

ORGANIZATION CITIZENSHIP BEHAVIOUR TOWARDS SUSTAINABILITY: THE CASE OF PERAK AND SABAH HOTELS (A THEORETICAL REVIEW)

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Abstract

The study aims to perpetuate the understanding of affective commitment and its mediating role as a critical component in understanding organizational citizenship behaviour. This is a conceptual paper and the proposed framework comprising of organizational culture, turnover intentions, personality and transformational leadership are proposed as independent variables. Organization citizenship behaviour is referred to as a informal behaviour that employees engage themselves voluntarily in helping out organization. It is a form of behaviour that requires a minimal amount of monitoring but increases the effective functioning of the organization. This study intends to explore further the effect of the proposed components in elevating affective commitment among employees further increasing the exhibition of organizational citizenship behaviour. With the increased challenges and competition organization can merely survive by having employees who adhere to formal contractual agreements and it is critical for them to go the extra mile for the organization. There are five dimensions in OCB namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness and all the dimensions conceptually play a important role holistically in developing employees who are citizenship oriented.

Keywords: Organization Citizenship Behaviour (OCB), Turnover Intention, Transformational Leadership, Personality, Affective Commitment, Sustainability

1.0 INTRODUCTION

Organizations have contractual agreements and clearly spelt out policies that ensure employees engage in activities and positive work behaviours for the effective functioning of the organizations. One aspect of positive work behaviour is taking initiative on the job is the concept of organizational citizenship behaviour (OCB) which refers to the informal behaviours that employees engage themselves voluntarily by helping others in the organization. It has been suggested by Organ (Organ et al., 2006) on the importance of OCB for organizational efficiency and innovation. The hospitality industry play a crucial role in the performance of economic development and faces severe competition. Malaysia specifically has been having a consistent increase in the tourism industry. In 2017, Malaysia received a total of 25,948,459 tourists thus contributing RM 82.2 billion to the country's revenue. Malaysia was recorded as the second most visited South East Asian country after Thailand (Tourism Malaysia, March 29 2018).

Human capital are the most important asset and they respond to the challenges in competitions by providing optimal service to their customers. In the competitiveness and challenges in the hospitality industry, hotels with employees who demonstrate organizational citizenship behaviour (OCB) are able to elevate their competitive advantage and able to outperform their competitors. It is important to understand that the hospitality industry depends heavily on employees work attitude and behaviour in terms of achieving the organization's objectives. The role of employees in the hospitality industry play a pivotal role thus it is important for managers to encourage employees to go the extra mile (Kim, 2006).

The main objective of this study is to examine the causal relationship between organisation culture, transformational leadership, personality and turnover intentions towards OCB in the Malaysian context. Affective commitment has been suggested as a mediator in this study due to this loyalty and emotional attachment of employees towards the organization. The variables suggested in this study may significantly have an influence towards employees job attitude gearing them towards a more positive or negative attitude. The study of OCB has garnered the attention of scholars recently because of its ability to improve organizational performance (Organ, 1988) thus it is important to have more in-depth research focused towards understanding what constitutes this behaviour in the Malaysia context specifically in the hospitality industry.

2.0 A MODEL FOR OCB

Organization Citizenship Behaviour (OCB)

The changes in the environment requires organizations to continuously observe those changes and adapting to changes requires dedicated employees. The complex changes in organization does not necessarily need highly educated and skilled employees (Indarti et al., 2017). To ensure that organizations are able to reach their maximum capability requires employees who will undertake various activities which may not be indicated in their job description and goes beyond their formal duties and responsibilities which is described as organisational citizenship behaviour (Organ et

