NEAR EAST UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

TOURISM MANAGEMENT PROGRAMME

RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) IN SERVICE SECTOR. A CASE STUDY: FIVE STAR HOTELS OF PAKISTAN

RIZWAN SABIR

MASTER THESIS

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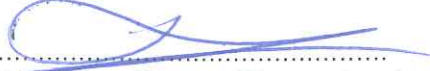
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I _____ Rizwan Sabir, hereby declare that this dissertation entitled 'RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) IN SERVICE SECTOR. A CASE STUDY: FIVE STAR HOTELS OF PAKISTAN' has been prepared myself under the guidance and supervision of '**PROF. DR. TULEN SANER**' in partial fulfilment of the Near East University, Graduate School of Social Sciences regulations and does not to the best of my knowledge breach and Law of Copyrights and has been tested for plagiarism and a copy of the result can be found in the Thesis.

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ÖZ

Bu çalışmada, organizasyon vatandaşlığı davranışında yaş ve iş memnuniyetinin ilişkisi ve etkisi incelenmiştir. Örgütsel Vatandaşlık davranışı organizasyonun gelişiminde önemli bir faktördür. OCB 'ye bağlı birkaç faktör vardır. Benzer İç ve extrinsic faktörler ile İş memnuniyeti durumdur. Çalışma için farklı beş yıldızlı otellerde çalışanlar (N = 210) seçilmiştir. Nicel veriler, İş memnuniyeti ve Örgütsel Vatandaşlık davranışlarını ölçmek için anket yoluyla toplandı. Sonuçlar, İş memnuniyeti farklı faktörlerin olumlu Örgütsel Vatandaşlık davranışı ile ilgili olduğunu gösterdi ve güçlü bir etkiye sahip. Yaş, İş memnuniyeti Örgütsel Vatandaşlık davranışı ile önemli bir ilişki vardır. Hizmetlerin uzunluğu, deneyim, hizmet süresi gibi diğer demografik faktörler Örgütsel Vatandaşlık davranışıyla olumsuz ilgilidir. Çalışmada kullanılan istatistiksel yazılım SPSS ver. 25 ' tir.

Anahtar Kelimeler: İş memnuniyeti, organizasyon, vatandaşlık, davranış, İçsel, extrinsic, fedakarlık, sportmenlik, nezaket.

ABSTRACT

This study investigated the relationship and Impact of Age and Job Satisfaction on organizational citizenship behavior. Organizational citizenship behavior is important factor in the development of the organization. There are several factors attached to OCB. Similar is the case with Job Satisfaction with Intrinsic and Extrinsic factors. Employees (N=210) at different five-star hotels were selected for the study. Quantitative data was collected through questionnaire to measure Job Satisfaction and Organizational Citizenship Behavior. The results showed that different factors of Job Satisfaction are positively related to Organizational Citizenship Behavior and have strong impact. Age, Job Satisfaction has a significant relationship with Organizational Citizenship Behavior. Other demographic factors such as Length of services, Experience, tenure is negatively related to the Organizational Citizenship Behavior. Statistical software used in the study is SPSS ver. 25.

Keywords: Job satisfaction, Organization, Citizenship, Behavior, Intrinsic, Extrinsic, Altruism, sportsmanship, Courtesy.

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LIST OF ABBREVIATIONS

OCB: Organizational Citizenship Behavior

LOS: Length of services

JS: Job Satisfaction

CHAPTER 1

INTRODUCTION

The study of performance of any group or individual within an organization is known as organizational behavior. What is the behavior of people, different from other people in an organization, and what the most important factors behind their behavioral change are. Is behavior of any person or individual intrinsic or extrinsic feature of his personality? What type of effects individual's behavior cast over his job performance, his interaction within organization, and the commitment he has relating to the job, even the style of managerial styles is depicted in a person's behavior (Lombardo, 2018). Most specific definition of organizational behavior is; a behavior of any organism in workplace to determine the effect over job performance and job-related activities inside an organization.

The definition of Organization is; to work together in a coordinated way to achieve the goals. Since the birth of creation until today, all the species either animals, aps, bees or humans struggle to form organization for the living. It is the process of efficiency increasing in terms of individual performance within an organization or group (Hatch, 2011). In the field of organizational behavior, OCB or Organizational citizen behavior is important concept. This concept of OCB was proposed by W. Organ (Organ T. S., 1983). To find out the age of OCB concept, it goes back to 1983. The history of the concept "Organizational citizenship behavior" starts with a study of Bray and Crockett in 1955, as the relationship between employees and their attitude inside the organization, either one variable or two different variables. Is there any relation between these two variables? This discussion leads to Organ's concept. Another concept proposed by Barnard under the title of "Willingness to cooperate". A similar concept of "Organizational citizenship" was

proposed by Katz and Kahn (1978). This concept is based on three major categories of behaviors that help an organization to achieve its targets in an effective way. These three concepts are, (1) the presence of people inside the organization, (2) the role assigned to them must be fulfilled by them at any cost, (3) for the betterment of the organization, their participation in learning process outside the organization.

This concept of OCB was further formulated in 1993 because of some definition issues, as the word used in the earlier concept "performance" doesn't depict a solid ground for the betterment of individual or any organization. The new definition of OCB according to Organ (1993) is behavior of any individual, which isn't discretionary. It is not direct or explicitly organized by any formal system, but helpful in the overall promotion of any organization or its functioning system is known as Organizational Citizen Behavior. This definition has been followed in numerous studies (Organ D. W., 1994). The conceptual framework of OCB leads towards two dimensions. One dimension works within the organization and the other for the organization from outside. Its altruistic factor is based on the individuals working inside the organization and its conscientiousness behavior is towards the organization (Sheila M. Rioux, 2001). In the meta-analysis presented by Organ and Ryan (1995) with respect to its dimensions, the variables were further divided into job satisfaction, organizational commitment, fairness, and leader consideration. In two dimensions of OCB, the correlational process of personality traits is weak and secondary. Personality traits are considered negative in the concept, while the conscientiousness traits are exceptional in the theory (Sheila M. Rioux, 2001).

Three major sources of OCB are (1) in katz (1964) offered a concept of taxonomy, which supplies the basic ground for OCB. It is based on cooperative working with fellow members, also it protects the actions of individuals, system or any subsystem within in the organization. It helps an individual or organization to participate in the creative process of progress, self-training. That's how it increases the level of individual's performance and responsibility and stamp a bright view for

its external observers or stakeholders. (2) It comprises of interviewing section with lower level management workers within organization. They are being asked about the actions or demands of their subordinates, creative ideas, any helpful move to promote the business. It also investigates the point of view of managers and sub-managers. In that case, a general overview of an organization's' working bodies relating to their working demands and any type of suggestions fetched. In the first draft of OCB, interviews were responsible for two broad factors, as discussed before; the concept of altruism and compliance. In Altruism, it is in favor of any worker within a closed circle, in Impersonal attitude, it is for the general benefit of the organization. Impersonal is based on the rules and policies of any organization. There are other factors as well including the hardships and deprivations, the civic virtue and sportsmanship (Jiing Lie Farh, 2004). (3) The concept of citizenship in OCB is drawn from ancient Greek philosophy. Two prominent forms of citizenship are loyalty and boosterism. A person more loyal to his own self is loyal to his work. This concept has been used in OCB, if a worker is loyal to his duty, in result the organization will prosper. If he fails to deliver such loyal move at any moment, the ultimate negative benefit is for the organization. In case of Boosterism, it is like the concept of pampering. But in pampering, negative power is assigned to an individual. In case of boosterism, real power is ignited within an individual for the benefit of the organization (Jiing Lie Farh, 2004).

About the implementation of OCB, according to the manual is implemented by the employees with choice. It provides and facilitate any person within the organization, working as a worker or labor to voluntarily implement OCB and work independently according to the job requirements. There are some extra role behaviors of OCB, but according to some researchers, there is no extra behavior in OCB system. If Conscientious behavior is considered extra, it is placed as role behavior, which isn't an 'extra behavior of OCB'. As per formal reward system, OCB has no role in the formation of FRS (Wang, 2016).

Job satisfaction is the most important factor for any organization. In case of OCB, the theoretical support for job satisfaction came from (Blau, 1964). In Blau (1964)

research, the system of social exchange is an open-ended system and it has no limit, neither any boundary as per resources are concerned. It helps to maintain and develop the interpersonal relationships of organizational bodies. This system of interest is based on loyalty and trust. In time of positive emotional or behavioral change, the whole credit goes to prosocial behavior. This prosocial behavior plays a role as a 'good citizenship'. Everyone feeling the same or showing the same behavior depicts the good citizen behavior, which is in favor of the organization. Also, it leads to job performance and job satisfaction (Organ D. W., 1994). As per close observation, it is theoretically observed that when employees are treated well, their demands are fulfilled, and they are in state of presenting their view freely, then they show good citizenship behavior and that ultimately leads to better job performance within organization. Employees, then pay extra attention to work, because of which the overall environment of the organization becomes better in terms of job satisfaction (Wannee Saepung, 2016).

In broad point of view, any satisfied employee shows good citizenship behavior, and any dissatisfied employee shows the reverse case scenario. That is why, satisfaction in job is the most important and foremost factor. Job satisfaction can be further divided into two broad types; (1) Intrinsic Job Satisfaction, (2) Extrinsic job satisfaction. A type of job satisfaction which is based on the individual's personal assessment is Intrinsic and important for the organization. In case of extrinsic job performance, it is derived from the environment (Mohammad J, 2011). Environment of any organization is a complex phenomenon, which is based on emotional climate as a factor. In term of emotional climate, the relationship between employees, and their relationship with managers and their support from the management staff is included.

In two factor theory, a similar concept of Job satisfaction was drawn by Herzberg. According to him, the factors affecting job satisfaction and job satisfaction are numerous but two important factors are (1) Hygiene factor (2) Motivational factor. In Hygiene factor, payment and job security are important for any individual or worker. In term of motivational factors, it comprises of achievement, which further

divided into personal achievement and impersonal achievement. If there is no support in case of payment, or if a worker is worried about job security, he will never show satisfaction in the job (Ahmad, 2012). Job security is the most important factor for any employee, because the survival of human being is based on the secure system in which he is working. On the other hand, if payment isn't on time and there is no guarantee of job pay, then employees feel dissatisfied. The case of achievement is different, in which employee struggle to fulfill the task, but sometimes personal issues, lack of information is the hurdle in the fulfillment of the task. Any such type of issues creates barriers in the way of job satisfaction. Hygiene factors further includes Supervision, Working conditions, salary, status, job security, interpersonal relationships among employees and company policies. In Motivational factors, the role of personal and impersonal achievement, the system of recognition, responsibility factor, growth and advancement of the employees in included (Mohamed, 2016).

Achievement factor is fulfilled when an employee showed success in the fulfillment of the task assigned to him. A complicated task or any such type of creative task in included in achievement factor. The process of recognition is complex, because it comprises of the feedback on the completed tasks. It not only provides feedback but encourage the employee to perform better as performed in the past. Similar is the case with responsibility, which is the process of accountability. Extrinsic factors are purely based on the environment provided to the employees or any organization. If there is lack of work, or job relating stress and dissatisfaction, then extrinsic factors are involved. In case of Supervision, the mutual understanding of employee with the manager is important. In case of working conditions, the overall environment in concerned. Interpersonal relationships are most common and beneficial for the growth of any organization. If relations among employees are based on loyalty and trust, the organization grows, if it is based on self-projection and 'superiority over others', then overall environment of the organization is disturbed. The case of pay or salary is also important in terms of job satisfaction under OCB (Ahmad, 2012). The prominent antecedent of OCB is organizational commitment. The role of job satisfaction is expanded to the organizational

commitment, which enforce the role of OCB as per employee's demand as concluded in the studies of Elma (2013), Inkson (1977).

1.1. Statement of the Problem

Hotel industry is ever growing industry regarding competition and progress. Also, the competition goes on regarding facilities and better environment. Each hotel workers require altruistic abilities, good motivational behavior.

