Examining the Organizational Citizenship Behavior among Hotels' Employees in Luxor

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Keywords

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Courtesy,

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Civic virtue.

Abstract

Organizational citizenship behavior is effective in ensuring hotels successful and improving its performance, so the purpose of this paper is to examine the level of organizational citizenship behavior among the Egyptian five-star hotels' employees in Luxor. The study utilized the questionnaires form as an instrument to collect data measure these variables. Out of 200 forms distributed, 142 forms were successfully filled out and collected. The study found that the level of organizational citizenship behavior among employees in five- star hotels in Egypt was high in altruism dimension and was very high in courtesy, sportsmanship, conscientiousness, and civic virtue dimensions. On the other hand in five- star hotels there were significant differences between demographic variable (Gender) in two dimensions of organizational citizenship behavior (sportsmanship and conscientiousness) the high mean of these dimension for females. In addition there were significant differences between demographic variable (Years of experience) in two dimensions of organizational citizenship (conscientiousness, and civic virtue) the high mean of these dimensions for old employees (11-20 years of experience). The study recommended that designing training programs aims to raise employees' awareness of the importance of organizational citizenship behavior.

1. Introduction

Hospitality has become one of the competitive areas in the service industry in Egypt (Hamsandini & Park, 2018) and contributes to the economy of the country (Alareefi et. al. 2019). Moreover, hospitality confronts obstacles to discover ways to retain customers and attract new others (Ambepitiya and Dharmasiri, 2017). Egyptian hospitality is currently facing many challenges posed by the rapidly fluctuating outside environment in which it manages. The most noticeable challenges are the increasing competition between competing companies, and the world economic recession (Semasinghe, 2016).

To achieve a competitive advantage, a hotel needs to leverage its unique resources (Madhani, 2009), such as technology and people (Ardana, et al, 2012). Human resources are critical sources of capabilities and behaviors that are the main source of competitive advantage that is difficult to emulate or replace by competitors (Erkutlu, 2011). Innovation and technology development continues to affect the business today; organizations strive to achieve competitive advantage in order to ensure success (Hussein, 2011). Among the many work behaviors considered relevant is "organization citizenship behavior (OCB)" (Bienstock et al., ; 2003Bhal, 2006; Paulino et al., 2010). Organizational citizenship behaviors (OCBs) have been intensively researched in recent years (Huang et al., 2012). For increasing organizational satisfaction and performance, hotels must have high levels of employees' organizational citizenship behavior (Prasetyo, et al, 2017).

In adding to achieve and maintain organizational efficiency, hotel property must understand the need for personnel and discretionary efforts in work. In the absence of hardworking staff, many hotels would not exist in their places today. It is very likely that diligent and dedicated employees not only performed the tasks assigned to them, but also overdone the expectations of the employer for the benefit of the hotels as a whole. All these things that companies do are to improve their performance at work (Listari and Gabby, 2018).

Due to the lack of previous studies in hospitality industry concentrating on knowledge about the level of employees' organizational citizenship behavior (Ali et al, 2011 ; Hyo Sun and Hye, 2015; Necdet, 2015; Soon-Ho, 2018; Shaoping et al., 2019; Gizem et al., 2019; Jie et al 2019 and Erhan & Bekir, 2020) so the purpose of this research is to find out the level of employees' organizational citizenship behavior. In addition there are several researchers who study organizational citizenship behavior in hospitality in Egypt (Tag- Eldeen and Abdien, 2016; Jehan and Amr, 2017; Hazem and Yee, 2018; Abuelhassan, 2019; Ahmed&Hossam, 2019; and Moataz& Sameh 2021) but they didn't examining the level of employees' organizational citizenship behavior so this study is the first empirical study in Egyptian hotels in Luxor and aims to achieve two specified objectives: 1) explore the level of organizational citizenship behavior among employees' hotels in Egypt; 2) the level of organizational citizenship between employees according to their demographic variables (gender and years of experiences).

