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Mediating the Organizational Commitment in the Relationship between Employees Treatment and Organizational Citizenship Behavior in Travel and Tourism Industry: A Theoretical Construct

Dr. Abdulmalik M. Alhussami[1*], Dr. Abdulmalek H. A. Hazbar[2]

[1]Assistant Professor, department of Tourism, Taiz University Yemen.*
[2]Associate Professor, department of Tourism, Taiz University Yemen

Email: [2]ahazbar@gmail.com
Corresponding Email: [1]Alhussamy1@gmail.com*

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Abstract: ***The well treatment of employees is inevitable and more particularly in travel and tourism which is people business and humanitarian phenomenon that requires humanitarian touch. In the same vein, Sir Richard Branson quotes "Train people well enough so they can leave, treat them well enough so they don't want to". When an organization treats its employees well and fairly they will be more productive and loyal employees who will be more able to treat customer well and will have commitment towards the organization that will be reflected in less turnover and absenteeism. When the organization treats its employees well and fairly, they will be more talented employees and will have high degree of organizational commitment and hence high level of organizational citizenship behavior. In other word, they will be more loyal towards the organization and more able to satisfy customers (tourists) and this in itself represents challenge in travel and tourism industry due to the intangibility of tourism services and difficulty of measuring service quality. Good service is that meets the needs and expectations of customers.***

Keywords: Organizational Commitment, Employees Treatment, Organizational Citizenship Behavior, and Travel and Tourism.

1. INTRODUCTION

Travel and tourism industry enhances the revenue of the destination tourist country and plays a crucial role in the civilizational and cultural exchange between natives and foreigners. Millions of tourists travel to discover the destination's traditions and to enjoy destination's cuisines and general cultural atmosphere and to find out the amount in which the destination

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tourist country contributes to the immortal humanitarian heritage and this in itself is profitable to local shopping centers and other stores that improve itself to provide world class services to foreign tourists. Countries that depends on travel and tourism industry or in other word countries which travel and tourism industry contributes significantly to its revenue spend a lot of money to develop its infrastructure in order to attract more tourists and this means new roads, developed airports, advanced facilities and comprehensive development of destination tourist country.

Travel and tourism industry is a labor intensive which rely mainly on people who form the key element in function of the production. Managers should treat employees well in travel and tourism industry to create employee commitment as committed employees are 20% more productive than employees who are not committed at the workplace. Committed employees will add value to the business, contribute significantly to create unique experiences for tourists and will achieve great results represented in better customer services and successful business in general. To improve organizational commitment for its employees, travel and tourism organizations should ensure the perfect working environment and treat employees well and fairly through granting them fair salary, maternity and holiday leaves and flexible working hours. Organizations can also help their employees to have high degree of organizational commitment through facilitating good and clear internal communication because clear communication makes employees feel comfortable and hence achieve better results and work outcomes, so it is necessary to allow employees feedback and listen to their thoughts and opinions. Travel and tourism business should grant employees opportunities of development through training them and encouraging them to develop themselves and create a happy workplace to contribute to their wellbeing and hence create their organizational commitment.

Employees want to be treated well by the employer. They want from employer autonomy, trust, recognition and appreciation as discussed by Kaye & Jordan Evans (1999) and also by Heathfield (2020).

When the employee works overtime, helps the coworkers even they don't ask him/ her for help, avoid the conflicts at the workplace, nicely tolerate the work related impositions, defends the organization outside, or in other words does above the formal requirements of the job, in this cases we can say that the employee has a high degree of organizational citizenship behavior. O.C.B as Organ (1988) defined is "Individual behavior that is discretionary not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". O.C.B as hypothesized by the current study is influenced by employee treatment and by the mediating variable which is the organizational commitment. The current study aims mainly to identify the relationship between employee treatment and organizational citizenship behavior, and the impact of organizational commitment, as a mediator variable, on this relationship. Thus, the research question of the current study is "does employee treatment has an impact on organizational citizenship behavior, and is there an impact for organizational commitment as a mediating variable on this relationship?".