Each organization postulate employees, able to compete with modern trends and standards of job. Only employees appreciated for their job are those satisfied and helpful. These are the employees showing highest level of organizational citizenship behavior.

Satisfaction is the most important facet of the performance of any worker in any organization. The overall success of the organization depends on the overall job satisfaction of its employees. The process of 'job satisfaction' is directly related to numerous factors. Motivation and like dislike are important among them in which motivation is related to goal orientation. Motivation and satisfaction are important for any organization. The effectiveness of the organization depends on the satisfaction and motivation of its employees (Manzoor QA, 2012).

Job satisfaction is the substantial element regarding job attitude. Organizational citizenship behavior is the most comprehensive level of job satisfaction. Only an employee showing high level of organizational citizenship behavior will be highly satisfied from his or her job. Altruistic behavior depicted in good relationship among employees. Organizational citizenship behavior is not shown in a person having no job satisfaction (Robbins S, 2013).

Job satisfaction is one such factor directly related to OCB. Therefore, the research problem includes:

To which extent age and job satisfaction levels are predictive of organizational citizenship behaviors in a five-star hotel.

1.2.   Research Questions

● To what extent age is predictive of organizational citizenship behavior in five-star hotel.

● To what extent job satisfaction is predictive of organizational citizenship behavior in five-star hotel.

- To determine the relationship between Job satisfaction and Organizational Citizenship Behavior.
- To understand the relationship between Age, Job satisfaction and Organizational Citizenship Behavior.

1.3.   Hypothesis

H1: There is a significant relationship between Age and OCB.

H2. There is a significant relationship between job satisfaction and OCB.

1.4.   Significance of the Study

By conducting this research, the researcher will understand that how important the two major factors of job satisfaction and age in the prediction of Organizational citizenship behavior in Five-star hotel employees. What are the advantages of Job satisfaction and what is the role of Age for Hotel Industry Workers? These two variables, Job satisfaction and age are important for the employees to attain better OCB.

1.5.   Limitations of the Research

This study has some limitations. The hotels selected for the study are five-star situated in Pakistan's different regions. Sample of the study is admin staff from five-star hotels.

CHAPTER 2

LITERATURE REVIEW

2.1. Organization Citizenship Behavior

Effective functioning mechanism of any organization is ruled by organizational citizenship behavior. In different type of organizations, legal or fair, the coordination process of OCB behaviors with organizational efficiency is considered mandatory for the wellbeing of any organization. According to Podsakoff and Mackenzie (1997), to construct positive and better organizational behaviors within organization is better and useful for the purpose. Each organization is thriving for success and prosperity, and it needs better grounds with proper setup and qualified workers, supplying full duty and attention to the organization. All this goes under the role of OCB, which has become a crucial part of betterment for any organization. The exhibition process of OCB goes under the attention of supervision, as the employees are the sole participants of decision-making process, so they support their supervision staff. OCB is depicted in those employees who are in continuous support of their supervisors and employers (Philip M. Podsakoff, 1997). It was concluded in the research that sportsmanship and product quantity are related to each other, but it is not obvious why they are correlated. Low sportsmanship showed more time spent in complaining. The crew well established the quantity level, losing quality level (Philip M. Podsakoff, 1997). The process of selling a product inside and outside the organization with the help of experienced agents is a plus point for inexperienced agents. Experienced agents never stay long with the company. That is the reason, the average tenure of the crew decreases. Helping behavior among workers is another plus point for

inexperienced workers. That creates a possible difference in this study, in which rating process was completed by agency managers (Philip M. Podsakoff, 1997). OCB is the oil for social and organizational machineries (Podsakoff and Mackenzie, 1997). It is obvious that if any organization demands to improve the OCB structure inside the organization, it needs proper connection with their employees (Bolino and Tunkey, 2003). Effective functioning is the major motive of Organizational citizenship behavior (Robbins, 2003). In both forms of legal or fair organizations, the role of Organizational citizenship behavior is crucial and the coordination of organizational efficiency is effective (Podsakoff et. al. 2000)**.**

Decision making is the most effective and important parameter for employees. Employees showing decision making sense play vital role in the development of organization and they exhibit Organizational citizenship behavior (Vanyperen, Berg and Willering, 1999)**.** According to Bolino & Tunley (2003) organizational citizenship behavior only depicted in employees having better relationship with their employers. As per their research, if any organizations need to show highest level of organizational citizenship behavior, the employees working in the organization should build positive and helpful relationship among themselves.

The creativity and openness of those employees, taking part in citizenship behaviors is discussed in Naqshbandi and Kaur (2011) research. Employees exhibiting positive citizenship behavior are more creative and open to advancement (Naqshbandi & Kaur, 2011). The process of innovation in informal organizations is better and speedy than formal organizations. The organizations structure that the more in favor of innovation are the informal organizations and not the formal ones (Naqshbandi & Kaur, 2011). Ample or researchers have re-framed to understand the basic and advanced level concept of OCB mentioned in Organ (1988). With the help of meta-analysis, previous researchers have attempted to accomplish the major tasks, which is the coordination between employees and their strong relation with each other. In case of predictors, like job satisfaction, fairness and leadership, employees have equivalent type of relationship. It is mentioned in the research that altruistic opportunities such as the

civic virtue and conscientiousness are closely related to Organizational citizenship behavior (Aziri B, 2011). There is a confusion about which dimension is valid to OCB and which is not. According to Bukhari (2008) the valid dimensions of OCB are civic virtue, altruism, conscientiousness, and courtesy. In valid dimensions of OCB, there is no place for sportsmanship with respect to Malaysian worker's context (Bukhari, Z.U, 2008).

Organ (1988) works on Organizational citizenship behavior has been reviewed by Lingenfelder, M., Schulze, M., & Steymann, G. (2007). The research was specific to OCB and Its dimensions. The research was conducted with meta-analysis technique. They concluded that the dimensions of OCB are closely connected to each other. The predictors of OCB, Job satisfaction, traits and fairness, commitment and leadership are all closely related to each other. The similar remarks were drawn by Bukhari (2008) that altruism, civic virtue and conscientiousness are closely related to each other. These are three major predictors of OCB.

A study conducted by Polat (2009) showed that high level of organizational citizenship behavior is found among secondary school teachers. Their behavior shows courtesy at first level, altruism in second along with civic virtue, and sportsmanship in place. Is there a relationship between these dimensions such as altruism, civic virtue, courtesy, and conscientiousness with respect to Organizational citizenship behavior? These dimensions are closely related to each other and it is shown in their consistent periodical use (Bukhari, Z.U, 2008). Many of western researchers agreed to this point. All agree to one statement that top management must be fully aware to implement the citizenship behavior in their territory.

A research conducted by Ueda (2011) on the role of OCB and its dimensions showed that civic virtue and helping behavior are closely related to sportsmanship. The role of helping behavior, which is a dimension and predictor of OCB on organizational commitment is crucial and important. These predictors have a

profound impact on collectivism. Civic virtue or commonly known as Civism is a dimension of Organizational citizenship behavior (Mihaela, 2012)**.**

Ample of other dimensions has been found by Ziadlou and Valipour (2013) in their research on OCB. Democratic management style and magnanimity are two other dimensions of OCB. According to the research, magnanimity is strongly and closely related to democratic style of management. Apart from democratic management style, another style of authoritative management is closely related to civism and loyalty (Ziadlou and Valipour, 2013).

Age is the most important factor in every walk of life. In case of older employees, they will display lesser level of organizational citizenship behavior. Their level of civic virtue and conscientiousness will be much lesser than expected. That is the reason of age effects OCB as per Desmette & Gaillard (2008). Older people cannot sustain their duties for long, the reason of their weakness, health issues and instant boredom. The natural trend to satisfaction among older employees is to seek a positive opportunity, as to share their time with family and friends. Job is not their priority that is the reason they are less attracted towards job satisfaction and their level of motivation also lower. The disengagement level among older employees is higher in which a person withdraws himself from work in cognitive, physical and emotional way. This process of disengagement is psychological, which is the result of age-related capabilities. It is beneficial in many cases, but not in the case of fulfillment their job as an employee. If the level and scope of older employee is higher with respect to OCB, the reason is their disengagement level isn't working as they have better priorities to pay full attention to work until end.

Similar case has been discussed by Chiu & Tsai (2006), personal commitment and accomplishment may lead towards lesser level of OCB. Older people are less focused to the organizational tasks and more towards their personal wellbeing as to seek leisure is their foremost duty. In response to this, aging people will shift their workload to someone else and as a result their responsibilities will be shifted accordingly. In decision making, they are weak and take more time. Also, in future

task development, aging people are less active. These are the negative consequences of old age with respect to OCB. There are some positive aspects of old age in relation to better organizational citizenship behavior (Chiu & Tsai, 2006).

The positive aspect of old age with respect to OCB is discussed in Singh & Singh (2010) research. Older people are more open towards colleague cooperation. Older people are positively energetic and experienced to lead a better atmosphere inside the organization. They are in less competition with their colleagues and more prone to handle complicated tasks as per their experience. If contrast is discussed, the younger employee are more in favor their self, as they are busy in building their career, while older employee have done that task during their time and they are free to focus on the betterment of the organization (Singh & Singh, 2010). This research concludes that older people are better towards showing OCB in higher as per altruism and courtesy as compared to their younger colleagues. Experience of older employees with respect to younger is greater. They have learned a lot of things to cope with stress during job, in case of any failure or any dissatisfaction they are motivated and less stressful. Their objective view is broader and they have learned to deal with every kind of negative experience inside the organization. Older employees depict the positive and better side of any organization, and their level of complaining is lesser than younger employees. As a result, older employee shows higher level of sportsmanship OCB (Zacher & Frese, 2009). Older the employee, longer his level of attachment with the organization, which is in direct benefit to any organization.

Feldman (2011) concluded his research with a thesis that a positive relationship is observed between older people's commitment and OCB. In case of positive commitment, the role of employee is altruism and sportsmanship are double. Older people have less expensive future time; hence they pay more attention to their duties and expect less reward in return. Similar is the case with a research that aging employees have enough morality and sportsmanship to guide their younger colleagues. As a result, older employee showed higher level of OCB (Pettit et al., 2004). They are in the position of sharing their knowledge with others, and

everything they have is in the process of sharing. The behavior that motivates an older employee to guide others is known as generativity. They consider their work as a promising fact of natural nurturing and teaching, shows that gaining people are more focused than their younger colleagues. Aging people are better at transferring their experience and knowledge inside the organization, as a result of which organization grows and younger colleagues learn faster to cope with every kind of situation inside the organization (Pettit et al., 2004).

In return, younger employees have less to share with their aging employees. A neutral case is observed in relation to age and OCB. The relationship of age and OCB in in initial stage, that is the reason, among western researchers a minor impact is noted. Age is just a moderator of altruistic attitude and have no prone effect on the case. That is the view of previous researches (Gyekye, 2015). In recent researches, age impact on OCB is widely observed and it shares a whole lot with negative and positive impacts of age on Organizational citizenship behavior. This research shows that minor age effect has been observed by westerns and major age effect over OCB has been observed by non-westerns (Gyekye, 2015). It shows that the situation of work, environment of organization also changes from western to non-western. People from far distance cultures, perform better at OCB, also Oman workers showed higher level of OCB with 40 plus years of age. Similar is the case with other non-western countries.

2.2. Job Satisfaction

Job satisfaction is the most effective element for the well-being of any organization. That is the reason, to facilitate employees in every situation is important for an organization. Job satisfaction is considered completed when employees pay extra attention to the work, and in return they are paid well with dignity. According to Ozturk (2010) the definition of job satisfaction is, "emotional feelings of gratification, ample of factors are behind its core". Another definition of job satisfaction came from Robbins and Judge () "a positive feeling from job resulting from an evaluation of its characters". Job satisfaction is an attitude that any person has about his job. It is about attitude, not about the physical appearance of any employee inside the

organization and to complete the task on time (Arokiasamy et al., 2013). Although several researchers rejected this concept. Job satisfaction measures the level of employee's happiness. It includes the basic and advanced level of needs during their job. Their motivational level, morals and the preference level inside the organization (Kaif B., Noori S., 2011).