2. Literature Review
2.1 Organizational Citizenship Behavior

Bernard's writings in 1938 in the field of the true desires of individuals and their willingness to provide good services and work are the beginning in analyzing the fundamentals of organizational behavior on which Katz later relied in 1964, when he identified three main outlines of the driving grounds for organizational behavior (Katz, 1964) and found that ideas related to the concept of organizational citizenship behaviors emerged in the 1970s based on the principle of Organ (1977) that job satisfaction affects individuals' willingness to help their colleagues and business partners and their tendency to collaborate concerning organizational activities that control the operation of work.

Organizational citizenship as a concept is defined as it is supposed to "show optional effort and play an additional role behind the specific functional norms and descriptions of this individual in the working environment of the individual" (Organ, 1988). Organizational citizenship behavior as behavior that refers to the efforts for tasks other than those dictated by the job descriptions (Deloria, 2001).

It also can be defined as the productive and cooperative behavior that is not provided in the job prescription and is not rewarded by the hotel in the official reward system. OCB is defined by Bloodgood (2002) as those employees voluntarily doing more than their jobs to help each other in the best awareness of a hotel whose activities are constant with the overall mission. Chien (2004) defines it as the conduct of the individual as voluntary and optional, which does not fall within the job description or within the instructions and employment contract. Yental, 2008 defines it as the activities carried out by individuals to get the job done indirectly in the work environment, which includes helping co-workers, maintaining compliance with the rules of the work environment, actively participating in the decision-making process, as well as enduring working conditions without making any complaints. In addition taking responsibility for extra responsibilities, willingly helping others, trying to grow in a profession that obeys criteria, increasing and protecting the hotel and avoiding faults in the workplace with a positive behavior (Tang 2012; Nassar, et al., , 2014 Salim, et al., 2017; Christensen and whiting 2018)

OCB expects staff performance (Podsakoff et al., 2000) and makes an important contribution to organizational effectiveness and social connections within the organization (Organ et al., 2006). Since the use of character strengths is associated with increased commitment and a sense of work (Harzer and Ruch, 2012; Peterson et al., 2005). Employees with high OCB will do everything without expecting to get financial rewards. Achieving hotels goals by volunteering employees to do their tasks (Organ, 1988). As a result, they will perform better in the workplace (Robbins & Judge, 2018). In their research, Chiang & Hsieh (2012) and Wu et al. (2014) proved a positive impact of OCB on employees' performance. The same result has been confirmed by Basu et al. (2016), Lestari & Ghaby 2018; Abrar & Isyanto (2019), Barsulai et al. (2019). The mechanisms of OCBs have important social, institutional and personal ramifications and allow workers to receive financial and psychological benefits for their participation in the enterprise (Shahjehan, et al., 2019).

Employees who show OCB in the organization can generate obvious communication and later induce a favorable, collaborative and commonly reliable working atmosphere; it induces a feeling of happiness and harmony, thus allowing employees to work in a positive mood (Fisher, 2010). The OCB demonstrated by employees to external guests, for example, going the extra mile to understand guests need rather than just selling products, taking the advantage to attract guests, therefore the relationship between employees and colleagues as well as guests will become stronger and closer, moreover, OCB helps to reduce withdrawal and absenteeism behaviors among employees in regulation (Wu and Ko, 2013)

In addition, organizational citizenship is of great importance to the overall performance of the hotel property and affecting the achievement of the hotel's objectives by improving the level of employee engagement (Gizem and Öykü. 2019). Firstly, the conduct of organizational citizenship provides the hotel with means of interaction between individuals within the hotel property that increase the overall consequences achieved. Secondly, due to the shortage of resources in hotels, we find that the additional roles that stem from the conduct of organizational citizenship led to the possibility of the institution achieving its objectives. Thirdly, it also promotes the spirit of loyalty and belonging to the organization as well as improving organizational communications, developing relations of cooperation and participation and encouraging creativity and excellence between employees and presidents, leading to building a positive organizational climate to improve the efficiency and effectiveness of organizational performance (Nezakati & et al., 2010; Organ & Ryan, 1995). Moreover OCB helps the hotels to meet the challenges, improve the industry in the future, and show good employee relations (Moataz and Sameh, 2021).