al., 2006). The definition of OCB is discretionary which is not part of the formal job requirements of an employee which further elaborates that an employee will not be reprimanded if they do not perform OCB (L.Kisamore et al., 2014). However, with the changes in environment and economics recession employees may feel the pressure to go above and beyond to ensure that their organizations performs and sustains in this challenging environment (L.Kisamore et al., 2014) .It is important for managers to understand that human resources are the most valuable assets of the organization and it is important to further comprehend that the success of the organizations requires employees to go beyond the call of duty at the workplace. The importance of OCB in the workplace has been applauded extensively due to this contributing factors in terms of productivity and in gaining a competitive advantage. The positive factors contributed by OCB performed by employees is a pivotal element for competitive advantage. Global competition challenges an organisation to constantly improve and adapt to changes and creating a workforce who will go above and beyond is seen as a competing factors to ensure the survival of organisation (L.Kisamore et al., 2014). OCB is a voluntary behaviour that helps increase the organisational effectiveness and displays employee's commitment to the organization (Messner, 2013;; Podsakoff et al., 2009). According to Organ, there are five dimensions in OCB namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness. It has been further elaborated by Organ (1988) that OCB is solely a behaviour displayed by individual on a voluntary basis and it is not directly or explicitly recognized by the formal reward system but promises to deliver optimal organizational performance which is crucial for the organization especially in this challenging time. OCB is exhibited by employees when they are not under supervision (Ozduran and Tanova, 2016;; Lazauskaite et al., 2015). It is also important to take note that theeffect of OCB is considerably higher in situations when groups arerequire to work interdependently as a team as compared to groups that were instructed to work individually thus concluding that OCB is more inherent in a collectivist culture (J.Comeau and Griffith, 2005). Some of the factors that can form OCB is positive individual characteristics which is geared towards being a conscientiousness individual. A personality coupled with positive experiences at work has a higher chance of employees exhibiting OCB (Indarti et al., 2017). It has been reported that collectivist societies demonstrate a higher level of OCB than individualist cultures. Certain inherentcharacteristics of OCB present in employees such as conscientiousness is able to influence employees engagement towards their work attitudes and simultaneously is able to reduce turnover in the organizations (A.Agarwal and Gupta, 2018). Suggestively, it is beneficial for organizations to be able to create citizenship-oriented employees as it is able to increase the competitive advantagein terms of human capital and organizational performance.

Key Antecedents of OCB Organization Culture

Organization culture is defined as a pattern of basic assumptions invented, discovered or developed by a given group as it learns to cope with its problems and external adaptation and internal integration (Schein, 2004). The success of optimal performance of an organization is expected to rely heavily on the type of the organization culture the organization practices. Positive work behaviors may already be inherent in the employees and the culture surrounding plays a critical role in terms of cultivating it or extinguishing it. Organization culture can be conceptualized as a

construct and has three distinctive features which is bureaucratic, innovative and supportive (Wallach, 1983). The three different cultural setting plays a different role in terms of elevating (Yiing and Zaman, 2009) positive work behaviors. Bureaucratic culture which consists of clear lines of authority and when work is highly regulated decreases the level of commitment and other forms of positive work behaviors (Yiing and Zaman, 2009;; Silverthorne, 2003). An organization culture which promotes minimal hierarchy and an increased sense of freedom and team work promotes positive work outcomes (Yiing and Kamarul, 2009;; Messner, 2013). Broadening the view in understanding the effect of this three different cultures it has been suggested that innovative culture plays a prominent role in encouraging employees to maintain quality standards as compared to bureaucratic and supportive culture (Ababaneh, 2010). To sustain a competitive advantage, it has been implied that innovative culture encourages creative thinking and continuous improvement which can be encouraged with supervisory support, trust and flexibility (Ababaneh, 2010). In managing the new workforce which is emerging nowadays which consists of millennials it is vital to ensure that they are able to fit in the organization culture to get the most out of them in creative thinking, empowerment and eventually positive work behavior. Organization culture has a strong tendency in creating certain behavior and attitudes among employees which is increased or decreased employee engagement towards the organization. Volunteering behavior of employees is extracted from the employees as a personal choice and this can be developed by the culture of the organization. Positive behavior from employees is not extracted by the organization (Jain, 2016). Organization culture plays a pivotal role in enhancing citizenship behavior in an organization thus it is important for organizations to conceptualize organization culture which promotes the effective functioning of an organization.