A study conducted by VaraWalla (2012) stated as, if employees have lower level of satisfaction, and they feel uncomfortable working with their present employer, the job will end at complaining to their employers, or worst. In that case, the employee will look at the negative aspect of job. Their role will be under 'misconduct', and employer will find the end solution by dissolving them into nothing (VaraWalla, 2012). In case of satisfaction, it will lead them to better health, by lowering their level of stress during job hours. As a result, a healthy employee is beneficial for an organization in both cases, working full time and maintaining his personal hygiene.

Another study conducted by Aziri (2011) about the factors of job satisfaction level. There are several factors focusing on the job satisfaction. The most important factors are pay, job improvement, job designation and status, opportunities during work, capability of supervision, promotion on time and team work opportunity. If an employee feels neglected during job hours and delayed pay or promotion, his level of cooperation within team will end. As a result of which, no employee struggles to maintain his better character and look for some other opportunity on other spot (Aziri, 2011). Two prominent types of job satisfaction, intrinsic and extrinsic. Intrinsic is related to the individual and it came from the individual growth, while extrinsic job satisfaction came from the individual's progress and environment. In extrinsic job, salary is the most important factor. Similar is the case with two factor theory. Hygiene factors including job security and pay, achievement level and recognition inside the organization. All these related to the person growth of the individual (Aziri, 2011). These factors are based on the environment, but they are differently elaborated in different researches under the same explanation, as in Organ (1988), the basic concept of OCB with respect to job satisfaction is stated,

and every researcher elaborate it in his own way. A similar case has been observed by Shaukat, M. Z., Senin, A. A., & Ahmed, I. (2012), on the role of pay and promotion in OCB. This research was divided into two factors, the role played by the supervisors, and by the employees. It was observed that pay and promotion are important factors of Organizational citizenship behavior.

According to Asniza, Y. (2014) the two prominent factors are satisfied and dissatisfied based work. Satisfied based factor is directly related to the employee, where they are sure about their job progress and satisfied with personal growth level. Dissatisfied based is the concept relating to the organization, the level an organization leads or expects from its employees Asniza, Y. (2014). There are several features of each segment based on the level of satisfaction and dissatisfaction. In case of motivation and hygiene factors, they are correlated. Hygiene includes the personal hygiene as well as organizational hygiene. According to this research, intrinsic job satisfaction includes the factor of motivating, and extrinsic job factor is based on hygiene factor, which shows dissimilarity between the two by grouping them to different grounds. Intrinsic factor or motivation factors in two factor theory are the result of employee's personal hygiene. They are directly derived from the employees. If it is the case, then it leads to job satisfaction.

The importance of job satisfaction is discussed by Sageer et al. (2012) that it falls under two prominent features of higher productivity with lower labor cost. Also, it maintains the level of satisfaction and enhance their collaboration level as employees. This is the perspective of organization and the person perspective of employees includes the higher the level of job satisfaction, the higher their role will be in the organization (Sageer et al., 2012). As a result, organization will consider them a crucial part or it and they will get benefit in future. This research paper discussed the future aspect of job satisfaction with respect to OCB.

Gyekye (2015) attempted to explore the case of worker's relationship to their age, level of satisfaction and participation in OCBs. Although similar cases have been discussed in detail in the previous research, but this research took a different side

because this research was based on non-western work environment (Gyekye, 2015). The results of this research showed positive relationship between job satisfaction and OCB, Age and OCB. In this research, four major groups were placed in relation to their level of job satisfaction and their aging factor, its pros and cons on organizational citizenship behavior. This research is based on scaling process for the measurement of OCB among different factors. Older workers performed well with respect to their level of job satisfaction. Their influence over OCB is observable to many standards and they have proved higher level of altruism and courtesy (Gyekye, 2015). This research concluded that older age employees showed higher level of satisfaction as compared to younger employees inside organizations.

Organization and job satisfaction have close relation to each other, the case has been discussed by Chiboiwa, Chipunza and Samuel (2011) in their study on OCB and the relationship of its dimensions. They compared the concept of intrinsic and extrinsic job satisfaction. They concluded that employee feel more satisfaction in intrinsic jobs rather than extrinsic jobs. These results showed direct relationship of Organizational citizenship behavior and job satisfaction. The correlation of OCB with Job satisfaction has been discussed in another study conducted in Indonesia (Saepung, Sukirno and Siengthai, 2016). They observed the correlation as per employee's age and experience. According to this study, hygiene factor is the most important such as supervision and policy making for employees and for the organization. Also, motivation factors are involved in the development such as responsibilities, enlargement and enrichment. All two factors play a crucial role in the development of OCB.

Social exchange theory of Blau (1964) supported theoretically the cause of job satisfaction. Social exchange system is open-ended streams. The relationships of social exchange system are in continuous change and they are based on personal relationships. Positive mood of community or people lead them towards good citizenship behavior, because people associate their behavior with goodness. That is the major reason behind any organization, progressive and prosperous showing

high level of Organizational citizenship behavior. Similar is the prediction of Organ (1978) that "an organization with a highly satisfied work force will portray good gesture and good will among employees to help them grow in a satisfied way". Organ promoted the case of satisfaction with well treated behavior from the supervision staff, in return they offer good work and the level of Organizational citizenship behavior becomes higher.

A study conducted by Sokoya (2000) on the role of pay in job satisfaction showed that the level of job satisfaction increases when an employee received payment on time. The scholar conducted a survey for the purpose and concluded that managers from public sectors showed better results as their high level of job satisfaction when they received pay on time and without any hesitation. That phenomenon also increases their organization and good will. The level of job satisfaction has been influenced by several factors as per the study of Sharma, S., & Sehrawat, P. (2013). These factors are like the past studies, in which compensation and work itself, relationships among employees and job promotion opportunities are included. Also, the role of supervision is crucial. In this study, pay is the most important influencing factor for the determination of job satisfaction of employee. According to Sharma, S., & Sehrawat, P. (2013) compensation is the most important and most critical factor for any organization. In that case, right forces is need for right and long term work. This study concludes that compensation factor is directly related to job satisfaction. The major cause of employee turnover is the level of compensation. Lower the level of compensation, lowest will be the employee turnover (Abassi and Hollman, 2000). They providing a background on job satisfaction's role in OCB. Recruitment factor is important in case of OCB. Poor mechanism of recruitment will lead to lower level of job satisfaction and lowest level of OCB. Working conditions are important in many circumstances. If working condition isn't better, the level of job satisfaction will be lower. Also, the role of compensation is important. If the level of compensation is less, that will lead towards negative effect on employee turnover. The case of better payment is discussed in another study of Beilock and Capelle (1990) showing results of pay is positively correlated with job satisfaction.

2.3. Relationship between Job Satisfaction and OCB

Ample of factors affect the organizational citizenship behavior. These factors influence on OCB in several ways. A study conducted by Jahangir and Akbar (2004) pointed out ample of determinants of OCB. These determinants include leadership behavior, job satisfaction, organizational commitment and individual disposition. The role of propensity of trust and collectivism is neglect able in the prediction of OCB. The role of self-esteem is mediator in OCB.

A similar case has been discussed by Chien (2003) that organizational citizenship behavior can be influenced by individual differences. A positive relationship is observed among propensity to trust and OCB in this study.

A research conducted by Kashif, Khan and Rafi (2011) identified the determinants of OCB and how they are closely related to each other. This research was conducted on telecommunication sector in Pakistan. One such factor in the study is organizational commitment, and the other is leadership behavior. Other determinants are individual disposition, theories of motivation, satisfaction in Job, and employee's age. It was concluded in the research that the role of age is limited and least important in OCB.

A study conducted in Malaysian schools among teachers showed that organization citizenship behaviors changes at school level. There, according to Meh and Nasurdin (2009) the demand of job decides the OCB. Organizational citizenship behavior changes as per job demand. If the job demand is high and job resources are lesser, then the level of Organizational citizenship behavior will be lower.

Motivation factor works as antecedent of Organizational citizenship behavior was determined by Pandey, Wright and Moynihan (2007). They concluded that public service motivation directly affected the interpersonal citizenship behavior. Another similar case has been discussed by Suyono (2013) showing the results of public service motivation and job satisfaction in OCB. Their findings are like the previous research that job satisfaction is positively influenced by public service motivation. It

assures the fact that if any public service employee feels satisfaction by serving people, he or she will be more satisfied in his or her job and the level of OCB will be higher. Also, their level of pro-social behavior is higher.

What are the prominent factors behind OCB in Malaysian banking sector, a case has been studied by Jim, Hi, Shing and Lin (2013) in their study on the role of OCB in banking sector of Malaysia. This study empowered the motive of leading figures in banking sector. The relationship of empowerment and competency is the basic and foremost relationship observed under OCB. It was determined that a relationship is there among three variables of cooperative learning including the work quality, leadership transformation factor and Organizational citizenship behavior. OCB is related to five personality models. The relationship is positive, which are extraversion and Agreeableness, the openness and conscientiousness and experience (Kappagoda, 2013**).** In banking sector, a case has been discussed by Aslam (2011) in banking sector of Pakistan and its consequential relationship with organizational citizenship behavior. In the study, it has been observed that organizational citizenship behavior's role towards banking sector is complex to competency. Positive results were drawn from the study, showing fairness and the relationship of difference aspects of OCB. Leadership and personality have been the major focus of the researchers in previous studies. They examined the case of culture and personality along with OCB. It was observed that OCB level is highest in places were inspection was strict and supervisors were focusing on their jobs **(**Matin, Jandaghi, 2010**).**

The role of leadership in organizational citizenship behavior is important. Avolio and Weber (2009) studied the case of leadership as charismatic behavior, goal changer and able to participate in any type of vigilant activity as a transformational person. Also, the leader in their study is vigilant and idealized with moral values. It was observed that higher the level of OCB will bring a vigilant leadership in employees. In the past, traditional employees and managers were not able to play their part as leader of any organization, but in present times the managerial work is positively attached to goal changing and settling the case of

employees with power (Mohammad Mosadegh Rad, A., & Hossein Yarmohammadian, M. 2006)).

The role of leadership is to encourage employees and members of the organization to work in favor of the organization with dignity and courage. A leader plays a pivotal role in the development of any organization. Leaders have many kinds, the prominent is transformational leader. Transformational leaders are more open to new challenges and they adopt new techniques. They are effective in many ways. Their role in the development of any organization is important and challenge based.

The two prominent types of leadership in organizational citizenship behavior are, (1) transactional leadership, (2) transformational leadership. These two types of behavior are developed to enhance the organization's performance. A study conducted by Nafei and Kaifi (2012) on the style of leadership in banking sector with respect to organizational citizenship behavior found that managerial tasks are people-oriented tasks and the role of managers is to attract people's attention in a positive way. They differentiated between public and private banks. In public banks, the motive of managers were people oriented while in private sector the motive of managers was task oriented. Transformational leadership helps to grow any organization (Krishnan, V. R., & Arora, P. 2008). The productivity standard of any organization is based on the role managers playing with quality work. The relationship between organizational citizenship behavior and transformational leadership, commonly known as TL is universal. The role further weakens in females.

Courtesy is one such behavior that help co-workers to stop creating problems for organization or for their own well-being (Organ, 1997). Courteous employees work as a facilitator or mediator in solving problems. They help the organization to grow and further stop problems from igniting. Their major role in the development of organization is to spread positive outcome among employees by resolving their conflicts (Podsakoff & MacKenzie, 1997). Their role as a courteous people is to provide information on the behalf of the organization to

develop a better role in the society. Also, among courteous people in any organization, crisis managers are there. That's how they create high moral grounds for employees and they raise the value of mortality to up. It was observed by Podsakoff et. al., (2000) in the period of conflicts, employees showing courtesy help to reduce the trouble. They schedule their fellow employees and take their burden sometimes.