OCB is linked to the behavior of people who voluntarily make contributions to the organization outside of their functions concerning their work. Altruism, gentility, civil virtue courtesy and responsibility are five aspects of OCB (organ, 1988). These aspects concern organizational behaviors such as helping others at work, complying with regulatory rules, not complaining about work and willingness to actively participate in organizational work (Wang et al, 2013).

2.2 Dimensions of Organizational Citizenship Behavior.

Many researches divided organizational citizenship behavior into a five dimensions (Siripapun, 2016; Wen-Jung, 2016; Ali and Cem, 2017). These dimensions are as follows: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

The first dimension is altruism may indicate voluntary assistance behaviors directed at a member of the organization who has a work-related problem and can be a colleague or even a supervisor (Stéphane & Marc, 2007).

The second dimension is conscientiousness; people with a high degree of conscientious vigilance are the most responsible and disciplined, and are closely related to the events surrounding their environment (Frink and Ferris, 1999). In addition there are nine aspects of the awakening of conscience: order, achievement, responsibility, morality, emotional control, perseverance, and being traditional,

official and decisive (Roberts et al 2005). It is a way of keeping resources and internal protection (Ahmad, et al 2016; Asif et al 2016; Haider et al 2017).

The third dimension is sportsmanship that indicates worker's desire for tolerance, his ability to endure difficult problems and problems, and his willingness to accept some frustrations and organizational harassment without complaint. (Padaskoff, et al 2000; Yoon 2009).

The fourth dimension is courtesy means a behavior in which the worker or employee is keen to prevent work-related problems, avoid exploiting others and doing problems with them (Koopman. 2000; Yoon 2009).

The fifth dimension is civil virtue. A civilized behavior includes playing an active role in helping other employees adapt to these developments (Altuntas et al. 2010). Shukla and Singh (2013) and Daly et al., (2015) noted that civilized behavior contains two basic elements: the worker exceeds his duties and participates in other tasks; and the second: to keep pace with the developments surrounding it through the development of its skills. Moreover, several of studies have shown that OCB dimensions affect organizational performance (Rainer et al. 2012; Palomino and Canias 2014; Fatima et al., 2015 ; Aksoy et al., 2016 ; Basu et al., 2016 ; Lestari & Ghaby 2018 and, Abrar and Isyanto 2019

3. Methodology
3.1 Sample and Data Collection Procedures

Luxor is one of the world's oldest historical cities (Ahmed et al., 2014; El-Hassan, Elsayed, and Soliman, 2015), and its contribute significantly to the income (AbuElhassan, Elsayed and Soliman, 2016). Luxor hotels' employees were the target population of the present study. There were the 7 of five-star hotels reflecting the whole five-star hotels located in the Luxor city (Egyptian Hotel Association, 2020). The study targeted all five star hotels only 5 out of five star hotels were included in this sample. To determine whether the sample size is sufficient to test research, a priori sample size calculation was performed to obtain the sample size required. The sample size is calculated according to formula of (Thompson, 2012).

$$n = \frac{N \times p(1-p)}{N-1 \times (d^2 \div z^2) + p(1-p)}$$

Where N the population size (417), and the sample size (200), and the acceptable sampling error (0.05) so questionnaires were distributed randomly to 200 employees in five- star hotels. A total of 200 questionnaire forms were distributed in five-star hotels 142 forms were successfully filled out with a response rate of 71%.

Table (1) distributed and valid forms and responsive rate.

