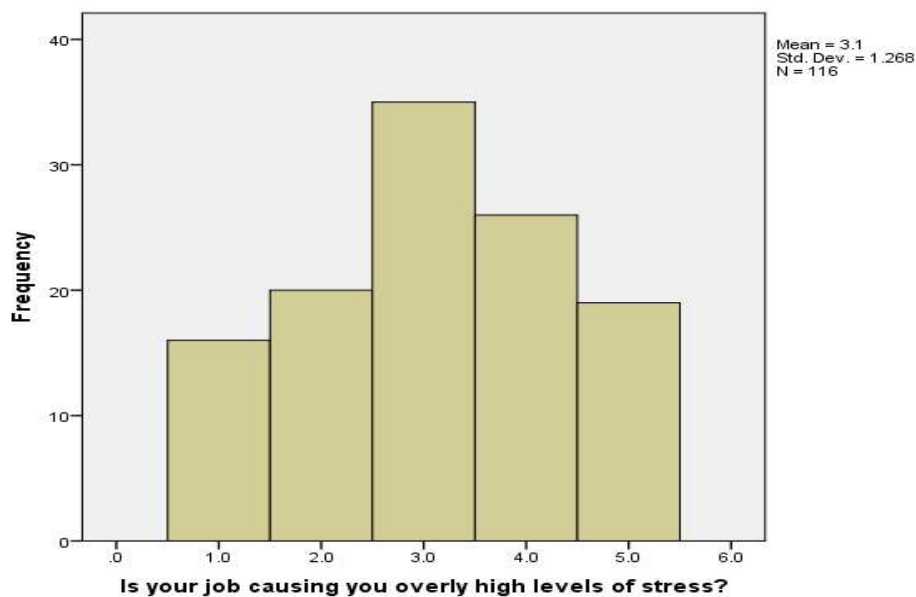
Work-related stress is a reaction that people experience when they are confronted with work expectations and pressures that are not matched to their knowledge and talents, putting their ability to cope to the test. Employees, who feel they have limited support from supervisors and colleagues, as well as little influence over work processes, are more likely to experience stress. The difference between pressure, challenge, and stress is frequently misunderstood, and this is sometimes used to justify poor management. (https://www.who.int/news-room/questions-and-answers/item/ccupational-health-stress-at-the-

workplace#:~:text=Work%2Drelated%20stress%20can%20be,support%20from%20colleagues%20and%20supervisors.)

In above responses 41 respondents disagrees, according to them their work environment is not creating stress,36 respondents stayed neutral and 45 respondents agrees that their job is creating stress in their life.

11. Work-Life Balance-

Do you believe your workplace environment aids you in finding the correct balance between work and personal life?

Particularly during difficult economic times, work/life initiatives have the ability to considerably boost employee morale, minimize absenteeism, and retain organizational expertise. As firms seek to cut costs in today's global marketplace, it is up to the human resource professional to understand the critical concerns of work/life balance and champion work/life initiatives. Whether itsemployees, whose family members and/or friends have been called to serve their country, or single mothers struggling to raise their children while working. Work/life programmes offer a win-win situation for employers and employees, whether it's for individuals who value their personal time, couples struggling to manage dual-career marriages, or companies losing vital expertise when people depart for other chances.(Sen & Bakht, 2013)

In service industry maintaining standards is a challenge, when asked about the work life balance 32 respondents feels that there is no balance between their work and personal life while 25 remained neutral and 65 respondents agrees that they find their work and personal life balanced.