Loyalty is the basic to any moral value, means to benefit oneself and the organization trough good behavior and loyal gesture. It helps people to grow mutually under any situation. Van Dyne, Graham and Dienesch (1994) in article discussed the case of OCB and the impact of loyalty in organizations. In previous researches, the concept of organizational loyalty is common and many researchers discussed it. When employees exhibit loyalty, they not only promote good-will of the organization, but also, they improve the standard of their OCB (Graham, 1989). The overall image of organization becomes better with it. Loyal employees are trustful and trustable. They support and endorse and, they can counter any objection against the organization. Loyalty is considered a distinct dimension of OCB (Borman and Motowidlo, 1997). Loyalty is commitment in any organization in defense of its good-will and good gesture. It guards and protects the true will of the organization or hotel industry (Zhao, Fang, 2015).

Another distinct dimension of OCB is initiative. Initiative is the role of any employee in hotel industry with creativity. An employee who is multi-talented and creative performs his duties under initiative behavior. High level of enthusiasm can be observed among those employees. They accomplish their job on time. This dimension of OCB has been discussed by Moorman and Blakely (1995). It is like Organ's construct.

According to Van Dyne (1994) participation is the process of involvement of employees and their contribution towards self-governance. Participation is positive and negative at the same time. Willingly participate in bad news sharing and destroying the good will of the industry by attending unwanted meetings and

seminars. They take specific and special interest in industry's atmosphere (Graham, 1991). If

they are participative in positive behavior, their role is limited in the promotion of good will of the industry. The behavior of Participation is self-motivated, also enhance their role of productivity (Bettencourt, 2001).

The prominent factors in the studies of Organ (1988) relating to Organizational citizenship behavior are following;

Sportsmanship

In case of an employee has self-control, fairness and courage associated as his abilities and interpersonal tools. That means, he uses his character based on these qualities to treat others by maintaining self-control and authority, is showing sportsmanship.

Courtesy

Courtesy is politeness. It is a respectful behavior of an employee, which helps to avoid problems during working hours. In case of courtesy, employee tend to solve the issues and resolve the conflicts. He is eager to spread peace and prosperity inside the organization.

Civic Virtue

If employee take interest in political and social processing of working environment of the organization, he is showing Civic Virtue. In case of Civic virtue, employees freely talk about public matters inside the organization, and they are free to discuss issues regarding organizational inner circle, strength and issues. An up to date employee about organizational field is showing civic virtue.

Conscientiousness

The indication of individual organized body, related to hard work and fixed to

working motive is known as conscientiousness. According to Organ (1988) when a person is dedicated to work with extra care of long hour work with a passion to complete the task is known as conscientiousness worker. It is related to other organizational patterns of work. According to McCrae & Costa, (1987) Men are more devoted to conscientious behavior than women.

Altruism

A selfless concern of an employee for the betterment of other workers is Altruism. It is non-interest behavior of an employee to kill a selfish attitude. In case of Altruism, an employee is helpful and ready to help other workers.

2.4. Summary

This chapter dealt with relevant review of literature regarding the role of Organizational citizenship behavior in hotel industry. Several aspects were discussed. This study is first of its kind, the reason relevant literature on the role of OCB in hotel industry inside Pakistan is inaccessible.

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is discussed in this chapter. This chapter elaborates the design of research, population and sample of the study, variables of the study, method of Data collection, Data analysis, and research instrument. The main purpose of the study is to find out the role of Age and Job satisfaction between organizational citizenship behavior in Hotel industry employees.

3.1. Research Design

This study inspects the correlation between age and job satisfaction in Organizational citizenship behavior among five-star hotel workers. For the purpose explanatory research design has been adopted to establish and examine the relationship between variables in accordance with their level of matching to the cause and effect. Job satisfaction and OCB questionnaire were separately used and distributed into different five-star hotels in Pakistan. After successful data collection, the results were enrolled in SPSS version 25 to find demographic frequencies, Mean and Std. Deviation of each item in both questionnaires. A significant relationship between job satisfaction with OCB.
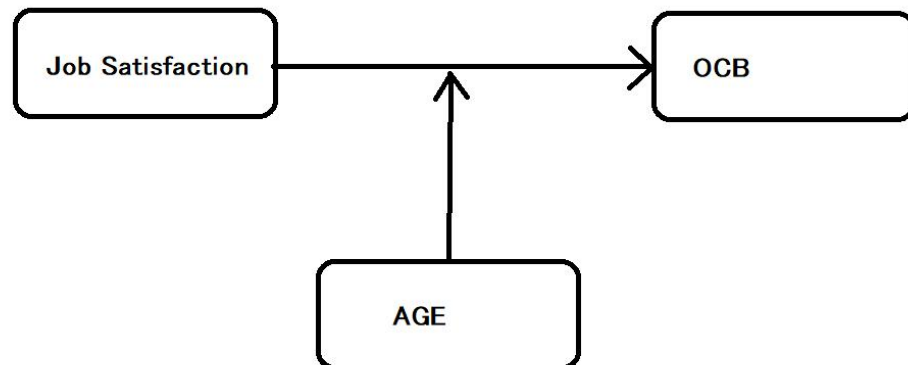
Figure 3. 1: Research design

3.2. Independent and Dependent variables

This research is based in Hotel Industry. The Organizational Citizenship Behavior is dependent variable of the research, while Age and Job satisfaction are independent variables of research, including tenure of job, and educational level of the respondents. Organizational citizenship behavior is further divided into five components, and Job Satisfaction is divided into two components.

3.3. Demographic Profile of the Respondents

The demographic factors of this research are, Nationality, Gender, Marital Status, Age, Educational level, Length of services, Position of staff members and Overall tenure.

The data of the research has been collected in Pakistan, the Nationality is divided into Pakistani and Others. Age of the respondents; (1)18-25 Years, (2) 26-35 years, (3) 36-45 years, (4) 46-55 years, respectively. First two categories consisting of 18-35 years is of young workers.

Demographic information of education, the categories will be; (1) High School, (2) Graduate, (3) Post-Graduate. Majority of the respondents are Graduate.

In case of Marital Status, (1) Male, (2) Female are two options. Length of services

in working hotel is divided with four options, (1) Less than 1 year, (2) 1-5 years, (3) 6-10 years, and (4) 10+ years respectively. The overall tenure of the hotel workers is (1) Less than 1 year, (2) 1-5 Years, (3) 6-11 years, (4) 12-17 years, (5) 18-25 years, and (6) 26+ years. List of hotels visited along with the detail of workers selected for study from each hotel with their positions is listed in demographic information.

3.4 Population and Sample

The definition of population according to Cooper and Schindler (2011), whole component under study until flexible conclusion is attained. This study is cross-sectional study in which different factors are compared with single point in time. These different factors are 'age' and 'job satisfaction' and the single point is 'Organizational Citizenship Behavior'. The population of this study is 350, while the appropriate sample size is 210. The administration staff from every five-star hotel is included in the research, including General Manager, Event Manager, Event Organization, Public relation manager.

Place selected for the study is thirteen five start hotels, Luxux Grand Hotel Lahore, The Nishat Hotel Johar Town Lahore, and Faisalabad Serena Hotel etc.

The world heritage committee enlisted tourist places in Pakistan including Archaeological Ruins at Moenjodaro, located in Sindh, Pakistan. Texila, in Punjab, Buddhist Ruins or Takht-i-Bahi in Khyber Pakhtunkhwa, Shalimar Garden and fort in Lahore, Malki Monument in Thatta Sindh, Rohtas Fort in Punjab (UNESCO, 2017) . Apart from this monumental places, Pakistan's north western areas of Gilgit-Baltistan offer energetic view of nature. Majority of tourist visits these places each year. British Backpacker Society ranked Pakistan as top travelling destination for 2018.

Tourism in Gilgit-Baltistan includes major places like Shangrila Lake, Cold Desert in Skardu, Hunza Lake, Nanga Parbat, Rush Lake and other cold and heavenly beautiful areas.

In 2007, More than 1.7 million tourists visited Pakistan including 30% domestic travelers (DN, 2018). Majority of these tourists stay in 5-star hotels of Islamabad, Lahore, Khyber Pakhtunkhwa and Karachi. A leading tourist organizer group "Hashoo" in Pakistan handling five-star hotels including, the Hashoo Group, owners of Pakistan's Pearl-Continental and the Marriott hotels, and the Hotel One brand. Recently they opened five-star hotel in Gilgit-Baltistan. They handle they tourists in all over Pakistan.

CEO of Hashoo Group says; "We handle local and international tourists from all over the world".

- The prominent five-star hotels handling tourists are;
- Pearl-Continental Hotel Lahore
- Pearl-Continental Hotel Islamabad
- Marriott Hotel Islamabad
- Serena Hotel Islamabad
- Pearl-Continental Hotel Gilgit-Baltistan
- Serena Hotel Gilgit-Baltistan
- Pearl-Continental Hotel Muzaffarabad
- Hotel One

The prominent reason for tourists to stay in these hotels is; "there are a lot of government guest houses and rest houses, which are not run efficiently". Panorama Hotel Challas is famous in Gilgit-Baltistan for foreign tourists. More than 45% of tourists stay in these hotels. The prominent hotels where tourists stay during their visit to northern areas of Pakistan are;

- Tourist Motel Kel
- Tourism Hotel Bagh
- Shangrilla Hotel Bagh
- Kashmir International Hotel Bagh
- Forest Rest House Dheerkot

- Panorama Hotel Challas
- Hunza Cuisine

These hotels situated in Gilgit-Baltistan area, where number of tourists stay each year. Later they came to stay in Islamabad at first place.

- Pearl-Continental Hotel Islamabad
- Marriott Hotel Islamabad
- Serena Hotel Islamabad

Table 3. 1 Area vise distribution of Five-Star hotels and tourists in Pakistan

Area	5-Star Hotel	% of tourists	Numbers
Khyber Pakhtunkhwa	Tourist Motel Kel Tourism Hotel Bagh Shangrilla Hotel Bagh Kashmir International Hotel Bagh Forest Rest House Dheerkot Panorama Hotel Challas Hunza Cuisine	40%	6,98,900
Islamabad Capital	Pearl-Continental Hotel Marriott Hotel Serena Hotel	40%	7,01,800
Sindh	Marriot Hotel Karachi Pearl Continental Hotel Karachi	5%	87,500
Punjab	Pearl-Continental Hotel	15%	2,62,500
Baluchistan	-	-	-

3.5. Questionnaire and Scale

The questionnaire is a written form of information to collect responses of respondents for each item in the list. In both questionnaires, the simple language is used for the understanding of target population. The distribution of questionnaire has been done online and offline. In Online method, the link of questionnaire is given through E-Mail, WhatsApp and Facebook to the respective respondents. In Offline method, hard-copies of questionnaire is given to the hotel industry employees.

There are several approaches considering the age and job satisfaction with respect to organizational citizenship behavior. Although, there remained a gigantic issue for the researchers, that one aspect of the job satisfaction matches with other but not with every item in the questionnaire. That is the reason, it is impossible to fetch each factor behind the job satisfaction of the workers (Spagnoli et al., 2012).

In the literature review, it has been discussed that two prominent approaches used to evaluate the job satisfaction of the employees. These approaches are; overall approach and one aspect approach. Macro perspective level has been discussed in Overall job satisfaction. In Macro level approach, an employee is directly consulted and questioned about his or her feeling about job satisfaction (Wanous et al., 1997). Numerous other aspects of job satisfaction have been discussed in one aspect approach. ―In one aspect job satisfaction, several items have been matched with question then their composite approach has been evaluated for final findings. This approach determines to what degree an employee shows satisfaction and what type of satisfaction he or she adopts in case. This research will use Minnesota satisfaction Questionnaire (Weiss et al., 1967) and Organizational citizenship behavioral scale.