N	Hotel Name	Questionnaires distributed	Questionnaires valid	Responsive percentage
1	Hilton Hotel	40	32	80%
2	Sonesta Hotel	40	30	75%
3	Winter Palace Hotel	40	29	72.5%
4	Sheraton Hotel	40	26	65%
5	Steigenberger Hotel	40	25	62.5%

3.2 Pilot Study

A pilot study is one that is carried out to assess the feasibility, time, and cost of the actual study, as well as to predict the appropriate size of the sample, in order to improve the design of the study prior to the actual study (Hulley, 2007). It is critical to conduct a pilot study in order to identify the flaws in the instrument design prior to devoting significant time and resources to the large-scale actual study. The primary reasons for conducting a pilot study are to confirm the validity and reliability of the questionnaire items (Doody and Doody, 2015; Fraser et al., 2018)

3.3 Data Validity and Reliability

3.3.1 Data Validity

The research validity refers to the accuracy of the way that the research methodology applied, will be able to measure exactly what is supposed to be measured in the research. Nunnally (1978) recommends refinement of the measurements of the constructs by checking factor loadings, so the researcher used exploratory factor analysis, principal component analysis with varimax orthogonal rotation was applied to 29 items for factor extraction as well as to assess the underlying dimensions of the given items. The initial EFA results showed that all items loadings are high and they range between .513 and .773. Principal component analysis with Varimax with Kaiser Normalization was used to compute factor analysis using 50 participants' scores.

Table (2) Eigenvalues, variances and accumulative percentage of explained variance

Components	Eigenvalue	% of Variance	Cumulative %
Altruism	5.713	19.699	19.699
Courtesy	5.485	18.914	38.612
Sportsmans - hip	5.202	17.937	56.549
Conscientio - usness	4.398	15.165	71.714
Civic virtue	3.460	11.930	83.644
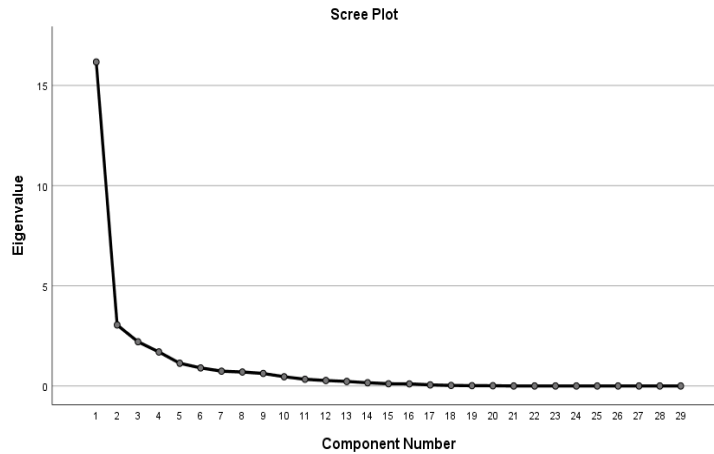
(Fig. 1) Scree plot for the factors of the scale

3.3.2 Data Reliability

In order to examine the reliability of all scales in this study, the researcher used SPSS Statistics 22 software to do the reliability test. Cronbach's alpha is the most commonly used statistic to measure the internal consistency reliability of a scale

Table (3): Cronbach's Alpha for each dimension of organizational citizenship behavior

No	Dimensions	Cronbach"s alpha
1	Altruism	.789
2	Courtesy	.942
3	Sportsmanship	.886
4	Conscientiousness	.945
5	Civic virtue	.913

Table (3) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from .78 and .95 Thereby, it can be said that the questionnaire was proved to be valid, reliable, and ready for distribution for the population sample, so the value above 0.7 means acceptable, while the value above 0.8 means preferable (Pallant, 2016).

3.4 Respondents' profile

The following table showed that information about respondents such as gender, age, marital status, and years of experiences.

Table (4) descriptive statistics of the profile in five star hotels

Demographic		Frequency	Percentage
Gender	Male	111	78.2%
	Female	31	21.8%
Marital Status	married	132	93%
	single	10	7%
Years of Experiences	From 1 to 10 years	50	35.2%
	From 11 to 20years	92	64.8%

Table (1) showed that, 78.2 % of respondents are male while 21.8% of them are females.93 % of respondents are married, 7% of them are single, and finally 35.2 % of respondents are from 1 to 10 years experiences, 64.8% of them from 11 to 20 years.