Propositions 1a: Organization culture is positively related to affective commitment.
Propositions 1b: Organization culture is positively related to OCB.

Turnover Intentions

There has been various studies which has been addressing this topic and it is extensively studied among researchers. Turnover intentions is defined as the conscious willingness to seek other employment alternatives in other organizations. It plays a significant role in understanding employees behavior because it is an important indicator of the actual turnover of employees (A. Agarwal and Gupta, 2018). Various antecedents has been explored to understand what are the intervening variables which assists in retaining talented employees. Work engagement has been suggested to play a crucial role in terms of elevating engagement of managers has proven to be a competitive advantage for organizations (A. Agarwal & Gupta, 2018). Despite the negative consequence of high turnover, the movement of employees from one organizations to another organizations remains high. In this study, we aim to broaden our understanding on turnover intentions among employees and its effect towards positive work behavior. Past studies had suggested that OCB does not have an effect on turnover intentions and failed to find a mediating role between OCB and turnover intentions (Memon et al., 2016). It has been suggested that OCB does not have an effect on turnover intentions because it has been reported that collectivist societies

demonstrate more OCB than individualist cultures. Consequently, employees in the Malaysia naturally assist their co-workers as part of their norm in their working culture which subsequently goes the extra mile in improving the functioning of the organization (Podsakoff, 2000;; Memon et al., 2016). However, this study has proposed affective commitment as a mediator to test if this variable is able to influence the effect of turnover intentions towards OCB. Turnover has also been studied extensively because it has been implied that if they have a increased intention of leaving their current workplace they demonstrate less citizenship behavior and reduced conscientiousness efforts towards their current workplace. It has a ripple effect towards their commitment towards their occupation thus this is pronounced in their commitment towards their job and organization (Yuan et al., 2014). Employees intention to leave the organization weakens their identification with the organization and contributes to their reduced exhibition of components related to citizenship behaviors.

Propositions 2a: Turnover intentions is negatively related to affective commitment.
Propositions 2b: Turnover intentions is negatively related to OCB.

Transformational Leadership

Leadership has been documented as the ability of the supervisor to influence and motivate employees and effective leaders have the most prominent human factor in the organization. A good leader also has the ability to influence employees to exhibit positive behaviours which are beneficial for the organizations (Khalili, 2017). Furthermore, it is pivotal to understand what are the underlying mechanisms which a leadership possesses to elevate this positive behaviour among employees. It is important to understand that a supervisor has to ensure that the environment in which the subordinate has to function is able to obtain optimal performance. A leadership style which incorporates vision, fostering acceptance of goals, providing individualized support and able to stimulate employees intellectually is able to elicit positive work behaviours (Crow et al., 2012;; Lo et al., 2006). It has been suggested that in the competitive environment nowadays in which most organizations have to operate it is important not only for the organizations to adapt to the changes but for a leadership to adapt his/her style to be more transformative in nature. A leadership style which is more transformative in nature is able to amplify the inherent traits of employees towards positive work behaviours (Geijsel et al., 2003). The purpose of this study is examine if there is any relationship between transformational leadership towards affective commitment and OCB. Leadership plays a very crucial role in increasing or decreasing employees performance in the organization thus it is important for leadership to adapt the correct style to enhance the relationship and performance (Khalili, 2017;; Joo, 2012). The dimensions conceptualized in explaining transformational leadership which is motivating in nature is able to inspire employees. Eventually, this behaviours which are inherent traits in leaders play a pivotal role as mechanisms which have a potential effect in elevating positive behaviours among employees (Khalili, 2017). Transformational leadership has been suggested in this study as compared to transactional leadership or laissez-faire leadership styles because of its paramount effect in terms of theoretical, empirical support and highest validity compared to the other two leadership styles. It is also been recommended as