3.5.1. Minnesota Satisfaction Scale

Ample of approaches has been considered for data collection regarding 'job

satisfaction'. There are some lapses in each instrument as to access the job satisfaction, it seems impossible to find out the satisfaction and dissatisfaction level at the same time (Spagnoli et al., 2012). This study considered Minnesota satisfaction questionnaire which emphasized on several issues regarding job satisfaction among hotel employees.

Minnesota Satisfaction questionnaire was devised in University of Minnesota to inspect the 'Work adjustment satisfaction level'. This scale considered the possibility that workers are independent and free in their working environment, and their satisfaction level is based on the similar pattern of their thinking and skills (Weiss et al., 2967). The Minnesota satisfaction scale questionnaire consists of 20 items. The five-point Likert scale goes as; (1) Very dissatisfied, (2) Dissatisfied, (3) Neither satisfied nor dissatisfied, (4) Satisfied, and (5) Very satisfied. The total score is the sum and average of each response. *If the score is lower, the level of job-satisfaction is lower.*

The Short form of Minnesota Questionnaire is adopted, which is the extracted version of 100 item questionnaire. These twenty items are sub-scale to the larger version of the questionnaire to measure the overall job-satisfaction level (Fields, 2002).

The factors found in the previous studies of Noorman (1993) in MSQ are; the intrinsic satisfaction, and the extrinsic satisfaction. In a study of Schriesheim et al, (1993) three factors has been found, in which two are like the Noorman (1993) as of Intrinsic and Extrinsic, while the third is the general satisfaction. A research conducted by Mathieu (1991) used exploratory factor analysis, in which the number of factors increased to four. These four factors include; Leadership, Satisfaction in Working conditions, extrinsic reward and responsibility. Another research conducted by Igalens and Roussel (1999) examined the four factors with confirmatory factor analysis technique. In which, Authority, recognition, intrinsic and extrinsic satisfaction has been found. This research is taken Job satisfaction as a whole instead of its division into different groups.

3.5.2. Organizational Citizenship behavioral Scale

Organizational Citizenship Behavior Scale designed by Podsakoff (1990). This scale has been used in the study because of its self-reporting adaptability and psychometric properties. This scale consists of 24 items with 5-point Likert scale as (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree, and (5) Strongly Disagree.

Regarding cultural context the first pilot testing was done on 15% of total sample size to test its reliability. In the initial reliability several factors were reported as 'low scale values', 'not reliable', 'ambiguous', and 'confusing'. Podsakoff (2006) dropped the reported items and finally 15 items were adopted in the scale. This scale will use the similar technique as Minnesota scale used. All the scores will be computed. If the score is lower, the OCB will be higher. Organizational citizenship behavior is taken for further study.

3.6. Data Collection

All the data collection is done as primary data. The method used in data collection is through questionnaire method. Random selection method has been devised for data collection. Data is collected by the researcher in the premises of Hotels with the permission of General Manager. After successful permissions from the authority, questionnaires were distributed among Admin staff of hotel. Each questionnaire took 15-20 minutes. In Pakistan, majority of hotel employees cannot understand English well. An Urdu version of questionnaire is designed to facilitate the workers.

3.7. Data Analysis

After successful completion of the instrument from each respondent. Double check of instrument items will be done by the researcher. If any instrument or any item inside the instrument is missing, the questionnaire will be considered null. Data collected from instrument will be placed in SPSS statistical software. SPSS version 25 is used for data analysis, in which scaling of values will be done

accordingly to compute the overall results. Lowest score shows high job satisfaction as per scale. The demographic information as per frequency of each question is listed in Data Analysis chapter. Mean, Std. deviation on both questionnaires is tabulated. Correlation analysis is applied to monitor the relationship between variables. This research instrument is reliable and useful for data collection regarding Job satisfaction in terms of OCB (Spector, 1997, Hirschfeld, 2000).

CHAPTER 4
TOURISM SECTOR OF THE PAKISTAN

4.1. Geography and Tourism Statistics

Pakistan is big country (3.5 times the size of UK). It is situated in south East Asia at the crossroads of central Asia, East Asia and south Asia. In modern terms and latest political terms is the part of greater Middle East region very well located along the Arabian Sea? Its borders meet by Afghanistan to the west and northwest while little strip separates it from Tajikistan called Wakhan corridor, Iran to southwest and maritime border with Oman. The republic of India is situated in the east and china to its northeast. It is strategically located through the ancient silk trade route that started from China and passes between the countries of south-central Asia and rest of southern Asia.

Pakistan is very ancient country whose history traces back to the beginning of human life in southern Asia. Pakistan is the home and heir to the one of the four most ancient civilizations that is called Indus valley civilization. The archeological history of Pakistan gives evidence that its traces are from 7000BC in Mehergarh, which later grew to be "Indus valley civilization". By 2500 to 3000 B this civilization had well planned towns, streets and developed urban system, but there is no evidence of military installations and fortifications. Around 1500 to 1900 BC these traces declined possibly due to natural disasters and geographical disturbances. Many historians who studied the Pakistan ancient civilizations say that Vedic peoples, or famous Aryans, were emigrated here later, who encountered the civilization which was in decline and probably they hastened the process. According to same view these Aryans eventually occupied most of north India, forcing the descendants of Indus valley civilization further to south and gave rise

the Dravidian culture. In contrary to that a minority of scholars challenges this theory, by saying that Indus valley peoples were in fact the ones who gave rise and complied the Vedas.

Before 1st of November in 1857 colonial rule the area of the Pakistan was the area which the Muslims ruled over central and southern Asia for 1000 years. Because Pakistan and India were comprised of same geographical unit this unit break the part of imperial British Indian Empire into two separate units. Both countries separated in 1947 in favor if self-led rule due to state owned atrocities of British Indian Muslims.

The official name of Pakistan was coming into recognition after the independence and division of Bengal and Punjab provisional regions in the British India into two sovereign states. The name of Pakistan as used first by Ch. Rehmat Ali in 1933 in his declaration, now or never-calling for the division of the British Indian empire. Sine partition a dispute over the occupied territory Indian administrated Kashmir is ongoing between India and Pakistan. Three direct wars have been fought on this issue and geostrategic Himalayan region.

Pakistan is one of these countries which has every type of geographical locations and structure. It has sea, desert (Punjab and Sindh), green mountains (North west province) , dry mountains (Baluchistan) mountains covered with ice, rivers, very fertile land to cultivate water falls, water resources and forests etc.

Pakistan climate is mostly hot, dry desert; temperature in the northwest; frozen in north. Flooding along the five rivers of while Indus is the biggest after heavy rains (July and August). Fertile and sub humid heat in the Punjab region.

Tourism industry is growing very rapidly in Pakistan. In 2010, lonely planet advised to Pakistan to consider the tourism as one of the big five things to consider in development of the Pakistan. In 2018, British Backpacker society ranked Pakistan as world's top adventure travel destination, describing the country as one of the friendliest on the earth, and mountain scenery that is beyond anyone wildest

imagination. Pakistan as geographically and ethnically diverse country has much to offer range from natural beauty and historical heritage to vast cultural diversity. According to travel and tourism competitiveness report regularly published by world economic forum the direct contribution of tourism to Pakistan GDP in 2015 was US$ 328.3 million, constituting 2.8% of the GDP. According to world travel and tourism council the direct contribution of tourism in Pakistan GDP in 2016 was US$ 7.6 billion (PKR793.0 billion), constituting 2.7% of total GDP.

In 2016, foreign visitors came for tourism stood at 965, 498. In 2017 1.78 million foreign tourist visited Pakistan. Pakistan tourism industry attracted 1.1 million tourists approximately since 2011 on average each year. By comparison, Pakistan's domestic tourism industry is estimated at 50 million tourists who travel in the country on short term basis between June to august. The largest tourist inflow markets are from United Kingdom, followed by USA, India and china.

4.2. Economy of the Pakistan

The economy of the Pakistan is the 25th largest in the world in term of purchasing power parity (PPP). It is 42nd in term of nominal gross domestic product (GDP). Pakistan has a population of over 200 million, assigning it a nominal GDP per capita of 1641 US$ in 2018. The ranking of per capita GDP is 147th in the world. The real issue is that Pakistan's undocumented economy account for 36% of full economy, which is not evaluated while counting for per capita GDP. Pakistan is developing country and is considered one of the eleven economies that have the potential to be among the world largest economies in 21st century. The economy of Pakistan is semi-industrialized, with epic center of growth along Indus River. Primary export goods include leather, sports goods, textiles, chemicals, and medical instruments. The economy of Pakistan heavily relies on service industry that accounts for 60% of total economy.

Main economic zone and clusters exist along Indus river, the diversified economies of Karachi, and major urban centers in Punjab, mutually situated the lesser developed areas in other parts of the country. The economy has suffered

decline in the past due to internal conflicts, terrorism problem fast growing population, and mixed level of foreign investment. Foreign exchange reserves are in balance because of heavy remittances from the foreign countries by country's manpower, but growing current account deficit due to widening the gap between imports and exports transferring the weight in the favor of imports could draw down foreign exchange reserves. It also dampens the GDP growth. Pakistan is undergoing toward economic liberalization policy with privatization of major corporations and attract foreign investment. BMI research report named Pakistan as one of the ten emerging economies with a focus on its manufacturing hub.

4.3. Division of Pakistan Tourist Attractions

History of Pakistan tourism start from its membership of UNWTO in septmebr1949. Initially Pakistan railway was responsible for the development of Pakistan tourism. In 1956, the responsibility transferred to communication and transport division. In June 1960, first organization emerged as Bearue of tourism. In 1964, it was placed under the control of CAA and tourism. The organization, Pakistan tourism development corporation (PTDC) was set up in 1970. In September 2004, it was given the status of ministry of tourism.

Pakistan unique tourist attractions can be classified into following categories.

- Archaeological
- Historical/ cultural
- Northern areas (scenic areas)

4.3.1. Archaeological

Pakistan is the cradle of few ancient civilizations in the world. These civilizations were most advanced at the time of existence that spans thousands of the years ago. Few of them are mentioned here

4.3.2. Mohenjo-Daro

Mohenjo-Daro literally means the "city of dead". It is one of the two biggest cities of the Indus valley civilization. This civilization is known for its remarkable construction of the buildings, highly sophisticated drainage system elaborates bath area. Mohenjo-Daro was an agricultural city. Picture 4.01.

4.3.3. Harappa

It was an ancient and mesmerizing city and more a kind of urban development of the prehistoric period. Harappa dates to 3rd to 2nd millennium B.C. Harappa house are very interesting to watch and it has well maintained museum which has finest collection of arch rafts found in the area. Picture 4.02

4.3.4. Taxila

Taxila has over 50 archeological sites within the radius of 30 km of the city. Dhamarajika Stupa and Monastery (300 BC – 200 AD). Bhir Mound (600-200 BC), Sirkap (200 B – 600 AD), Jandial temple (c.250 BC) and Juliann Monastery (200 – 600 AD) are most important of all these (APPENDIX F).

4.4. Historical Places

History attractions cover some beautiful and ancient cities, places and their local attractions

4.4.1. The City of Gardens (Lahore)

It is situated on the bank of Ravi River. It is said that this city was inhabited 3000 years ago. This city is full of life and color. It has something for everyone. Beautiful gardens, historically exotic forts, mosques and shrines, Mughal architecture and museums, shopping centers, fairs and festivals all add-up to make this beautiful city complete.

4.4.2 Makli

It is necropolis in the famous and old city of Thatta. Its history dates to the 14th century. Peoples flock from different parts of country and outside of country for enjoying the amazing mausoleums and monuments in the city. The best thing about architecture is that it was built by top quality glazed stone, glazed tiles, and bricks that represent ancient Indus valley civilization.

4.4.3. Takht-i-Bahi

The meaning of Takht-i-bjai is the 'spring crown' which refers to the monastic complex of Buddhists as old as 1st century BC. It is situated on the top of 152 m hill and place is about 16 km from Mardan and almost some 80 odd kilometers from Peshawar. It has four major parts which are Stupa courts, monastic complex, tantric complex, and a temple complex as shown in (APPENDIX G).