Table (5): correlation coefficient of each item of organizational citizenship behavior

N	Items	Correlation Sig
	Alturism	
1	I help others who have heavy workloads	.690**
2	I do my colleagues' work when needed	.803**
3	I help orient new people even though it is not required	.749**
4	I take extra time for my duties	.751**
5	I willingly give some time to help others who have Work	.760**
	Courtesy	
6	I provide my colleagues with the suitable information	.881**
7	I avoid hurting colleagues' fellings	.953**
8	I respect my colleague's privacy	.927**
9	I care about my colleagues' rights	.823**
10	I consult with my colleagues when making decision	.837**
11	I solve employees' problems	.870**
	Sportsmanship	
12	I avoid taking time to complain	.873**
13	I avoid to expanding the problems	.737**
14	I avoid pick employees mistakes	.663**
15	I accept the criticism	.810**
16	I tolerate with any personal offense	.818**
17	I show respect to my colleagues	.884**
	Conscientiousness	
18	I tend to spend most of my working hours on work dutie	.620**

19	I fulfills the responsibilities described in the job description	.674**
20	I am careful not to be absent	.497**
21	I accomplish tasks assigned by supervisors	.632**
22	I Obey organization's rules and regulations even when no one is watching	.606**
23	I complete my duties carefully	.608**
	Civic virtue	
24	I am sure to follow activities	.751**
25	I keep attending seminars	.711**
26	I Share personal property with others to help their work	.963**
27	I do my best to develop my self	.943**
28	I attend functions that are not required but help the Organization' s image	.829**
29	I maintain and implement organizational cultures	.888**

Table (2) shows that the correlation coefficient for each item of the organizational citizenship behavior. The p-values (Sig.) are more than 0.05, so it can be said that the items of this field are consistent and valid to measure what it was set for.

3.5 Measures

3.5.1 Organizational Citizenship Behavior

The scale constructed organ (1988) was used for measuring organizational citizenship behavior. The scale contains 29 items covering five main dimensions. The first- dimension measures altruism, the second dimension measures courtesy, the third dimension measures sportsmanship, the fourth dimension measures conscientiousness, and the fifth dimension measures civic virture. Respondents indicated their agreement with each items on five point Likert scale (I = strongly disagree to 5 = strongly agree). This scale of organizational citizenship behavior shows reliabilities coefficient of .95.

3.5.2. Demographic Variables:

Data regarding participant's age, gender, year of work, and department were also obtained.

Data analysis

The following statistical tools are utilized:

1) Pearson Correlation Coefficient for Validity.

2) Cronbach's Alpha for Reliability Statistics.

3) Frequency and Descriptive analysis.

4) Parametric Tests (T test).

4. Results and Discussion

The purpose of this study is to explore the level of organizational citizenship behavior among employees' hotels in Egypt, in addition the level of organizational citizenship between employees according to their demographic variables (gender and years of experiences). In order to achieve this purpose tests have been conducted in this study descriptive statistics of dimensions of organizational citizenship behavior accordance with the objectives of the present study.

Table (6): descriptive statistics of statements of Altruism dimension (in five-star hotels (N) = 142

N	Statements	Five- star Hotels		
		Mean	Std. Deviation	Ranking
1	I help others who have heavy workloads	3.76	1.44	3
2	I do my colleagues' work when needed	4.02	.926	2
3	I help orient new people even though it is not required	4.02	1.14	1
4	I take extra time for my duties	3.38	1.15	5
5	I willingly give your time to help others who have Work	3.23	1.04	4
	Altruism	3.86		

From the table, it could be seen that, the high mean of statements of altruism was "helps orient new people even though it is not required" (4.02) with Std Deviation (1.14). On the other hand, the low mean was" willingly give your time to help others who have Work" (3.23) with Std deviation (1.04). In general that dimension was high (3.86).

