THE RELATIONSHIP BETWEEN SOCIAL RESPONSIBILITY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN 5 STARS HOTELS OPERATING IN PETRA CITY

Sahar Moh'd Futa

Assistant Professor, Department of Business Administration, Faculty of Economics and

Administrative Sciences, Applied Science University, Amman, Jordan

Abstract

This study explored the degree to which 5 stars hotels operating in Petra city are considered socially responsible, and the linkage between social responsibility activities of these organizations and the citizenship behavior of employees.

A sample of 80 out of 200 employees working at 2 five stars hotels, were surveyed.

Four dimensions of social responsibility (the economic, ethical, philanthropic, and the legal) with 5 dimensions of citizenship behavior (Altruism, Curtsey, Sportsmanship, Civic Virtue and conscientiousness) were correlated, the results bring to light the positive association between the examined variables, the strongest relationship was with the legal dimension followed by philanthropic, then with the ethical, and the weakest relationship was with the economic dimension.

Keywords: Social Responsibility, Citizenship Behavior, 5 Stars Hotels, Petra city

Introduction

The term social responsibility (SR) is not an emergent, it was linked to the (social enterprise); going back to the Victorian age in England and then step by step transmitted all over Europe, working under the slogan of "social cooperative" (Cornelius, et al., 2008). Latterly the concept and its contents expanded to cover variety of important activities that need to be carried out by all organizations, either voluntary or compulsory, to cope with, and to fulfill external and internal parts expectations (Waagstein, 2011).

Stakeholders pressure along with a set of rules and regulations issued by many national and international organizations, specialized in supporting human rights and environment protection, all, constrained organizations to be committed to make legal and

ethical decisions (García et al.2008), and to go beyond efficiency and effectiveness, to navigate in the difficulty of being socially responsible (Fooks et al., 2013). With the challenge that these issues are ambiguous, complex, not static; the public expectations and priorities vary from time to time, and from area to area (Lattimore, 2012 :244). in addition to the debates about the advantages and disadvantages of being socially responsible and the paradox of maximizing owners wealth and the cost of social actions(Mackey et al., 2007).

It was assumed that there are no returns of being socially responsible. It is just rated as financial obligations the organization must spent to prove it's' citizenship, at the same time many researchers proved that being socially responsible will add value to the organization either directly or indirectly (Mercado & Walker, 2012), and it had its' implicit and sometimes explicit returns that could be considered a future investment (Vitaliano & Stella, 2006.).

So the purpose of this study has two dimensions first to examine the degree to which 5 stars hotels working in Petra city are considered socially responsible. And second concerned with answering the question: what is the association between SR activities and employees' citizenship behavior?

The study problem and its significance

Recently business organizations in Jordan are moving towards being socially responsible, including the hospitality sector, 5 stars hotels working at the south of Jordan are obliged by law to be socially responsible; by hiring 90% of the workforce from the area citizens. Most of the foreign tourists visiting Petra and other places in the south of Jordan create 99% of 5 stars hotels residents, so it is important to attract, retain and to make them satisfy, through good customers relationship and high quality services. Citizenship behavior could be one of the factors that make employees ready for better performance.

So the study attempts to answer the question: What is the relationship between social responsibility activities with citizenship behavior at 5 stars hotels operating in Petra city?

Study Hypotheses

The main null hypothesis of the study was:

Ho: There is no statistically significant relationship between social responsibility and citizenship behavior (at 5 stars hotels in Petra city).

Four sub hypotheses were set; each was related to one of the social responsibility dimensions and its relationship with employees citizenship behavior as follows:

H_1: examined the relationship between the economic dimension and employees citizenship behavior.

H₂: examined the relationship between the ethical dimension and employees citizenship behavior.

H₃: examined the relationship between the philanthropic dimension and employees citizenship behavior.

H₄: examined the relationship between the Legal dimension and employees citizenship behavior.