When employees treated well by employers (Through fair incentives, employee autonomy, and work-life balance), they will have high degree of organizational commitment and hence will have high level of organizational citizenship behavior. They will be more able to satisfy tourists and customer satisfaction can be considered as the platform upon which the tourism

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development wheel can remain move and thus the worthiness of the current research paper to study and publish has been clarified

2. METHODOLOGY OF THE STUDY

The research starts from the question of the study or inquisitiveness that hovers in the minds of the researchers which is "Is there a relationship between employee treatment and organizational citizenship behavior? And is there any impact for organizational commitment as a mediator variable on this relationship?" The current study depends entirely upon the secondary data sources as it is theoretical study in its nature so the secondary data sources such as: journals, published books, magazines and websites have been used to refer the conceptual framework aspects, to review the literature and to answer the question of the study.

Rationale of the study

When an organization treats its employees well and takes care of them, employees take care of the organization and this can be noticed in increased productivity and reduced absenteeism of the employees and can be noticed in employees becoming positive advocates and excellent team players who work in teams and significantly enhance team productivity. In other word, employees will have high degree of organizational commitment and hence have high level of organizational citizenship behavior. They will be more able to satisfy tourists and customer satisfaction can be considered as the platform upon which the tourism development wheel can remain move and thus the worthiness of the current research paper to study and publish has been clarified.

Objectives of the study

A- To contribute with brief theoretical construct about employees treatment, organizational commitment and organizational citizenship behavior.
B- To identify the relationship between employees treatment (fair incentives, employee autonomy, and work- life balance) and organizational citizenship behavior, and the impact of organizational commitment, as a mediator variable, on this relationship.
C- To offer recommendations to improve employees treatment practices in travel and tourism industry and hence improving organizational commitment and organizational citizenship behavior.

Review of Literature

Fauziah, Hujaimatul et.al (2020) stated that employees positive work behaviors are very important in increasing employees' performance and organizational performance, and that the increasing of workplace positive psychological factors can increase employees positive work behaviors. They recommended that there should be a focus on organizational citizenship behavior by authorities of tourism industry of Indonesia because this factor increases employee performance and the profit

Oscarius Yadhi Ari Wijaya (2020) emphasized that organizational citizenship behavior is required to create hotel customer satisfaction, so that employees have more expectations than expectations of customers themselves, and that employees should conduct organizational

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citizenship behavior to create customer satisfaction through providing them high quality services.

The research paper further discussed that the understanding of organizational citizenship behavior is essential to function the hotels efficiently and effectively. The research paper mainly aimed to examine the effect of O.C.B as mediator variable between organizational commitment and employee performance. The study pinpointed that organizational commitment has a positive and significant effect on employee performance directly and through O.C.B as a mediator variable and that O.C.B has a positive effect on employee performance.

Jue Xin Tan et. al (2019) discussed that the dramatic growth of hotel industry in the contemporary era demands hotel managers to keep pace with such improvement and to realize the importance of service provision and its management to effectively compete and to obtain the competitive advantage simultaneously. They mainly aimed in their research paper to examine the importance of emotional intelligence in forming benevolent leaders and organizational commitment as a mediator factor of the relationship between benevolent leadership and O.C.B in hotels industry of Malaysia.

The study used SPSS and AMOS in the analysis of hypotheses testing and pinpointed that the emotional intelligence of supervisor is related to benevolent leadership significantly. They further pinpointed that organizational commitment has a mediation effect on the relationship between benevolent leadership and O.C.B.

3. DISCUSSION

Employee Treatment: Every manager should avoid preferential and favoritism based treatment and all employees in the workplace should be treated well and fairly and this doesn't mean equality in treatment which means that all employees within the organization should be treated the same, because each employee is a unique individual in his/her feelings, emotions, attitudes, perceptions, and his/ her own circumstances and family commitments. Treating employees well and fairly creates trust and loyalty and enhances productivity of employees whereas preferential and favoritism based treatment spoils the relationship between the leader and members and damages the reputation of the company in the market and in the industry alike. When the employees feel respected, important, and valued, they dedicate to achieve best work outcomes irrespective to the role they are playing within the organization. Managers should communicate expectations of fairness to employees because such practice can positively affect the office culture. Managers should also be provided training program to enable them to better understand how to conduct fair performance- based evaluations. Employee treatment involves three main sub-variables are: fair incentives, employee autonomy, and work life balance.