This finding indicates that an atmosphere of cooperation among hotel employees prevails without expecting any kind of compensation, because hotel managers treat employees as one family, and human and social relations prevail among hotel employees. On the other hand, this cooperation helps to exchange information, experiences and opinions among them, which is reflected in the quality of work and performance. This finding agrees with (Rayner et al., 2012; Bernardin & Russell 2013; Lim & Loosemore 2014; Akosy et al., 2016; Eslam et al., 2019), they indicate that employees have an excessive role in the success of hotels and attempted to provide as much information as possible that improve hotels performance.

Table (7): descriptive statistics of statements of   courtesy dimension (in five-star hotels (N) = 142

N	Statements	Five star Hotels		
		Mean	Std. Deviation	Ranking
6	I provide my colleagues with the suitable information	4.16	1.01	5
7	I avoid hurting colleagues' fellings	4.56	1.00	1
8	I respect my colleague's privacy	4.54	1.03	2
9	I care about my colleagues' rights	4.46	.822	3
10	I consult with my colleagues when making decision	4.34	1.09	4
11	I solve employees' problems	4.16	.987	6
	Courtesy	4.35		

From the previous table, it could be seen that, the high mean of statements of courtesy dimensions was "I avoid hurting colleagues' feelings" (4.56) with Std Deviation (1.00). On the other hand the low mean of statements courtesy dimension was" I solve employees' problems" (4.16) with Std. Deviation (.98). In general general that dimension was very high (4.35).

This finding indicates that the employees try to prevent any problems related to work or between them, where the statement (7) was got the highest average because the employees avoid hurting the feelings of their colleagues at work due to they work together long time ago and they have a strong relationship between them that helps to create a positive atmosphere and a stable work environment inside the hotel which has a positive impact on the hotel as a whole due to the intensity of competition between Luxor hotels to attract the largest segment of guests that thing reflected in the hotel profitability. This finding agrees with Farooqui 2012; Kaufam 2017; Suharno et al., 2017), they indicate that work atmosphere provides security and allows employees to work optimally; it can influence the passions of the employee.

Table (8): descriptive statistics of statements of sportsmanship dimension (in five star hotels (N) = 142

N	Statements	Five star Hotels		
		Mean	Std. Deviation	Ranking
12	I avoid taking time to complain	4.16	1.15	3
13	I avoid to expanding the problems	4.38	.950	1
14	I avoid pick employees mistakes	4.38	1.00	2
15	I accept the criticism	4.10	.943	4
16	I tolerate with any personal offense	3.50	1.22	5
17	I show respect to my colleagues	3.40	1.32	6
	Sportsmanship	4.78		

From the previous table, it could be seen that, the high mean of statements of sportsmanship dimension was "I avoid to expanding the problems" (4.38) with Std Deviation (.950). On the other hand the low mean of statements of sportsmanship dimension was" I show respect to my colleagues" (3.40) with Std. Deviation (1.32). In general that dimension was very high (4.78).

This finding indicates that employees can maintain a positive attitude towards others. Employees were patient when facing daily routine problems without complaining. In addition the employees are fully prepared to apologize if something happened to them with their colleagues. Meanwhile statement (13) has got the highest statement because the employees deal with problem as an opportunity that must be solved and taken advantage of turn them into something positive for the hotel, that thing creating a positive work environment and employee's performance. This finding agree with Wu et al., 2016; Lestari & Ghaby 2018; Arfan et al., 2019), they indicate that the value of interesting, maintaining, and handling problems help boats the productivity has showed a vital result in the achievement of hotel objectives.