the most effective form of leadership at organizational and departmental levels (Gyensare et al., 2016). Empirical evidence has suggested that transformational leadership has an indirect effect towards turnover intentions through affective commitment. The ability of transformational leadership which is conceptualized in the form of components which are motivating because of its emotional appeal promotes positive reciprocal exchange (Lapierre and Hackett, 2007) further elevating positive work behaviour. Findings had suggested also that employees perception of leadership style has an effect on turnover rates and is significantly influenced by their level of emotional attachment with the organization (Gyensare et al., 2016). Furthermore, a leadership style which promotes a working environment where personal stimulation and vision orientation is incorporated encourages the exhibition of organization citizenship behaviour (Mekpor and Kwasi-Dartey-Baah, 2017). The presence of transformational leadership which is conceptualized with vision and personal stimulation develops employees who are more highly engaged in OCB and able to perform more than their designated job descriptions in terms of organisational tasks and assisting their co-workers (Khalili, 2017). The positive elements associated with transformational leadership such as motivating, stimulating followers, self-actualization and well-being (Gumusluoglu et al., 2013, Bass et al., 1987) is able to elevate positive perception of this style of leadership which subsequently increases positive work behaviours in the organization such as affective commitment and OCB.

Propositions 3a: Transformational leadership is positively related to affective commitment.

Propositions 3b: Transformational leadership is positively related to OCB.

Personality

Personality is a characteristic that is present in every individual and a person's work behaviour to a certain extent can be understood and predicted through their personality (Indarti et al., 2017). The components in personality is able to elevate positive behaviours in employees and it is important predictor for employees behaviour (Organ, 1997). Three components in personality which is conscientiousness, agreeableness and openness to experience has the mechanism to increase positive behaviours and in contrast extraversion and emotional stability can have a negative effect towards work behaviours (van Emmerik and Euwerma, 2007). Organisational commitment on an overall basis has an effect towards OCB and further suggests specifically emotional identification towards the organisation in the form of affective commitment is a pivotal element in inducing OCB and other forms of positive work behaviours (Ortiz et al., 2015). Individual personality is an important predictor of positive work behaviours. The dimensions inherent in an individual's personality specifically conscientiousness, agreeableness and openness to experience is a significant predictor of OCB and commitment (Indarti et al., 2017). Broadening the view in understanding personality, empirical findings have also suggested that agreeableness was the only dominant factor which encouraged the exhibition of OCB. Despite, conscientiousness being a crucial component for positive work behaviour it depends on situational circumstances of an individual on how strongly their personality has the propensity to exhibit positive work behaviours such as commitment and OCB (J.Comeau and Griffith, 2005). The other variables proposed in this study may

elucidate the effect of this specific component towards OCB. Digman (1990) and Judge et al (2002) stated that Big Five or five-factor model of personality has emerged as one of the most extensively established frameworks used to describe the aspects of an individual's personality. The Big Five model advocates that nearly all personality traits can be reduced to five broad factors which are often called as the followings:

Table 1: Big Five or five-factor model of personality

Extraversion	Sociable vs introverted
Agreeableness	Cooperative vs competitive
Conscientiousness	Organized conscientious vs disorganized careless
Neuroticism	Emotional stability vs instability
Openness	Intellectual curiosity vs preference for routine

Source: Farrukh, Chong, and Mansori (2016)(Farrukh et al., 2017)

Personality does not explain all behaviour, but it sets the stage. Emerging theory and research revealed that personality matters more in some situations (Robbins, 2019). According to Robbins, personality conceptualizes how an individual reacts and interacts with others. Personality is useful in hiring decisions and help managers forecast who is best for a job. The most common way to measure personality is through self-report surveys.