12. Promotion Policy-
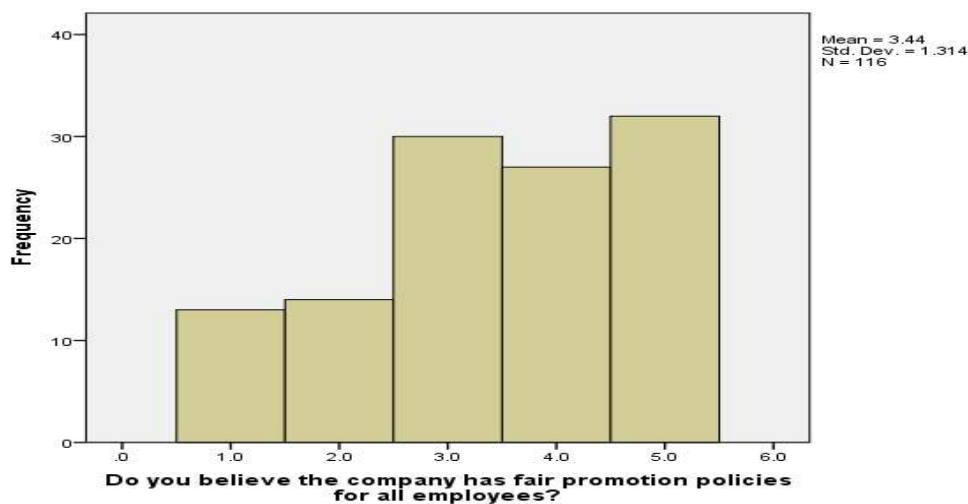
When it comes to matters of promotion, it is evident that the employer has a lot of leeway. The managerial right of a business to appoint anybody it wishes as long as it follows its own promotion strategy places the fate of promotion seekers in the hands and discretion of employers. In every case, this common law managerial discretion is a stumbling obstacle for job applicants. Employers are empowered or authorized to appoint a less qualified person to an advertised and vacant position at the expense of highly qualified and experienced applicants, sometimes for affirmative action or other ulterior motivations.

When respondents were asked about fair promotion policies 33 respondents said their organization has no fair promotion policy, 31 remained neutral while 52 agreed on fair promotion opportunity.

13 Staff Retention-
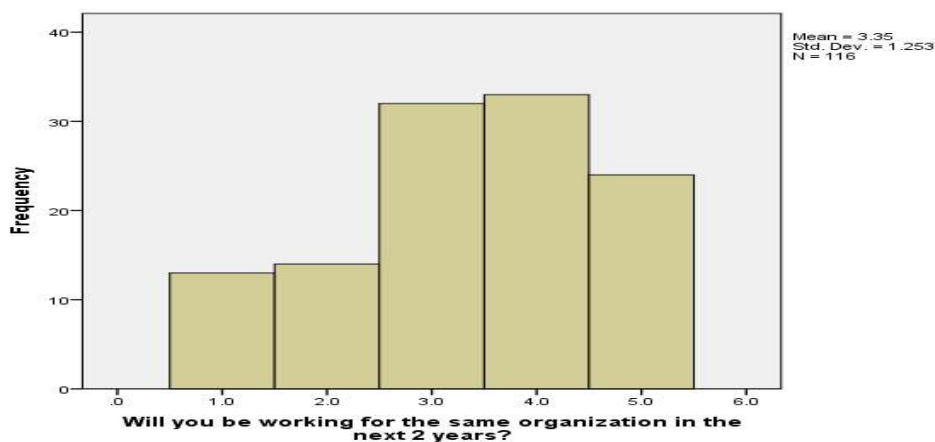
Employee turnover in the hospitality industry is significant ranging from 60% to 300%. Employee turnover has a detrimental impact on a company's performance. A high rate of turnover has an impact on other employees' morale and results in the loss of productive staff. Furthermore, when a qualified person leaves, competitors may get this intellectual capital, increasing the cost. As a result, high personnel turnover creates insecurity and instability, which is detrimental to any company in the business.(Chawla & Singla, 2021)

On asking the question on retention, 31 respondents said they will leave organization after 2 years, 32 remained neutral and 57 respondents said they will work for the organization even after two years.

14. Working Hours-

Working longer hours has resulted in increasing levels of danger associated to mental tiredness, The demand for productivity and financial incentives to laborhas increased significantly. 15-18 Work hours are increasingly scattered throughout the day, infringing on the "biological night," or the period when the biological clock notifies the brain that it is time to sleep.

By above survey we may assume that 46 respondents were not satisfied by their work hours, 25 remained neutral and 48 respondents were satisfied with their work hours.

15 Shift Timing-

Work shift scheduling has traditionally prioritized productivity, accounting for production costs and the available human resource pool, with little regard for the effects of work schedules on workers. While the significance of productivity cannot be overstated, emerging evidence suggests that work schedules can negatively affect workers and their communities.(Gurubhagavatula et al., 2021)

In Hotel industry staffs report in three shifts morning, evening and night. The timing of these shifts may vary according to hotel. Break shift is another shift which includes reporting in two different shifts where staff is given break after the end of first shift. It may be of 3 hours or more. When employees were asked about Shift timing satisfaction, 37 respondents were not satisfied, 29 remained neutral and 56 respondents were satisfied.