Theoretical Background and Literature Review
Corporate Social Responsibility CSR

The concept CSR was derived from business ethics, the attention was at the beginning internally; by avoiding all kinds of discrimination, stressing on workers rights in justice, fairness, good working conditions, (Tengblad & Ohlsson, 2009), and extended externally to participate in value creation and society welfare, donations, environmental protection (Sotorrıo & Sa´nchez, 2008). According to Campbell (2007) CSR was distinguished through two actions; the first: organizations through their decisions must not cause any harm to any part of its internal or external stakeholders, while the second was that any negative consequences and harm caused by the organization had to be totally fixed.

Social Responsibility Dimensions & Strategies

During the past four decades the notion and the content of CSR was formulated and developed from fragmented activities related to organizations' citizenship and sustainability(Gavin & Maynard, 1975), to be classified into four dimensions taking a pyramid shape; ranging from compliance to legislations, up to voluntary environmental and charitable actions (Thompson & Martin, 2010:295): The first is the economic dimension which is concerned of being efficient and making enough profits for survival and future continuity (David, 2011: 347). The legal dimension is the second: organizations are compelled to obey rules and regulations, without any kind of invasion. the third is the ethical which is tied up with stakeholders' goodwill and virtuous expectations, and the last, which lied at the top of the pyramid is the philanthropic it implies coping with what it's called good citizenship towards the society with convenience levels of sponsorship (Kinicki & Wiliams, 2011: 86-87).

According to Gample & Thompson (2011:201) the balance between the inconsistencies of the four dimensions is the main issue, to satisfy shareholders anticipation of revenue and profits, without any law violation, and being at the same time adjusted to society moral and ethical system and to satisfy part of the citizens urgent needs.

Several strategies are used to make these dimensions come true; they are ranging from the minimum efforts strategy; the reactive to the defensive, the accommodative, and

finally the proactive (Jones & George, 2009: 136-138). The reactive strategy is tied with conformity to the right internal processes and procedures to work in harmony with stakeholders requirements. If the organization is intended to be socially responsible then it can first workout within the defensive approach in making decisions without law breach. Through the accommodative strategy; organizations tried in their decisions to handle the diversion of all legally and ethically stakeholders' needs. Finally which includes the maximum endeavor; by being proactive and devoted part of resources, time and efforts to consolidate the benefit of all stakeholders (Fang et al., 2010); (Ganescu, 2012) and for exceptional movements in pollution reduction, recycling, promoting green products, and environmental safeguard (David, 2011:352).

Social responsibility in Hotels Sector

Hotels' like other business organizations are engaged in socio economic and environmental actions, Merwe & Wocke (2006) research was conducted in 16 hotels working at south Africa, seeking to examine their readiness for voluntary social and environmental initiatives; the conclusion was just large hotel, and which are members in the tourist affairs dept. were aware of the concept and its applications.

(Bohdanowicz & Zientara, 2009) results also go with the fact the larger the hotel is the more socially responsible will be for its' employees and the society. another fact was derived from (Anuwichanont et al., 2011) findings the more socially responsible the hotel is, the more consumer loyalty will gain, however Kasim (2004) showed that the majority of Malaysian hotels' customers do not give any attention to environmental practices and green products in their rooms, price was the most influential factor. While (Holjevac, 2008) claimed that working ethically and being socially responsible is important of Croatian hotel sector to cope with and compete with the other European hotels in other countries.

Bros and Cons of SR

During the past three decades many scholars tried to understand CSR reality, its' necessity, price, its financial and non financial yields. Mackey et al., (2007) noticed that some organizations set aside from the issue and were convinced that CSR will affect their profits negatively, Peloza & Papania (2008**)** added there is dissimilarity of most research results, CSR is not always financially efficient, organizations are forced to waste part of its profits for the sake of social responsibility actions. Devinney (2009) pointed that CSR is a way for spending others money, it will reduce stockholders profits; accordingly there will be price raise externally and reduction in employees salaries and incentives internally.

From another point of view Arsoy et al., (2012) proved through their search in Turkish organizations that there is reciprocal positive relationship between CSR and financial performance, and mutual influence; the existence of one variable can lead to the other. To make it easy to frame the relationship between CSR and financial performance Jackson & Parsa (2009) suggested a four gradient model with a four types of organizations from the best gain of both social and financial objectives, to the worst which fail to achieve both of them.