The Big Five Personality is an important advancement, which the model is an impressive body of research supports that five basic dimensions:

- Extraversion – Extraversion is the comfort level with relationships. Extroverts tend to be gregarious, assertive, and sociable. Vice versa, introverts tend to be reserved, timid and quiet.
- Agreeableness – The propensity of an individuals to defer to others. High agreeableness people are cooperative, warm, and trusting. Low agreeableness people are usually cold, disagreeable and antagonistic.
- Conscientiousness – This is a measure of reliability. A person with high conscientiousness is responsible, organized, dependable, and persistent compared to people with low score on this dimension are easily distracted, disorganized, and unreliable.
- Emotional stability – It is an ability of an individual to withstand stress. Individuals with positive emotional stability tend to be calm, self-confident, and secure. High negative score tends to be nervous, anxious, depressed and insecure.
- Openness to experience – Openness to experience is the range of interests and fascination with novelty. People that are open minded tend to be more creative, curious, and artistically sensitive. At the end of the openness category, the individuals are conventional and find comfort in familiarity.

Research has shown relationships between these personality dimensions and job performance, employees with high score of conscientiousness at work develop higher levels of job knowledge. People with strong emotional stability are related to life

satisfaction, job satisfaction and low level of stress. People categorized as extroverted tend to perform better in a job with significant interpersonal interaction. Effective leaders are people that have high level of openness at work, and they are more comfortable with ambiguity. People with high level of agreeableness will tend to do better in interpersonally-oriented jobs (Robbins, 2019).

Propositions 4a: Personality is positively related to affective commitment.

Propositions 4b: Personality is positively related to OCB.

Affective Commitment and Organization Citizenship Behaviour Organizational commitment is conceptualized by three dimensions which are: affective (want to), continuance (need to) and normative (ought to) (Meyer et al., 1993). The three dimensions of commitment clearly communicates an holistic approach of approach of an employees towards their commitment level in the organization. Affective commitment has been studied extensively because of employees emotional attachment to and identification towards the organization (Meyer et al., 1993). It also has been found to have the most robust effect towards organisational outcomes as compared to normative and continuance commitment (Meyer and Allen, 1991). Affective commitment seems to be the most prevalent approach in understanding organizational commitment. The ability of affective commitment in employees connecting emotionally to the organization is able to elevate the demonstration of positive work behaviours (Ortiz et al., 2015). Studies specifically done in the Malaysian context predominantly from a collectivist culture has confirmed the relationship between affective commitment and positive work outcomes mainly stating that that emotional attachment towards the organization in the form of affective commitment is able to increase the exhibition of positive work behaviour (Farzaneh et al., 2014). As regard to consequences, it has been found that affective commitment is able to influence OCB in different organization setting and it has been suggested to further explore affective commitment in different organizational setting and culture (Wong, 2017). According to studies done above, affective commitment plays a significant role in terms of positive work behaviours and it has been proposed in this study as a mediator. Increasingly, existing research has confirmed that employees identification towards an organisation is the form of emotional attachment has a robust effect towards their attitudes in going above and beyond the normal job requirements (Perryer and Jordan, 2010;; Allen et al., 1993). It is important for human resources to take note of this powerful form of commitment of employees which is able to increase employees connection towards the organisation because of it's ability to inevitably increase organisational performance (Ortiz et al., 2015). A collectivist society such as Malaysia has shown concrete empirical justifications on the effect of affective commitment towards positive work outcomes which deem significant to be tested among employees in this society to further justify its effects (Farzaneh et al., 2014;; Messner, 2013). Past studies has suggested the significant effect of affective commitment towards positive work behaviour and how perception of leadership conceptualized the significant effect of affective commitment. It also suggests that employees affective commitment is based on the level of emotional attachment they have towards the organisation and their involvement towards the organisation plays a dominant factor (Gyensare et al., 2016). The mediating role of affective commitment was also examined towards work climate-self performance ratings and showed a

partial mediation. This indicated that that higher levels of affective commitment tend to rate their performance more as compared to employees with less affective commitment (Suliman, 2002). Studies done between the three components of organisational commitment have revealed that affective commitment seems to play a more critical role towards positive work performance. Employees with stronger emotional attachment towards the organisation tend to exhibit higher performance (Suliman, 2002).