16. Pay-
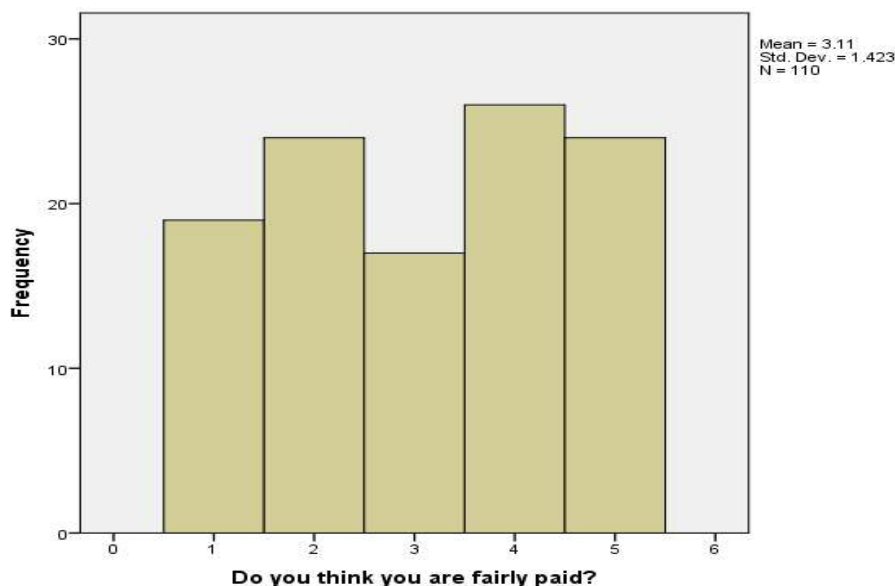
Money is neither the only nor even the most important motive for everyone. Regardless, there is overwhelming evidence that money is a powerful motivation for the majority of people. Furthermore, there is sufficient evidence that polls that ask individuals to rank money and other motivators do not adequately reflect the significant impact that changes in pay levels or the manner pay is calculated to have on people's decisions to join or quit organizations. (Rynes et al., 2004)

When respondents were asked about their satisfaction level in regard to Pay, 51 respondents were not satisfied what their being paid, 20 remained neutral while 55 were satisfied with their Pay.

Limitations & Implications

The purpose of this study was to see the level of satisfaction in Hotel staff and to know the reason of staff turnover, organizational citizenship behavior in India. Human resource management, which is a crucial component of every organization, has been neglected in the past, resulting in work unhappiness. As a result, employee performance as well as an organization's total productivity has been harmed. In order to inspire employees toward effective and efficient performance, the employer/administrator must understand the techniques or reasons for job satisfaction. Only a few researches on employee happiness, organizational citizenship and its impact on performance have been undertaken in Hotel Industry of India.

The limitation of this research is the less number of female participation.

Conclusion

In India self-efficacy has a positive and significant impact on organizational citizenship behavior. Servant Leadership has a detrimental influence on organizational citizenship behavior. Organizational culture has a good and significant impact on organizational citizenship behaviour. Self-efficacy has a favorable and considerable impact on employee performance.

Within an organization, incentive and recognition programmes can have a good impact on motivation, performance, and interest. While more challenging, team-based incentives, when properly implemented, can stimulate and support a variety of desirable outcomes. However, no research has been done to see if these kinds of programmes will encourage employees to share their expertise and learning. There is also no research-based proof that these initiatives give the expected or hoped-for return on the sometimes substantial sums of money that organizations invest in them.

Hotel should investigate why staff leave and identify factors that aid in attracting and maintaining them. The current study found many reasons that have a substantial impact on staff retention. Organizational culture and values, monetary rewards and incentives, learning and career progression, organizational initiation, organizational leadership, work-life balance, and exit obstacles are all examples of employee retention tactics.

We may conclude on the basis of the survey that Industry need to think on working hours and flexible shift timing with proper manpower. A healthy work environment may help in achieving the goal of the team. It may bring job satisfaction within employees building an organizational citizenship of belongingness to the organization.

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