Fair Incentives: Incentives can be defined as the awards that are granted to the employees of the company when they achieve the pre-determined goals, that based on the individual or group performance and can be enjoyed immediately or can be deferred in the case of pensions Sam uel Azasu, (2004). There are two main types of incentives financial incentives and non-

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financial incentives. Financial incentives are those incentives that are paid based on employee contribution and it includes: pay and allowance, productivity linked wage incentives, profit sharing etc. Non- financial incentives: because the cash incentives cannot solve the problems of the industrial production, the non-financial incentives exist to stimulate enthusiasm in **employees and they include:** career advancement opportunities, job enrichment, employee recognition, employee participation, organizational climate etc.
In case of inadequate fair treatment of employees in travel and tourism industry, they leave the tourism enterprise with their knowledge, and the contemporary competitive advantage is mainly based on knowledge and competition which is so called knowledge based competition as Yahia Goh (2002) discussed. Thus, tourism enterprises should treat employees well and fairly to compensate them on challenges and problems of work in tourism industry such as long working hours through granting them financial and non-financial incentives to stimulate their performance and to enable them to have high degree of organizational commitment and high level of organizational citizenship behavior to dedicate in creating customer satisfaction. Compensation system structure must be adapted to employees needs in order to provide employees motivation and commitment which are so vital in tourism industry (Chiu, Luk, and Tang 2002).

Employee Autonomy: Travel and tourism enterprises managers should grant employees more autonomy because they actually work in environment which is characterized by high level of emergency. In other words, employees in travel and tourism industry work face to face with customers and have to make decisions independently. When employees of travel and tourism companies can work independently, the managers will be able to focus more on some aspects of the business. We may say that managers have to train employees on each and everything related to their tasks and responsibilities, but employees have to achieve some works by their own. The benefits of autonomy are not confined to smoothly running of the business but it can create trust that makes employees feel that they are well treated by the managers and then makes them dedicate to do their best for the business. Managers can seek autonomous employees from hiring process through selecting more confident employees able to accomplish their tasks and responsibilities alone and with minimal intervention of the management of course with providing them with the appropriate tools and resources they need to do their tasks and responsibilities perfectly.
Job autonomy has an effect on psychological ownership as has been discussed by Bora Duygu (2021) in her research paper entitled “The Effect of Job Autonomy on Psychological Ownership in Hotel Business” and employees with high level of psychological ownership can exhibit positive attitudes and behavior such as organizational commitment and organizational citizenship behavior. (Jussila et al. 2015; Liu et al., 2017; Olckers, 2013; Peng & Pierce, 2015).

Work- life balance Travel and tourism industry is known as people business industry which demands stable human resources and comfortable working conditions and environment but unfortunately it is distinguished by long working hours, less pay and stressful working environment what makes it unattractive industry to employees and makes it the industry that cannot retain the existing workforce alike (Deery and Jago, 2009) so the management of travel and tourism enterprises should treat employees well through assisting them to achieve work

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life balance in order to create their satisfaction and make them have high level of organizational commitment and organizational citizenship behavior. In other words to create their loyalty towards the organization. The work life balance means the balance that employees have to achieve between work commitment and life commitment. It has some disadvantages for example work schedule and flexible working hours it costs the company ultra-costs representative in recruiting larger number of employees for this purpose. When also the employer enables employees of telecommuting work to perform some works at homes, it allows employees relatives to effect decision making and allows employees children to spoil the devices and instruments of the work. But the advantages of W.LB cannot be overlooked for both employers and employees. Employers and employees alike can get benefits from W.L.B in several ways. W.L.B programs and practices enable employers to achieve employees' retention and decrease employees turnover and absenteeism as (Netemeyer et. al. 1996) discussed that employees' intention to leave the organization he/she works for is because of W.F.C and F.W.C alike. W.L.B leads to increased productivity and more profitability (Baughman et.al. 2003) and creates higher level of employee engagement, organizational commitment and organizational citizenship behavior.

Organizational Commitment: When an employee is identified with and involved in a specified organization, he/she has a degree of organizational commitment (Porter et. al 1974). Whereas (Morris & Sherman 1981) stated that commitment is a balance between inputs and outputs and they further stated that when employee takes from the organization he/she works for more than he/she contributes, the organizational commitment exist. Organizational commitment as (Meyer & Allen 1991) defined is a concept which includes three dimensions namely affective, continuance, and normative and each dimension is different from the others as affective commitment indicates the emotional belongingness of employee to the organization he/she works for, continuance commitment means that employee makes a comparison between stay in the organization and leaving it and choose the stay taking into account the cost of leaving the organization, and normative commitment belongs to employee obligation of staying in the organization he/she works for and his/her loyalty to the organization.
In the same vein, (Elizur, Kautor, Yaniv & Sagie 1996) emphasized that there are two kinds of commitment namely the normal commitment that can be indicated as the belongingness or loyalty of a person to something, and the calculative commitment that can be indicated as the intangible benefits that a person may get through his/her commitment.