4.5. Cultural Places

Cultural aspects cover some famous museums, national parks and cultural events across the country as seen in pictures 4.06, 4.07 & 4.08.

4.5.1 National Museum of Pakistan

It was established in 1950 in free hall building in Karachi. It has 11 galleries including Quranic gallery. Its ancient collection includes Indus valley civilization artifacts, Candara arts, Islamic art, paintings, and ancient coins.

4.5.2. Lahore Museum

It was established in 1894. It has unique Mughal style architecture. Its collection includes specimens of Mughals and Sikh doorways, musical instruments, textile, poetry and armory.

4.5.3. Taxila Museum

It is located on GT road to Peshawar. Its site dating back to 600BC to 500 BC. It has famous collection of Gandara art.

4.6. Lok Versa Museum and Heritage Library

It is located near Shakespearian hills Islamabad. Its collection includes living folk and traditional culture of Pakistan, jewelry, wood work and metal work (APPENDIX F).

4.6.1 Hingol National Park

It covers 1650 square kilometer. It is largest national park of Pakistan. It lies on the Makran coastal belt in Baluchistan.

4.6.2. Kirthar National Park

It is 2nd largest national park. It is habitat of 5000 wild goats, 150 chinkara, 13,155 Ibexes, Rock python, Sindh cobra and royal rat snake.

4.6.3. Khunjerab National Park

It is one of the highest altitude parks. Animal species includes snow leopard, Marco polo sheep, and Himalayan Ibex.

4.6.4. Deosai National Park

It is located at 4,114 m above sea level. Its collection includes millions of flowers and wide variety of butterflies. It is natural habitat of Himalayan brown bear, Ibex, red fox, wolf, snow leopard, Himalayan musk deer, Golden eagle, Griffin vulture and falcon.

4.7. Cultural Events in Pakistan

4.7.1. The Silk Road Festival

It is on main trading route between south Asia and central Asia. It attracts other silk route countries like China, Kirgizstan, Uzbekistan, Tajikistan and Kazakhstan.

4.7.2. Lok Versa Folk Festival

It is largest cultural activity in Pakistan. Artisans and performers from world participate in this event. It reflects traditionally rich culture.

4.7.3. World Performing Art

It is one of the biggest international cultural events. It takes place in Gaddafi stadium Lahore. It reflects Pakistan's cultural tradition in performing arts.

4.7.4. Shandur Mela (7-9 July) Polo at The Top of The World

It held at Shandur pass.it includes folk music, dancing, fishing, horseback riding, mountaineering, hiking and exploring, and Trout fishing.

4.7.5. Mela Chiragan

It is celebrated on the Urs of sufi poet Shah Hossain. It takes place at Bhagbanpura Lahore. Ethnic food, sweetmeats and Qatlamas are its specialties. Thousands of candles are lit up. Dervish dance to the tunes of drums.

4.8. Northern Areas of Pakistan

Pakistan northern areas have immense natural beauty and scenery and because of that it is called Switzerland of Pakistan. Few places from these areas are mentioned under which are also shown in pictures 4.09, 4.10, 4.11 & 4.12.

4.8.1. Gilgit

Its elevation is 14553.90 m above sea level. To visit this place the best season is May to mid-October. It offers spectacular scenic beauty, surrounded by lakes, rivers, glaciers, and high mountain ranges. Various touristic activities like trout fishing, polo matches, mountain trekking trips, Buddhist rock carvings are important enjoyments of this place. Urdu and English are spoken and understood in this area.

4.8.2. Hunza

It was ruled by Mir of Hunzas for 960 years. Hunzakuts are believed to be the descendants of five wandering soldiers of alexander the great. Karimabad, the capital of Hunza valley with miles of terraced fields and gardens of fruits offer a panoramic view of the rakaposhi Ultar and Balimo peaks. Baltit fort is inhabited by the ruling family of Hunza state. The ruby mines are in this valley. In city sale center precious gems, jewelry and tomes are for sale.

4.8.3. Skardu

In between the landscape of high-rise mountains, deep gorges, stunning waterfalls, and quite lakes, Skardu, the district headquarter of Gilgat Baltistan, is situated on the bank of might river Indus. The entire region is paradise of mountain loving peoples. The district is divided into five valleys, skardu, Shigar, Khaplu, Rondu and Kharmang. Apricots and apple are cultivated in such abundance that this place is called land of apricots and apples.

4.8.4. Murree

This city is situated in the Galliat region. And is famous for its scenic beauty and cool temperature in the summer. This city is located very close to capital Islamabad and is very famous hill resort in the summer. It is well connected with roads to rest of country.

4.8.5. Kaghan Valley

It is alpine and panoramic valley. It is best place in Pakistan to enjoy cool weather during summer. Famous lake Saif-ul malook is situated in this valley. Further to see places are shogran, lalazar, naran, khagan around this valley (APPENDIX H).

4.9. Accommodation sector of Pakistan tourism

Accommodation sector of Pakistan hotel industry has showed substantial growth recently in terms of new development after the gap of few years because of terrorism problem in the country. The main trend of growth is both within the occupancy and average rate. After eradiation of terrorism problem Pakistan is on the rising curve, so hotels will yield the signs of better performance through increased occupancy and higher average rates.

The average growth rate in hotel industry is almost 5.0 percent yearly and 3.5 percent in rooms during the last 5 years

The accommodation sector of Pakistan tourism industry has been split into following categories.

Table: 4. 1 Accommodation types in Pakistan

No.	Pakistan Accommodation Types
1	Hotels
2	Motels
3	Pensions
4	Dormitories
5	Bungalows
6	RVs
7	Rental apartments
8	Holiday Villages
9	Camping grounds
10	Resorts

11   Apartment hotels

CHAPTER 5

DATA ANALYSIS

Data analysis using Statistical Package for Social Sciences (SPSS) version 25 for windows. Analysis of data is done through Descriptive and Inferential statistics. In first stage with Descriptive statistics Mean and Std. deviation of Demographic information of the responded is given. In the second phase, Mean and Std. deviation of Demographic along with Job satisfaction and Organizational citizenship behavior is given.

The third stage entails Cronbach alpha coefficients and Correlations. The results of the study are concluded on the basis of correlation between demographic as independent, Job satisfaction as Independent and OCB as dependent variable. Age is the mediator between two variables.

5.1. Profile of the Respondents

Table 5. 1 Demographic Characteristics of the respondents

Demographic Factors		N	Percent
Nationality	Pakistani	207	98.6
	Russian	2	1.0
	Others	1	.5
Gender	Male	206	98.1
	Female	4	1.9
Marital Status	Unmarried	167	79.5
	Married	40	19.0
	Widow	3	1.4
Age	18-25 Years	47	22.4
	26-35 Years	84	40.0
	36-45 Years	52	24.8
	46-55 Years	27	12.9
Education	High School	42	20.0
	Graduate	141	67.1
	Post-Graduate	27	12.9
Length of Services	Less than 1 Year	95	45.2
	1-5 Years	47	22.4
	6-10 Years	41	19.5
	10+ years	27	12.9
Positions	General Manager	13	6.2
	Event manager	45	21.4
	Public Relation Manager	34	16.2
	Night manager	54	25.7
	Front Office Manager	31	14.8
	Department Manager	33	15.7
Tenure	Less than 1 year	65	31.0
	1-5 Years	60	28.6
	6-11 Years	38	18.1
	12-17 Years	38	18.1
	18-25 Years	8	3.8
	26+ Years	1	.5

In Table: 4.1 the demographic profile of the respondents; n=207 (98.6%) are Pakistani National respondents of the study, n=1 (.5%) is Russian.

In the study, n=206 (98.1%) respondents are Male and n=4 (1.9%) respondents are female.

Marital status of the respondents; n=167 (79.5%) respondents of the study are Unmarried, n=40 (19%) respondents are Married and n=3 (1.4%) are widow.

The age of the respondents, 22.4% are 18-25 years old, 40% are 26-35 years old, 24.8% are 36-45 years old and, 12.9% are 46-55 years of age.

The educational level of the respondents; 20% are High School certificate holder, 67.1% are Graduate, and 12.9% are Post-Graduate.

Length of services; 45.2% have experience of 1 year and below, 22.4% have 1-5 years of experience, 19.5% have 6-10 years of experience, and 12.9% have 10+ years of experience.

Positions; 6.2% were General Managers, 21.4% were Event Manager, 16.2% were Public Relation Managers, 25.7% Night Managers, 14.8% were Front Office Managers, and 15.7% were Department Managers.

The Overall Tenure; 31% have less than 1 year of experience, 28.6% have tenure between 1-5 years, 18.1% have 6-11 years of tenure, 18.1% have 12-17 years of tenure, 3.8% have 18-25% years of tenure, and .5% have 26+ years of tenure.

Table 5. 2 Mean Std. Deviation of Job Satisfaction

	N	M	SD
1. Being able to keep busy all the time.	210	1.84	.818
2. The chance to work alone on the job.	210	1.83	.822
3. The chance to do different things from time to time.	210	1.78	.772
4. The chance to be somebody in the community.	210	1.78	.772
5. The way my boss handles his/her subordinates.	210	1.78	.772
6. The competence of my supervisor in making decisions.	210	1.71	.728
7. Being able to do things that don 't goes against my conscience.	210	1.73	.722
8. The way my job provides for steady employment.	210	1.73	.722
9. The chance to do things for other people.	210	1.76	.726
10. The chance to tell people what to do.	210	1.79	.715
11. The chance to do something that makes use of my abilities.	210	1.79	.721
12. The way company policies are put into practice.	210	1.79	.735
13. My pay and the amount of work I do.	210	1.82	.734
14. The chances for advancement in this job.	210	1.82	.749
15. The freedom to use my own judgment.	210	1.83	.751
16. The chance to try my own methods of doing the job.	210	1.84	.751
17. The working conditions.	210	2.70	1.410
18. The way my colleagues get along with each other.	210	1.84	.753
19. The praise I get for doing a good job.	210	1.82	.759
20. The feeling of accomplishment I get from the job.	210	1.83	.757
Total	**210**	**1.841**	**.611**

In Table: 5.2 The highest possible Mean is 2.70 "The working conditions". The total mean of the scale is 1.841 with Std. deviation of .611.

Table 5. 3 Mean Std. deviation of Organizational Citizenship Behavior

	N	M	SD
1. I help others who have heavy workloads.	210	2.42	1.156
2. I am the classic —squeaky wheell that always needs greasing.	210	3.64	.923
3. I believe in giving an honest day 's work for an honest day's pay.	210	2.43	1.293
4. I consume a lot of time complaining about trivial matters.	210	4.07	.761
5. I try to avoid creating problems for co-workers.	210	2.73	1.322
6. I keep abreast of changes in the organization.	210	3.27	1.169
7. I tend to make —mountains out of molehillsll.	210	3.62	1.096
8. I consider the impact of my actions on coworkers.	210	2.81	1.179
9. I attend meetings that are not mandatory but are considered important.	210	3.40	1.231
10. I am always ready to lend a helping hand to those around me.	210	3.30	1.370
11. I attend functions that are not required but help the company image.	210	3.29	1.439
12. I read and keep up with organization announcements, memos, and so on.	210	2.51	1.154
13. I help others who have been absent.	210	2.46	1.234
14. I do not abuse the rights of others.	210	3.67	.876
15. I willingly help others who have work related problems.	210	3.78	.747
16. I always focus on what 's wrong, rather than the positive side.	210	3.57	.987
17. I take steps to try to prevent problems with other workers.	210	2.43	1.293
18. My attendance at work is above the norm.	210	2.34	1.267
19. I always find fault with what the organization is doing.	210	3.80	.941
20. I am mindful of how my behavior affects other people 's jobs.	210	2.93	1.336
21. I do not take extra breaks.	210	2.82	1.295
22. I obey company rules and regulations even when no one is watching.	210	2.90	1.294
23. I help orient new people even though it is not required.	210	2.83	1.294
24. I am one of the most conscientious employees.	210	2.98	1.296

Total	**210**	**3.016**	**.708**

In the Table 5.3. The overall Mean of the scale of OCB is 3.016 with Std. deviation of .708. The highest mean is 4.07 with Std. deviation of .76 of "I consume a lot of time complaining about trivial matters."