Table (9): descriptive statistics of statements of conscientiousness dimension (in five-star hotels (N) = 142

N	Statements	Five star Hotels		
		Mean	Std. Deviation	Ranking
18	I tend to spend most of my working hours on duties	4.10	1.14	4
19	I fulfill the responsibilities described in the job description	4.40	1.13	1
20	I am careful not to be absent	3.49	1.41	6
21	I accomplish tasks assigned by supervisors	4.13	1.11	3
22	I obey organization's rules and regulations even when no one is watching	3.77	1.04	5
23	I complete my duties carefully	4.19	1.07	2
	Conscientiousness	4.82		

From the previous table, it could be seen that, the high mean of statements of conscientiousness dimension was "Fulfills the responsibilities described in the job description" (4.40) with Std Deviation (1.13). On the other hand the low mean of statements of Conscientiousness dimension was" Be careful not to be absent" (3.49) with Std. Deviation (1.41). In general that dimension was very high (4.82).

This finding indicates that employees have dedication and sincerity at work while adhering to the professional conscience when doing any work. The statement (19) has got the highest statement in that dimension, employees are committed to their work schedules because time is important to them and help them finish all the work on time. Their strong commitment makes them prefer hotels benefit over their personal benefits to increase hotel profits. This finding agree with (Hussin 2011; Prasetio et al ., 2017 ; Kaufam 2017), they indicate that employees commitments are the one play the main role and make major contribution to profitability.

Table (10): descriptive statistics of statements of Civic virtue dimension (in five- star hotels (N) = 142

N	Statements	Five- Star Hotels		Ranking
		Mean	Std. Deviation	
24	I am sure to follow activities	3.64	1.16	5
25	I keep attending seminars	3.52	1.23	6
26	I share personal property with others to help their work	4.25	1.08	3
27	I do my best to develop my self	4.33	1.10	2
28	I attend functions that are not required but help the Organization' s image	4.35	1.05	1
29	I maintain and implement organizational cultures	4.07	.795	4
	Civic virture	4.83		

From the previous table, it could be seen that, the high mean of statements of Civic virture dimension was " I attend functions that are not required but help the Organization' s image " (4.35) with Std Deviation (1.05). On the other hand the low mean of statements of Civic virture dimension was" Keep attending seminars" (3.52) with Std. Deviation (1.23). In general that dimension was very high (4.83).

This finding indicates that employees' hotels volunteer to work outside official working hours and speak positively about their hotel. The statements (28) has got the highest statement in that dimension because the more employees have loyalty the more suggestions and constructive ideas are presented to develop their tasks the thing that reflected hotel images and reputation in hospitality sector. This finding agree with (Nolley 2011 ; Turnipseed & vandewaa 2012 ; Awang & Wan 2013 ; and Jacobs et al, 2013 ; Kaufam 2017 Je–Eun, 2019), they indicate that the hotel employees' creative self-efficacy positively influenced their feeling of energy, that thing influence positively on the hotels' reputation.

Table (11) : T.Test The difference between dimensions of organizational citizenship behavior according to gender

Dimensions	Gender	Mean	Std. Deviation	T	f	Sig(2-tailed)
Altruism	male	18.17	4.65	- 1.67	6.94	.098
	female	19.54	2.04			
Courtesy	male	26.08	5.85	- 1.29	3.38	.201
	female	27.45	1.68			
Sportsmanship	male	23.19	5.61	- 3.34	8.47	.001
	female	26.67	2.71			
Conscientiousness	male	22.98	6.47	- 4.40	19.72	.000
	female	28.16	1.80			
Civic virtue	male	24.28	5.76	- 2.39	8.94	.684
	female	23,83	4.00			

From the previous table, it could be seen that there were no significant differences between the three dimensions of organizational citizenship behavior (Altruism- Courtesy- Civic virtue) according to gender where as, F value was .098 followed by F value .201 and finally F value .684. This finding agrees with Yilmaz 2008).

On the other hand, there were significant differences between two dimensions of organizational citizenship behavior (Sportsmanship – Conscientiousness) according to gender for female whereas, F value was 8.47 followed by an F value of 19.72. This finding indicates that in five- star hotels in luxor. Because females have more tolerance and afford for difficult tasks, on the other hand, they have sincerity and dedication to work due to their desire to get a promotion in senior management positions in hotel. This finding agrees with Organ and Lingl 1994; Lam et al., 2015 Mehrdad et al., 2017), they indicate that females have heightened preferences for emotionally enjoyable experiences at work. Female are more likely to possess a 'feeling' style which is likely to enable them to motivate confidence among peers, and share information, so it is realistic to predict that females would be more likely to engage in OCB than male. On the other hand the main result disagree with Yilmaz 2008, he indicates that there is no differences between male and female in OCB.