(Saeednia & Shafeiha, 2012);(Nikolaeva & Bicho, 2011); (Golob et al., 2008) believed that working in ethical and legal standards represents a marketing tool; improving organizations reputation, and achieving a sustainable competitive advantage than rivals.

(Castaldo et al., 2009), (Marin et al., 2008)*; (*Salmones et al., 2005) as well found that organizations involvement in SR activities will be positively evaluated from customers, and automatically will influence their buying behavior. Moreover Maignan et al., (1999), Brammer et al., (2007); confirmed the assumption that high levels of organizational internal and social work will result in human resources commitment, loyalty, and better performance. According to (Surroca et al., 2010); (Ubius & Alas, 2012) social responsibility have an inspirational role in human resources creativity and innovation.

While in Jordan social responsibility research had different approaches; Abu-Baker (2000) and Suwaidan et al., (2004) were concerned in disclosing social responsibility practices in the Jordanian companies annual reports.

Most of the research of external SR activities concentrated on employees perception and the degree to which they are considering their organizations socially responsible (Harrim & Al-Saied 2005).

Ali et al., (2010) and Albdour & Altarawneh (2012) focused on internal CSR and its' impact on employees positive behavior and commitment in the banking sector of Jordan. AL-Shbiel & Al Awawdeh (2011) also assessed the relationship of internal CSR on employees' commitment working at the Cement Manufacturing Co. in Jordan

Furthermore Weshah et al., (2012) tested the effect of CSR on the financial performance of banking sector in Jordan, and the relationship of bank size in engaging in social responsibility actions, it was found that CSR affected positively financial performance of the studied banks.

By using a survey of 333 business managers attitudes towards CSR in 3 countries Jordan, Syria and Lebanon, Jamali et al., (2009) found that social responsibility is applied in the three countries, and the philanthropic was the dominated approach.

Organizational Citizenship Behavior OCB

OCB was introduced in the 70s of the last century, connected with psychological contract, and with benefits exchange between organizations and employees, it is not motivated financially but emotionally (Jordan et al., 2007). Through the last 3 decades the term has its impact in organizations management an encompasses loyalty, commitment and employees readiness to do extra roles beyond their daily duties and job description, associated with ethical standards, directed by conscious to give more than what is expected of them to do (Caldwell, et al., 2012); (Kinicki & Williams, 2011:351)

Dimensions of OCB

Five dimensions of OCB were introduced, each include variety of positive preferable behaviors; employees are prepared to grant part of their efforts and time for (Wang et al., 2013); (Bergeron, 2007); (Jha & Jha 2010) :

Altruism: is an optional behavior aims to help others in different ways; colleagues in overload situations, teaching them new methods of work, new employees orientation and education, and serving organizations customers. .

Courtesy: the purpose of this behavior is to prevent and avoid problems that related to working with others, providing colleagues with advice, information and consultation which are necessary for making important decisions.

Conscientiousness: includes individual commitment and loyalty towards the organization, obeying rules and regulations, discipline, with the optimum use of time, and high levels of performance.

Sportsmanship: reflects the individual willingness to work under intractable conditions without complaints, with tolerance and patience in dealing with others, acceptance and absorption of unpleasant circumstances that might occur in the work environment.

Civic virtue: it is related to employee preparedness to be part of every occasion, to participate in social activities, and attending all meetings (Karfestani et al., 2013).

Citizenship Behavior Motivators

Scholars were highly interested in investigating driving factors and stimulators of citizenship behavior. Salarzehi et al., (2011) found out that emotional intelligence is one of these motivators, especially for the altruism and conscientiousness dimensions.

(Koys, 2001)(Ahmed et al., 2011) (Swaminathan & Jawahar, 2013), high lights the importance of job satisfaction as a generator of citizenship behavior.

The results of Shin (2012); Jiao et al., (2011) affirmed the importance of leaders morals and beliefs, and their consciousness behavior to be role models in raising citizenship behavior among followers.

While some have focused on human resource management practices; Benjamin (2012) considered training and development programs critical stimulators for employees citizenship, and for more value added voluntary actions.