Table 5. 4 Mean and Standard Deviation according to Age

AGE	OCB		Job Satisfaction	
	M	**SD**	**M**	**SD**
18-25 Years	3.0379	.77157	2.0074	.71892
26-35 Years	2.9637	.67597	1.7452	.46985
36-45 Years	3.0708	.61425	1.8433	.71064
46-55 Years	3.0414	.87639	1.8481	.56509
Total	3.0168	.70862	1.8414	.61180

As shown in the table 5.4 the overall mean score for Job satisfaction is higher for Age of 18-25 years (M=2.00, SD=.718). The overall mean score for OCB is higher for age of 36.45 years (M=3.07, SD=.61).

The results showed that OCB is higher in aged employees while the level of Job satisfaction is higher among enthusiastic employees. It shows that younger employees are more satisfied with their work, while older employees are lesser satisfied with their work. The reason possible is the lack of enthusiasm as shown in the lesser level of OCB among older employees.

Table 5. 5 Mean and Standard Deviation according to Education

Education	OCB		Job Satisfaction	
	M	**SD**	**M**	**SD**
High School	2.9583	.77762	1.8929	.62211
Graduate	3.0344	.68944	1.8447	.63498
Post-Graduate	3.0160	.71853	1.7444	.46188
Total	3.0168	.70862	1.8414	.61180

As shown in the Table 5.5 Mean and Standard deviation of Job satisfaction and OCB with demographic mediator 'Education'. Job Satisfaction among high school qualified is higher in comparison between job satisfaction and education (M=1.89, SD=.622). The OCB is higher in Graduate employees with (M=3.03, SD=.69)

Table 5. 6 Mean and Standard Deviation according to Length of Services

Length of services	OCB		Job Satisfaction	
	M	SD	M	SD
Less than 1 Year	2.8819	.67751	1.7726	.58831
1-5 Years	2.8830	.73836	1.8936	.55390
6-10 Years	3.1211	.60914	1.8610	.71724
10+ years	3.5660	.64209	1.9630	.62058
Total	3.0168	.70862	1.8414	.61180

In Table 5.6 job satisfaction and length of services, the ratio of job satisfaction is higher among 10+ years of experienced employees with (M=1.96, SD=.620). The overall OCB is higher in the same category with (M=3.56, SD=.642).

Table 5. 7 Mean and Standard Deviation according to Positions

Position	OCB		Job Satisfaction	
	M	SD	M	SD
General Manager	3.0513	.66824	1.5731	.39191
Event manager	3.0474	.65721	1.8967	.52130
Public Relation Manager	2.6868	.62397	1.8603	.60475
Night manager	3.1386	.76054	1.6750	.49323
Front Office Manager	3.3075	.61714	2.0306	.78790
Department Manager	2.8293	.73553	1.9470	.72424
Total	3.0168	.70862	1.8414	.61180

As shown in the table 5.7 job satisfaction is higher in employee's position of 'Front officer manager' with (M=2.03, SD.787). In case of OCB the highest possible is noted in Night Managers with (M=3.13, SD=.760).

This shows that Job satisfaction as per demographics is higher in Age is higher in 18-25 years, among High School qualified employees. While the length of services if higher has more job satisfaction. In case of OCB, the higher ratio is noted among 36+ years of age in Graduates.

Table 5. 8 MANOVA between Age, OCB and Job Satisfaction

Source	Dependent Variable	SS	df	MS	F	Sig.	Partial Eta Squared
Corrected Model	Job Satisfaction	1.715[a]	3	.572	.767	.514	.011
	OCB	2.692[b]	3	.897	1.342	.262	.019
Intercept	Job Satisfaction	1160.369	1	1160.369	1556.201	.000	.883
	OCB	1054.671	1	1054.671	1577.594	.000	.885
Age	Job Satisfaction	1.715	3	.572	.767	.514	.011
	OCB	2.692	3	.897	1.342	.262	.019
Error	Job Satisfaction	153.602	206	.746			
	OCB	137.717	206	.669			
Total	Job Satisfaction	1530.208	210				
	OCB	1415.962	210				
Corrected Total	Job Satisfaction	155.317	209				
	OCB	140.410	209				

a. R Squared = .011 (Adjusted R Squared = -.003)
b. R Squared = .019 (Adjusted R Squared = .005)
c. Computed using alpha = .05

There is statistically significant relationship between Age, Job satisfaction and OCB, (F(6,410)=.981)p > .05; Wilk's Λ = 0.102, partial η2 = .014 (Appendix I). It is observed that Age has a statistically insignificant effect on Job Satisfaction (F (3, 206) = .767; p > .05; partial η2 = .883) and OCB scores (F (3, 206) = 1.34; p > .05; partial η2 = .885). The result shows that there is no statistically significant relationship of Age with Job satisfaction and Organizational Citizenship Behavior.

5.2 Reliability and Validity

In Minnesota job satisfaction scale, the reliability of items was checked prior to further analysis. The result of Cronbach's Alpha is .936 which is respectable to a maximum standard. In OCB scale the Cronbach Alpha values were attained for further analysis. The Cronbach Alpha value for OCB is .897 which shows greater reliability.

Table 5. 9 Reliability Statistics of OCB and Job Satisfaction

Reliability Statistics of Job Satisfaction		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.963	.970	20
Reliability Statistics of OCB		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.897	.887	24

5.3. Correlation Analysis

Correlation analysis is conducted to examine the correlation between Age, Length of services, Tenure, Job satisfaction and Organizational Citizenship Behavior (factors).

Table 5. 10 Correlation Matrix; Age, Job Satisfaction and OCB

	Age	Job Satisfaction	Organizational Citizenship Behavior
Age	1	-.030	-.039
Job Satisfaction	-.030	1	.723**
OCB	-.039	.723**	1

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

A correlation analysis is conducted between Job Satisfaction, Organizational citizenship behavior and Age as a demographic variable. The results showed that there is no relationship of Age with Job satisfaction (r=-.030) and OCB (-.039). It shows that Age has no impact over Job satisfaction and OCB.

There is a statistically significant relationship between Job Satisfaction and OCB (r=.723). It shows that a strong relationship between Job Satisfaction and Organizational Citizenship behavior, as increase in Job Satisfaction will increase the Organizational citizenship behavior. Similar is the case observed in Amna Arif, and Aisha Chohan (2012). An insignificant relationship is observed in the study of Budiman, Anantadjava, and Prasetyawati (2014).

5.4. Hypothesis Results

The hypothesis was checked with One-way ANOVA, to find out their status as Accepted or Rejected.

Hypothesis H1: A significant relationship between Age and OCB is determined with one-way ANOVA to find out the Mean difference.

Table 5. 11 Hypothesis H1, 'There is a significant relationship between age and OCB'.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.692	3	.897	1.342	.262
Within Groups	137.717	206	.669		
Total	140.410	209			

There is indeed a significant difference on the Age score between groups $F(3,206)=1.34$, p=.985. The value of p>0.05. These results show that there is no significant relationship between Age and OCB. Therefore, the hypothesis H1 is rejected and null hypothesis is accepted (Appendix 5).

Table 5. 12 Hypothesis H2, 'There is a significant relationship between Job Satisfaction and OCB'.

Hypothesis H2: A significant relationship between Job Satisfaction and OCB is determined with one-way ANOVA to find out the Mean difference.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	100.533	44	2.285	9.454	.000
Within Groups	39.876	165	.242		
Total	140.410	209			

There is indeed a significant difference on the Job Satisfaction score between groups $F(44,165)=9.45$, $p=.000$. The value of $p<0.05$. The result of H2 shows that Job satisfaction has a statistically significant relationship with OCB. Therefore, the H2 hypothesis is accepted (Appendix 6). This result is similar to the study of Huang et al., (2012) found a significant relationship between Job Satisfaction and OCB dimensions.

Table 5. 13 Results summary of Hypothesis Testing

#	Statement	Results
H1	There is a significant relationship between Age and OCB.	Rejected
H2	There is a significant relationship between job satisfaction and OCB.	Accepted

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1. Summary

Organizational Citizenship Behavior is distributed among several factors and these factors are the backbone to employee's character, will of power and experience. In this study, case examined over the impact level of Age and Job Satisfaction on Organizational Citizenship behavior. This study observed the relationship between employee age, job satisfaction and Organizational citizenship behavior. In previous studies, a conclusive evidence about the role of age with OCB is found in Coyle-Shapiro (2002), Pettit et al., (2004), Kumar et al. (2009); Singh and Singh (2009).

Organizations demand employee working with extra abilities. No organization needs employees fixed to work with description. It is observed that organizations that have employees with extra skills and qualities perform better than other organizations. Organizational citizenship behavior plays crucial role in the development of organization (Pettit et al., 2004).

The word 'Organization' is important. A significant structure, proper context and continuity plays important role in building an organization. Organizational citizenship behavior has positive impact on the performance of organization. These organizations stand with virtue and dignity to offer quality services. According to Organ (1988) OCB is individual behavior. the prediction factor of OCB is indirect and there is no direct way to formulate or examine the case of OCB. When OCB is predicted through Job satisfaction, the Satisfaction factors plays a crucial role in the formation of OCB.

6.2. Conclusion

In descriptive statistics of Job satisfaction, the highest mean of 'The working conditions' is M=2.70, SD=1.41. In Organizational citizenship behavior scale the highest mean of 'I consume a lot of time complain about trivial matters' is M=4.07, SD=0.76. this shows that complaining about trivial matters is common among five-star hotel employees.

The results showed that Job Satisfaction level in higher in employees of age between 18 to 25 years, while Organizational Citizenship Behavior is higher among employees of age 36 to 45 years. Organizational citizenship behavior is higher in aged employees while job satisfaction is higher in younger employees. Young employees are more satisfied with their work, while aged employees lack enthusiasm because of daily repetition of routine work. As per education, employees with high school education have higher level of job satisfaction than Post-Graduate level employees. Organizational citizenship behavior as per education is higher in Graduates with M=3.03, SD=0.689. In Pakistan, if the level of education is Post-Graduate, the employees seeks more chance to find a better work, and his lust to seek better opportunity never ends, that is the reason of low job satisfaction. While lower level of educated employees survives better anywhere in the organizations or hotel industries due to their courage and continuous struggle to improve their skills to work faster and better in that place. They don't seek better opportunity outside, rather they content with what they have in present. As per length of services, the level of job satisfaction in employees with 10+ years of experience is higher. It shows that more the experience, the better performance in hotel industry. They fully understand the rules and regulations, their daily routine and how to cope with anxiety in case of no-rest. While the level of organizational citizenship behavior in higher in employees with 10+ years, M=3.56, SD=0.642. It shows that OCB is higher among experienced employees. The level of job satisfaction in Front Office Manager is higher, similar is the case with Organizational citizenship behavior, which is higher in front office managers. Front office manager deals with customers in a friendly and professional way, also the job of front office manager is to handle complaints, resolve appointment

conflicts and manage and train the concierge. In most cases, the front office manager enjoys meeting with guests, dealing with them and arranging staff schedule in a professional way.

There is a statistically insignificant relationship between Age and Job satisfaction as per results. It has been observed in the data analysis that age has no relationship with Job satisfaction. Similar is the case with Organizational citizenship behavior, which has a little impact over age. It showed that age isn't a factor worth considering when observing he level of job satisfaction. It is higher or lower as per age, but according to the environment, level of education, responsibility type and other extrinsic factors, it changes. The results showed that other demographic factors such as length of services, experience has no direct relation with OCB. In case of Employee's tenure, which shows the overall tenure of their career, the relationship with OCB is statistically insignificant. It shows that Tenure does not influence the OCB. The relationship among Job satisfaction and OCB is observed in the study which accepted H2 hypothesis 'There is a significant relationship between organizational citizenship behavior and job satisfaction'. This shows a strong relationship between Job Satisfaction and organizational citizenship behavior (r=.723), p>0.01. The hypothesis H1 'There is a significant relationship between Age and Job Satisfaction' is rejected, because no significant relationship is found as per results. It showed that in five-star hotel of Pakistan, age has less impact over job satisfaction.