Proposition 5a: Affective commitment is positively related to OCB.

Proposition 5b: Organisation culture, transformational leadership, personality, turnover intentions is positively related to affective commitment (mediator) and OCB.

3.0 DISCUSSION AND RECOMMENDATIONS FOR FUTURE RESEARCH

The aim of this proposed research is to understand further the relationships between OCB and its antecedents, relationships among its antecedents and mediating roles of affective commitment. The rationale to understand the impact of the antecedents is to improve OCB practices among employees in the hotel industry where employees provide high-quality service leading to satisfaction of tourists visiting Malaysia. Managing employees behaviour and further cultivating this behaviour to encourage them to go beyond their job description is the key element of the success of hospitality organisations especially in developing countries (Ahmad and Scott, 2015). The survey which will be randomly collected should gain demographic information of the respondents. The questionnaires designed and responses from respondents will give us a better insight in understanding the effect of the proposed antecedents towards OCB and more specifically the mediating effect of affective commitment. The organisational culture measurement tool will be adapted from Yiing and Kamarul (2009) which has 18 items and it is divided into bureaucratic, innovative and supportive culture. The transformational leadership measurement will be adapted from Alannah and Rafferty (2004) which has 15 items. Personality dimensions will be adapted from John, Danahue and Kentle (1990) which has 5 dimensions which are extraversion, agreeableness, conscientiousness, neuroticism and openness to experience. The turnover intention variable will be adapted from Jung and Yoon (2013) and it has five items. The mediating variable affective commitment measurement will be adapted from Meyer and Allen (1993) which has five items. The items for OCB will be measured on questions adapted from Asgari, Silong, Ahmad and Samah (2008) which was originally adapted from P.M. Podsakoff and Mackenzie (1989). The questions had included the five components of OCB which is altruism, courtesy, conscientiousness, civic virtue and sportsmanship. Responses to all these items will be recorded on a five-point Likert scale with responses anchored from 1 (strongly disagree) to 5 (strongly agree). Structural equation modelling (SEM) will be implemented in this study for data analysis. PLS-SEM is used to develop theories in exploratory research by focusing on explaining the variance in dependent variables when examining the model. PLS-SEM will be used to test the study hypotheses. There will be a two-stage approach which includes measurement model (internal consistency, reliability, convergent validity and discriminant validity) and structural model (path coefficient, coefficient of determination and effect size). Coefficient of determination (R square) assesses

models predictive power. Effect size (f^2) measures exogenous construct's substantive impact on endogenous construct. Mediating hypotheses will be tested using bootstrapping method. The mediating analysis will be conducted via direct and indirect effect. Direct effects are the relationships linking two constructs with a single arrow. Indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. The results of this study will highlight the direct effects of organisational culture, transformational leadership, personality and turnover intentions towards affective commitment. It will test the mediating effect of all the independent variables towards affective commitment towards OCB. The results will give us an in-depth understanding on the proposed variables effect and affective commitment towards OCB.

4.0 CONCLUSION

There has been various and a widespread of research conducted to understand OCB which has proven to be insightful in understanding positive work behaviour among employees. This article proposed is aimed at providing a pathway to examine further the antecedents of OCB among the hospitality industry employees in Malaysia. Such pursuits in understanding aspects of managing employees which will contribute significantly to the study of human resource management will assist relevant policy makers in findings methods in creating a workforce which are readily prepared to go above and beyond their job descriptions. The exhibition of extra role behaviours of employees will prove to be beneficial to the performance of the organisation in gaining its competitive advantage. This research plan has the potential to further our understanding of OCB and its antecedents in a collectivist culture such as Malaysia and a contribution to the study of organisation behaviour in employees sustainability in the workforce.

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