Also (lam et al., 2009), (Husin et al., 2012) found that compensation and benefits have positive association with citizenship behavior.

Goudarzvandchegin et al.,(2011); (Ali et al., 2010) , (Lavelle et al., 2009)(Williams et al., 2002), (Moorman, 1991) discovered that treating employees in fairness and justice is positively associated with their citizenship behavior. Further more Zhong et al.,(2011) believed that empowerment will promote the degree of voluntary work.

Hansen et al., (2011) saw that social responsibility is a way to persuade employees of the goodness intentions of their organization; to be in return more productive with high quality performance.

Research Methodology
Study population and sample

Two 5 stars hotels were selected out of 6 operating in (Petra) city; one of the new Seven Wonders of the World, the two hotels was totally different in their architecture than the other operating 5 stars hotels in Petra, both are established on old buildings, which was the ancient villages previously owned by the hotels' employees' families.

90 % of the workers by the Jordanian law must be hired from the area citizens, 80 out of 200 workers were selected for the study considerations.

All of the sample members were males; most of them were between 25-40 years old, 23 of them had the first university degree, and the other 57 had diploma and secondary certificate, 48 of them had less than 5 years experience, and the other 32 their experience were between 5-10 years.

The Study instrument

To collect data from the 80 respondents a questionnaire was designed for this purpose with 40 questions, 20 for each variable, the questions from 1-20 measured the social responsibility's four dimensions (5) questions for each, while the other 20 questions concerned with citizenship behavior's five dimensions and (4) questions for each.

To test the internal consistency of the questionnaire statements the researcher used Cronbach's Alpha; the results were as follows:

The economic dimension (0.851), the ethical dimension (0.713), the legal dimension (0.793), and the Philanthropic dimension (0.741). While the internal consistency for organizational citizenship behavior as a total variable was (0.79), and for its dimensions were as follows: altruism (0.771), courtesy (0.781), sportsmanship (0.81), conscientiousness (0.751) and finally for civic virtue was (0.781).

According to (Sekaran, 2004:308) these values provide evidence that the questionnaire was reliable.

Statistical Analysis Results
Descriptive Statistics Results

Table (1) Descriptive Statistics (means & standard deviations SD)

Independent variable (dimensions)	Arithmetic mean (total)	Standard deviation (SD)	Dependant variable dimensions	Arithmetic mean (total)	Standard deviation (SD)
Economic	3.48	0.84	Altruism	4.10	0.77
Ethical	3.96	0.99	Courtesy	4.23	0.99
philanthropic	3.81	0.93	Sportsmanship	4.03	0.89
Legal	3.75	0.91	Civic virtue	3.94	0.90
			Conscientiousness	3.58	1.20

It is apparent that the respondents are visualizing their organizations as socially responsible; the total means of all the dimensions of the independent variable were above (3), the ethical dimension gets the highest mean (3.96) with (0.99) standard deviation.

This value brings to light that the studied 2 hotels are making sure to achieve their goals without any moral violations and within the local society traditions and norms. The second dimension was the philanthropic with (3.81) total mean and 0.93(SD). The result implies that the 2 surveyed hotels are interested in the local community problems, and helping in reducing people suffering from poverty, unemployment and enhancing the quality of life in general for the less fortunate people.

The legal dimension total mean was (3.75) with (0.91) SD. the respondents articulated through their answers that the 2 hotels are working legally, in addition to the fact that all the organizations in Jordan are forced by law not to make any damage or harm the surrounding environment.

The least total mean was for the economic dimension with (3.48), and (0.84) SD, Employees positive attitudes for this dimension is connected with their salaries and incentives, and the number of jobs that are available for the area citizens. The hotels profit is the main source for hiring more employees, raising salaries and for more incentives.

Recently the occupancy rate in the 2 hotels is decreasing as a result of the unstable political situation in the region, and accordingly hotels revenue and net profits is decreasing too.