As discussed in Literature Review, the more an employee works in the organizations does not relate to Organization's behavior. The dependability level is different in that case. P. Vajiayanthi, K.A Shreenivasan and Reena (2014) found Job Satisfaction has strong relationship with OCB, not the intrinsic satisfaction. When a worker feels satisfied in job and relaxed with working conditions, the dependability level is strongly resting on skills and achievement. There are ample of motives behind intrinsic satisfaction. In our case, Age and Job Satisfaction is significant with Organizational citizenship behavior. It shows that worker's Job satisfaction influence OCB. The Essentiality of prediction of OCB and JS is determined by Mohammad et al., (2011)

6.3. Recommendations

- Job satisfaction is important aspect for a worker's life. If employees are satisfied, they play a crucial role in the development of any organization. If workers are unhappy and unsatisfied, their skills will be utilized in lesser priorities.

- Priorates are important in Satisfaction case. If employees are satisfied, their priority is to complete the task with complete satisfaction. If they are unsatisfied, their priorities at work changes.

- Priorates can be managed once the Extrinsic satisfaction level of employees is observed with better pay, valuable time and reasonable management.

- Extrinsic satisfaction is the pillar to Job Satisfaction. If employees are happy and satisfied with working environment, they will develop a better Job Satisfaction level. In other case, the overall situation will be reversed.

- Organizational citizenship behavior is more attached to Job Satisfaction rather than extrinsic satisfaction, but Job Satisfaction is more attached to extrinsic satisfaction, as extrinsic satisfaction provides ground for Job Satisfaction.

- Age and experience of employees doesn't matter in case one employee with more experience has less skill and another employee with less skills have more ability. They're not equal but the better performer is the energetic employee.

- Education of employee's is important than 'teaching them etiquettes. Uneducated employee with etiquettes isn't better than educated employee with aggressive behavior. The role of understanding differs at different occasions. It has been observed that Majority of hotel workers were lesser qualified. To improve the Organizational citizenship behavior, the overall qualification level of employees should be the main concern.

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APPENDICES

Appendix 1: Permission Letter

Dear Participant,

I invite you to participate in a research study entitled (specify): **Relationship between job satisfaction and organizational citizenship behaviour (OCB) in service sector. A Case Study: Five Star Hotels in Pakistan** I am Rizwan Sabir, currently enrolled in the Near East University Graduate School of Social Sciences Tourism and Hotel Management Master's Programme, and am in the process of writing my Master's Thesis.

Your participation in this research project is completely voluntary. You may decline altogether, or leave blank any questions you don't wish to answer. Your responses will remain confidential and anonymous. Data from this research will be kept under lock and key and reported only as a collective combined total. No one other than the researchers will know your individual answers to this questionnaire.

If you agree to participate in this study, please answer the questions on the questionnaire as best you can.

Thank you for your assistance in this important endeavour.

Student   **Thesis Supervisor**

Rizwan Sabir   Prof. Dr. Tülen SANER

Telephone number: E-mail: tulen.saner@neu.edu.tr

:

Appendix 2: Demographic Info

Organizational Citizenship Behavior Questionnaire

Please Fill this Questionnaire. It will take 10 Minutes

1- **Nationality**

Pakistan ☐
Other ☐

2- **Gender**

Female ☐
Male ☐

3- **Marital Status**

Married ☐
Single ☐
Widow ☐

4- **Age:**

18-25 ☐
26-35 ☐
36-45 ☐
46-55 ☐
56-64 ☐
65 and above ☐

5- **Education**

Professor ☐
Associate Professor ☐
Assistant Professor ☐
PhD ☐
Master`s Degree ☐
Undergraduate ☐
High School ☐

6- **Length of service in the current hotel**

Less than 1 year ☐
Between 1-2 years ☐
Between 3-5 years ☐
Between 6-10 years ☐

7- **Tenure**

Less than 1 year	☐	Between 16-20 years	☐
Between 1-2 years	☐	Between 21-25 years	☐
Between 3-5 years	☐	Between 26-30 years	☐
Between 6-10 years	☐	31 years and more	☐
Between 11-15 years	☐		

Appendix 3: The Minnesota Satisfaction Questionnaire

THE MINNESOTA SATISFACTION QUESTIONNAIRE (MSQ - ENGLISH VERSION)

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1.Being able to keep busy all the time.	1	2	3	4	5
2. The chance to work alone on the job.	1	2	3	4	5
3. The chance to do different things from time to time.	1	2	3	4	5
4. The chance to be somebody in the community.	1	2	3	4	5
5. The way my boss handles his/her subordinates.	1	2	3	4	5
6. The competence of my supervisor in making decisions.	1	2	3	4	5
7. Being able to do things that don't go against my conscience.	1	2	3	4	5
8. The way my job provides for steady employment.	1	2	3	4	5
9. The chance to do things for other people.	1	2	3	4	5
10. The chance to tell people what to do.	1	2	3	4	5
11. The chance to do something that makes use of my abilities.	1	2	3	4	5
12. The way company policies are put into practice.	1	2	3	4	5
13. My pay and the amount of work I do.	1	2	3	4	5
14. The chances for advancement in this job.	1	2	3	4	5
15. The freedom to use my own judgment.	1	2	3	4	5
16. The chance to try my own methods of doing the job.	1	2	3	4	5
17. The working conditions.	1	2	3	4	5
18. The way my colleagues get along with each other.	1	2	3	4	5
19. The praise I get for doing a good job.	1	2	3	4	5
20. The feeling of accomplishment I get from the job.	1	2	3	4	5

Appendix 4: Organizational Citizenship Behavior Scale

ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

	Strongly Disagree	Moderately Disagree	Neutral	Agree	Strongly Agree
1. I help others who have heavy workloads.	1	2	3	4	5
2. I am the classic —squeaky wheel‖ that always needs greasing.	1	2	3	4	5
3. I believe in giving an honest day's work for an honest day's pay.	1	2	3	4	5
4. I consume a lot of time complaining about trivial matters.	1	2	3	4	5
5. I try to avoid creating problems for co-workers.	1	2	3	4	5
6. I keep abreast of changes in the organization.	1	2	3	4	5
7. I tend to make —mountains out of molehills‖.	1	2	3	4	5
8. I consider the impact of my actions on coworkers.	1	2	3	4	5
9. I attend meetings that are not mandatory, but are considered important.	1	2	3	4	5
10. I am always ready to lend a helping hand to those around me.	1	2	3	4	5
11. I attend functions that are not required, but help the company image.	1	2	3	4	5
12. I read and keep up with organization announcements, memos, and so on.	1	2	3	4	5
13. I help others who have been absent.	1	2	3	4	5
14. I do not abuse the rights of others.	1	2	3	4	5
15. I willingly help others who have work related problems.	1	2	3	4	5
16. I always focus on what's wrong, rather than the positive side.	1	2	3	4	5
17. I take steps to try to prevent problems with other workers.	1	2	3	4	5
18. My attendance at work is above the norm.	1	2	3	4	5
19. I always find fault with what the organization is doing.	1	2	3	4	5
20. I am mindful of how my behavior affects other people's jobs.	1	2	3	4	5
21. I do not take extra breaks.	1	2	3	4	5
22. I obey company rules and regulations even when no one is watching.	1	2	3	4	5
23. I help orient new people even though it is not required.	1	2	3	4	5
24. I am one of the most conscientious employees.	1	2	3	4	5

Thank You: http://etikkurul.neu.edu.tr/education-science-ethics-comittee/applications/?lang=en

Appendix 5: Test of Homogeneity of Variances Hypothesis H1

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
OCB	Based on Mean	.191	3	206	**.902**
	Based on Median	.264	3	206	.851
	Based on Median and with adjusted df	.264	3	203.59 3	.851
	Based on trimmed mean	.225	3	206	.879

Appendix 6: Test of Homogeneity of Variances Hypothesis H2

Test of Homogeneity of Variances		Levene Statistic	df1	df2	Sig.
OCB	Based on Mean	2.614	34	165	**.000**
	Based on Median	1.249	34	165	.182
	Based on Median and with adjusted df	1.249	34	90.46 3	.203
	Based on trimmed mean	2.527	34	165	.000

Appendix E: Taxila, A Historical Place in Pakistan
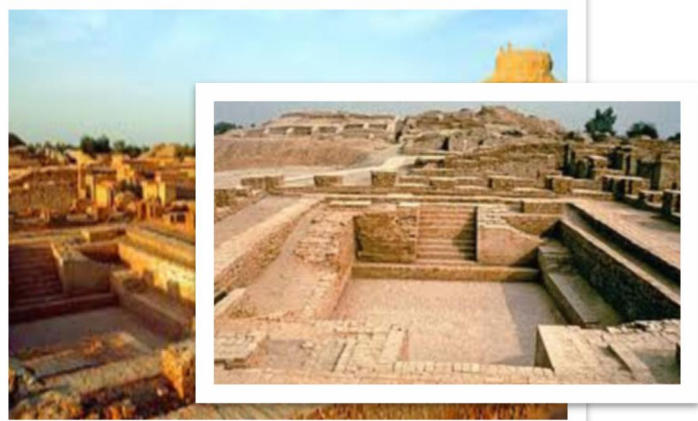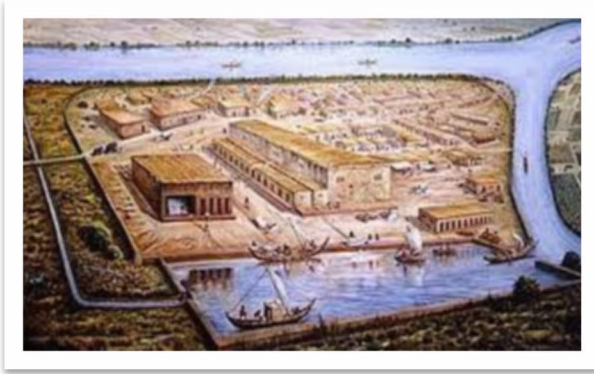
Appendix F: Takht-I-Bahi In Pakistan

Appendix G: Lok Versa Museum and Heritage Library in Pakistan

Appendix H: Kaghan Valley In Pakistan

Appendix I: MANOVA Between Subject Results

Multivariate Tests[a]

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.898	905.583[b]	2.000	205.000	.000	.898
	Wilks' Lambda	.102	905.583[b]	2.000	205.000	.000	.898
	Hotelling's Trace	8.835	905.583[b]	2.000	205.000	.000	.898
	Roy's Largest Root	8.835	905.583[b]	2.000	205.000	.000	.898
Age	Pillai's Trace	.028	.984	6.000	412.000	.435	.014
	Wilks' Lambda	**.972**	**.981[b]**	**6.000**	**410.000**	**.438**	**.014**
	Hotelling's Trace	.029	.977	6.000	408.000	.440	.014
	Roy's Largest Root	.021	1.413[c]	3.000	206.000	.240	.020

a. Design: Intercept + Age
b. Exact statistic
c. The statistic is an upper bound on F that yields a lower bound on the significance level.
d. Computed using alpha = .05

PLAGIARISM REPORT

Rizwan 2

ORIGINALITY REPORT

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ETHICS COMMITTEE APPROVAL

YAKIN DOĞU ÜNİVERSİTESİ

BİLİMSEL ARAŞTIRMALAR ETİK KURULU

05.02.2019

Dear Prof. Dr. Tülen Saner

Your application titled "**Relationship Between Job Satisfaction and Organizational Itizenship Behaviour in Service Setor a Case Study: Five Star Hotels in Pakistan**" with the application number YDÜ/SB/2018/311 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.