Table (12): T.Test The difference between dimensions of organizational citizenship behaviors according to years of experiences.

Dimensions	Years of experiences	Mean	Std. Deviation	T	f	Sig(2-tailed)
Alturism	From 1 to 10	19.20	4.88	- 1.70	6.96	.095
	From 11 to 20	18.50	2.08			
Courtesy	From 1 to 10	27.08	5.90	- 1.32	3.42	.205
	From 11 to 20	28.45	1.70			
Sportsmanship	From 1 to 10	25.26	5.80	- 2.42	8.95	.688
	From 11 to 20	24,80	4.03			
Conscientiousness	From 1 to 10	23.98	6.50	- 4.44	19.82	.000
	From 11 to 20	29.16	1.88			

Civic virtue	From 1 to 10	23.20	5.70	-3.40	8.98	.001
	From 11 to 20	25.20	2.77			

From the previous table, it could be seen that there was no significant differences between the three dimensions of organizational citizenship behavior (Altruism- Courtesy – Sportsmanship) according to years of experiences where as, F value was .095 followed by F value .205 and finally F value .688. This finding agrees with Wanger and Rush 2000)

On the other hand there were significant differences between the two dimensions of organizational citizenship behavior (Conscientiousness - Civic virtue) according to years of experiences for old employees that have experiences from 11-20 years where as, F value was 19.82 followed by F value of 8.98. employees differ in their views about their work and are interested in social and moral relations throughout the duration of their work in a hotel, so they define duties accurately and in harmony inside the hotel and be more able to do their tasks accurately, the thing that reflecting hotels' success. These results are in line with Alexander et al., 2017; Kapella & Pohl 2018; Belleville et al., 2019)

5. Conclusion

Every hotel is striving hard to achieve competitive advantage over others, so success of any hotel depends on its employees, the degree of interest in the human element leads to an increase in income by between 16% and 23%. Therefore, the human resource can employ resources to serve the objectives of the hotel.

For achieving this, the hotel needs to have a good understanding of the practices which gives rise to citizenship behavior. Employees' behaviors are important as they help the hotel provide its resources and eliminate the need for more formal and costly regulatory methods, while making communications more effective and help to reduce the need to allocate scarce human resources to certain tasks as well as strengthening fundamental relationships between individuals to create better interaction so OCB is important to reach hotel targets owing to the positive relations with organizational effectiveness and efficiency. The true success of a hotel relies on the performance and on the creativity of the employees.

The study utilized the organizational citizenship behavior scale measurement tool developed by organ (1988). This study is the first empirical study in Egypt that focuses to know the level of organizational citizenship behavior in Luxor hotels in Egypt in the hospitality industry. The contribution of this study goes to both the

literature and practice of both topics in the hospitality industry. The study concludes that the level of organizational citizenship behavior among employees in five- star hotels in Egypt was (high) in altruism dimension and was (very high) in courtesy, sportsmanship, conscientiousness, and civic virtue dimensions. In addition there were significant differences between demographic variable (Gender and years of experiences) and specific dimensions of organizational citizenship behavior.

6. Recommendations

There are several of recommendations for hotels to maintain the level of employees' organizational citizenship behavior. These recommendations can be presented as follows:

- Designing training programs aims to raise awareness of importance of organizational citizenship behavior and its positive effects on employees and hotels.

- Making continuous assessments of the personal and psychological employees' factors that motivate staff to maintain the level of their organizational citizenship behavior in the hotel

- Expanding performance evaluation criteria considering employees' voluntary behavior

- Focusing on employees needs and encouraging them to express their thoughts and opinion inside the hotel.

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