The other part of table (1) is displaying the total means and standard deviation of citizenship behavior dimensions, the employees rated themselves with high levels of citizenship to their colleagues, to their organization, to customers, avoiding problems, and coping with difficult situations, without complains. They are preserving hotels facilities, attending all the formal and informal meetings and social events, with high degree of discipline and commitment. Courtesy was the most dominating behavior with (4.23) total mean and (0.99) SD, followed by Altruism with (4.10) and (0.77) SD, the third dimension was sportsmanship with (4.03) total mean and (0.89) SD, followed by civic virtue with a total mean (3.94) and (0.90) SD, the lowest total mean was for conscientiousness (3.58) with (1.20) SD.

Hypotheses Testing

For testing hypotheses the researcher used Pearson Correlation Coefficient, at 0.05 significant level.

The results in table (2) present Pearson correlation for each dimension of social responsibility (the economic, ethical, philanthropic, and the legal) with the 5 dimensions of citizenship behavior.

It is appeared from the results that there is a positive statistically significant at (0.01) relationship between the 4 dimensions of social responsibility and organizational citizenship behavior.

Ho_1: the value of R (0.533) indicated that the economic dimension is associated in a moderate degree with citizenship behavior.

Ho_2: related to the ethical dimension ant its' relationship with citizenship behavior, it is obvious from the value of R (0.576) that it is also a moderate relationship between the two variables.

Ho_3: It is clear from the value of R (0.693) that there is nearly a strong relationship between the philanthropic dimension and citizenship behavior.

Ho_4: the value of R (0.715) indicated that there is a strong relationship between the legal dimension and citizenship behavior.

Table (3) displayed also the correlations between the four dimensions of CSR and the five dimensions of OCB, which confirmed the previous results of hypotheses testing.

Table (2) Pearson Correlation results

Study variables	Dependent / OCB Dimensions					
Independent CSR dimensions	OCB (total)	Altruism	Courtesy	Civic Virtue	Sportsmanship	Conscientiousness
Economic	.533**	.527**	.633**	.641**	.715**	.65**
Ethical	.576**	.661**	.613**	.491**	.595**	.719**
Philanthropic	.693**	.822**	.765**	.709**	.642**	.660**
Legal	.715**	.709**	.427**	.793**	.694**	.483**

** Correlation is significant at 0.01 level

Conclusions and Discussion

First the study was intended to put insights on the degree to which 5 stars hotels operating in Petra city are evaluated by their employees as socially responsible, and second to assess the impact of these initiatives on their citizenship behavior during their daily basis duties.

The results of the total arithmetic means of the 4 social responsibility dimensions and the 5 citizenship behavior dimensions were for all above (3) the results conclude that the employees believed that they are working at socially responsible organizations and more they estimated themselves accordingly good citizens at work.

It is clear that the 2 hotels management was eager to be externally socially responsible and at the same time aware of the positive consequences of these actions on employees attitudes and behavior internally.

The above findings were confirmed by the results of the correlations between the four dimensions of social responsibility and citizenship behavior dimensions. All (R) values indicated that there is a statistically positive association at 0.01 significant level between the four dimensions of social responsibility and citizenship behavior. The results of Hansen et al., (2011) go in harmony with this study results in a way that employees' appreciation of their organization social actions will be reflected automatically in high commitment, loyalty and citizenship. While the attention of most other studies was on the internal social responsibility; on how employees are managed and treated. Brammer et al., (2007); Ali et al., (2010); AL-Shbiel et al., (2011) and Albdour & Altarawneh (2012) found that internal social responsibility represented by human resources practices had positive influence on employees' commitment and loyalty, which was also compatible with (Benjamin, 2012)**;** Husin et al., (2012) and Lam et al.,(2009) findings of the positive impact of human resources practices on citizenship behavior.

Recommendations

It is recommended that hospitality organizations must be first acquainted with their employees needs in order to create a suitable working climate; seeking for their satisfaction loyalty and commitment especially in this tribal environment.

Second in the light of the growing demands of the local community, it is necessary to stand precisely on the most urgent requirements and to diversify the means for making people life and environment better.

It is recommended for future research to explore the impact of social responsibility on other dependant factors than citizenship behavior, and in more hospitality organizations, and in other sectors.

Acknowledgement:

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