Organizational Citizenship Behavior:
Organizational citizenship behavior actually plays a crucial role in travel and tourism industry as it enhances employee-customer relationship and enables employees to serve customers well and satisfy them and more particularly employees who work in front line positions of travel and tourism institutions. Thus, satisfied customers will be repeated and intensive users of services of tourism enterprises and then ongoing and sustainable tourism development. Organizational citizenship behavior was categorized by (organ et al 2006) into five dimensions namely altruism, conscientiousness, civic virtue, courtesy, and sportsmanship. While altruism helps employees to encounter work problems, conscientiousness represents the high rate of

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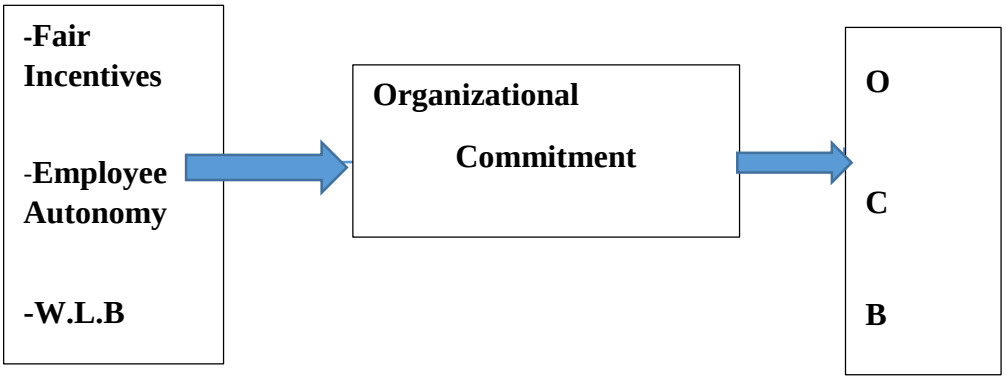
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attendance and above formal job requirements, civic virtue indicates the contribution to responsibility, courtesy shows the respect indicated in each behavior, and sportsmanship represents the person who doesn't demonstrate protest in unimportant problems.
(Baum, 1989; Paraskevas, 2001; Torres& Kline, 2013) revealed that organizational citizenship behavior is an aspect that gaining importance and growing noticeably and more particularly in tourism and hospitality industry professionalism. O.C.B enables an organization in organizational goals achievement and fosters organizational performance. (Fisher et al., 2010) O.C.B is beneficial to an organization and employees alike as it enhances the innovativeness of an organization in hospitality and tourism industries. (Organ, 1988). Furthermore, we can consider the organizational reputation as the most remarkable contribution of O.C.B in hospitality industry. It contributes- according to (Surroca et al., 2010) – to financial performance of an organization. It is indicated in the above mentioned studies that organizational citizenship behavior is gaining more importance in organizations and more particularly in tourism and hospitality industries.

The Impact of Employee Treatment on O.C.B: This item of the research paper was devoted to investigating the impact of employee treatment with its three sub variables which are fair incentives, employee autonomy, and work-life balance on organizational citizenship behavior which will be discussed in the next items.

The Impact of Fair Incentives on O.C.B: When employees feel that they are fairly treated through promotion, financial and non-financial incentives and through general compensations, they will put in their best efforts in achieving the best work outputs and they will have high degree of O.C.B. In the same vein (Tufail et al., 2017) discussed that rewards are related to O.C.B positively as satisfied employees with their work don't perform the formal task requirements but demonstrate more efforts to perform accomplishments beyond their formal task requirements. Fair incentives can be considered a part of organizational justice and in this context (Dearsi, M et al., 2022) revealed in their empirical study that there is a positive and significant relationship between organizational justice and organizational citizenship behavior and the first positively impact the second. They further pinpointed that when there is a sufficient implementation of organizational justice, the workers feeling of organizational citizenship conduct would rise. Thus, by some mean or other we can say that fair incentives has a positive influence on organizational citizenship behavior.

Employee Treatment



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Research Model

6-4-2 the Impact of Employee Autonomy on O.C.B

Employee autonomy is granting the employees the freedom, independence or choice to perform their tasks in such a way that suits their skills and personalities.

All organizations face the challenges of survive and turnover and managers alone are not able to overcome such challenges and they need to utilize the human resources well to get benefits from their energies and talents. Thus, managers should provide the healthy and productive work environment through empowering the employees and granting them adequate autonomy to demonstrate their capabilities and talents. Autonomy always associated with trust and more the trust is prevailing in the workplace between management and employees and among the employees themselves, more the trust impact the behavior and interactions of employees and more the employees perform their works well. (Herselman, 2003).

Damianus Abun et. al (2021) pinpointed in their research study that there is a significant impact of employee empowerment on organizational citizenship behavior. They studied four sub variables under employee empowerment namely: delegation of authority, self-efficacy, self-management, and autonomy.

According to (Jinyue, 2007), job autonomy leads to organizational citizenship behavior as it grants employees independence to perform their tasks as they wish what creates motivation for employees to perform their tasks and enhance their conscientiousness. He further emphasized that what is inevitable that job autonomy may lead to resource abuse. In the same context, (Krishnan et al. 2010) stated that task autonomy- besides task variety, and task significance – leads to O.C.B. Similarly, (Pattnaik et al 2021) indicated that job autonomy and supportive management impact organizational citizenship behavior positively. Thus, through reviewing the above mentioned literatures, it can be said that employee autonomy positively influence O.C.B. 6-4-3 the Impact of Work-Life Balance on O.C.B

For organizational effectiveness and attracting and retaining talented employees, the management needs to help employees to achieve work life balance or in other words to balance work life conflicts well, and this of course will enable employees to demonstrate their discretionary behavior and to accomplish more than normal tasks and duties for the organization as they are empowered to effectively fulfill their commitment towards their work and personal life alike.

When the employees realize that they are able to balance work and life conflicts, they will know that the organization treats them well and this will enhance trust and organizational support and make employees dedicate in achieving best work outcomes.

If the culture of poor work life balance prevailed in workplace, the result will be disappointed and dissatisfied workforce and more particularly in travel and tourism industry which is known for the plenty of challenges that workforce face such as long working hours and lack of growth and development opportunities. Seman, A et al (2022) conducted a research study to examine the effect of work life balance initiatives on O.C.B and the study revealed that there is a significant effect for W.L.B on O.C.B. Work life balance, through job satisfaction, has an effect on O.C.B as Erdianza, N et al (2020) proved in their research study that job satisfaction has a mediating effect in the relationship between W.L.B and O.C.B.

6-5-The Mediating Effect of Organizational Commitment on the Relationship between Employee Treatment and O.C.B

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Namasivayam and Zhao (2007) conducted a research study to investigate the relation between W.F.C (work-family conflict), job satisfaction and organizational commitment and pinpointed that there is a negative relationship between W.F.C and J.S and they stated that it doesn't matter if the employees are organizationally committed. In other words, the research study indicated that there is a relationship between employee treatment (work life balance) and organizational commitment. From other side, there is a relation between organizational commitment and organizational citizenship behavior. Thus, the organizational commitment plays a mediating role in the relationship between employee treatment and organizational citizenship behavior.
Pradhan, R, K. et al (2016) pinpointed in their research study that there is a significant effect of work-life balance on organizational citizenship behavior. They further reported that organizational commitment has a mediating effect on the relationship between W.L.B and O.C.B.

4. CONCLUSION

The current study depending on the literatures reviewed reports that there is an impact of employees treatment with its three dimensions which are fair incentives, employee autonomy and work-life balance on organizational citizenship behavior both directly and through organizational commitment as a mediator. Thus, the management of travel and tourism institutions should adopt some practices of employee treatment such as granting employees fair incentives, maternity and paid leaves and flexible working hours. It should enhance better and clear internal communication and allow employees feedback and listen to their suggestions and should foster the opportunities of growth and development of employees through training them and motivating them to develop themselves. Employees should be granted autonomy in achieving their works and should be provided with innovative and happy work environment in order to overcome the challenges they face in the industry as long working hours and lack of growth and development opportunities. All the aforementioned practices of employee treatment will help employees to achieve organizational commitment and hence to have high level of organizational citizenship behavior.

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