

The Effects of Job Satisfaction on Organization Citizenship and Mobbing In Hospitality Industry

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ABSTRACT

Organizations in different sectors including hospitality industry are beginning to realize that employee are their most precious asset and research has shown that employees job satisfaction is not an independent concept, as it is intertwined with other subjects. Job satisfaction is dependent upon organization variables such as Organization Citizenship and mobbing, which indicate the organizational climate. The result of the study examines the effects of job satisfaction on Organization Citizenship and mobbing with all the three variables having significant relationship using the case of five star Hotels in Nigeria. Quantitative analysis was used and SPSS was the software for the data analysis, 350 questionnaires were distributed to the hotel employee, and 320 were returned. The collected data was analyzed using Chi-square, Correlation and Regression analysis. The finding showed that effect of job satisfaction has positive influence on organization citizenship, where job satisfaction has negative influence on mobbing. Organizations are encouraged to increase their employee motivation activities to improve it job satisfaction. The hotel industries are encouraged to eliminate mobbing it can help to improve job satisfaction as well.

Keywords: Job satisfaction, Organization citizenship and Mobbing.

INTRODUCTION

The hotel industry is a service providing industry that is mostly dependent on the ability of the employees to provide a unique, courteous and friendly service to customers (Robbins and Jude, 2007). Employees play a very important part in creating a favorable environment for customers and also shaping the perceptions which customers have towards the service. For employees to perform their best ability, job satisfaction becomes the key factor that influences customer satisfaction. According to Lashley and Morrison (2000), customer satisfaction can only be attained when the employees are satisfied and happy with their jobs. In this case managers must have the knowledge on what motivates their employees to get them satisfied to perform effectively.

Job Satisfaction is a key research matter, not only for developmental experts, but also for managers and organizations in different sectors including the hospitality industry. JS is important for organizations because of

employees, who are satisfied with their job, may show great effort in doing their jobs. According to Broome et al (2009) JS is linked to job-related behaviors, together with performance and work attendance (Smith, 1992). Earlier studies also established the relationships that exist between JS and numerous variables for instance motivation, organizational commitment, stress, salary, promotion, role conflict, distributive and procedural justice, role ambiguity, autonomy, workload, leadership style, educational level, emotional intelligence Dogan, (2009); Kafetsios and Zampetakis, (2008).

Mobbing refers to a situation where an employee is exposed to harassment and emotional abuse repeatedly from a group of employees by seniors or peers, creating hostile working environment as well as abasement, resentment and boredom which affects the employee psychologically over a long period of time, to the organization is seen as a cause of higher absenteeism, higher intent to leave the organization, higher turnover, and earlier retirements (Salin, 2001). Additionally, Kirel,

(2007) mentioned that Mobbing has negative effects on performance of employees and organizational commitment. In the studies, it is seen that mobbing has negative influences on psychological and physical health of the victim and also competence of employees Mikkelsen and Einarsen (2001). The growths in carelessness, turnover of staff, and cases of sick leave have related to mobbing in the workplace. Moreover, conferring to Salin (2001) it causes several dilemmas in Job Satisfaction.

Although there are several studies examining the relationship between Job Satisfaction and organizational commitment, or Job Satisfaction and Job Performance, this study investigates the effect of Job Satisfaction on organization citizenship and Mobbing in the hospitality industry specifically focusing on hotels in Nigeria.

Purpose of the Study

The purpose of this study is assessing the effects of job satisfaction on organization citizenship mobbing in the hotel industry. This study will examine the effects of Job Satisfaction on those variables in the hotel, focusing on five star hotel industries in Nigeria.

Problem Statement

The idea of organizational competitiveness is at the top of the agenda of all organizations in different industry sectors as well as the tourism and Hospitality industry (Charoensukmongkol, 2015). With regards to the available resources, organizations are beginning to realize that employees are their most precious assets (Govaertset et al., 2011) and research has shown that employees' Job Satisfaction is not an independent concept, as it is intertwined with other subjects (Falkenburg, and Schyns, 2007).

Job Satisfaction is dependent upon different organizational variables such as organizational citizenship, organizational structure and payment, which in general indicate the organizational climate (Cater and Zabkar 2009). Hence his study will research on the effects of Job Satisfaction on other variables which are organization citizenship, Mobbing.

Contribution of the Study

According to (Cater and Zabkar 2009), job satisfaction is dependent upon various variables. This study will emphasize on this by

reviewing the effects of job satisfaction by considering organization citizenship and mobbing. This will help hotels to know exactly the effects of Job Satisfaction on organization citizenship and Mobbing and it will also add on to the existing literature on Job Satisfaction.

The Aim and the Objectives of the Study

The aim of this study is to investigate the effects of Job Satisfaction on Organization citizenship, Mobbing and to understand way's on how to motivate employee's Job Satisfaction.

Specifically, the study intends to:

1. To assess the effects of job satisfaction on organizational citizenship, mobbing.
2. To identify ways in which businesses can improve their employees job satisfaction so as to improve on the business outcome.
3. To investigate the relationship between job satisfactions, organizational citizenship mobbing.

LITERATURE REVIEW

Job Satisfaction

Job Satisfaction had been defined and introduced in many different ways. many researchers consider it is decently on how happy and pleased an employee is with his/her job, in dissimilar words, whether the employee likes the job or not or individual aspects of jobs, for example: Observation or nature of work may indicate how they feel about the job (Spector, 1997). Mentions how much employees like or dislike their job and many aspects of the job (Locke, 1976). As indicated by Ashwathapa (2008), says that it is the level of overall positive feeling, which employees have to their work. Moreover, it is the focal element which leads to appreciation and the success of objectives which lead to satisfaction feelings (Kaliski, 2007). While in another study by, Hulin and Judge (2003) provided a different explanation of JS that it consists of multidimensional emotional responses to an individual's work, and then these individual responses have rational, emotional, and behavioral aspects. (Rich et al., 2010) Reveals that employees emotional state, beliefs and improves through mental. Emotional reactions and responses to the job and the job dimension (Rich et al., 2010).

It is widely recognized that JS is a contributing factor to employees' physical and mental well-being, thus having an important impact on job-related behaviors such as productivity, ABS, turnover rates and worker relationships (Becker, 2004). It also plays a major role in enhancing organizations' economic standing (Aronson, Laurenceau, Sieveking, (2005) Thus, a significant organizational objective is to understand employee satisfaction at work (Aronson et al., 2005). Locke (1983), who described JS as an enjoyment of favorable emotional state arising from the assessment of one's work experience, gives the most common definition of JS. This definition includes both cognitive (an assessment of one's work) and affective (emotional stage). Elements denoting how positive or negative people feel about their employment. Conceptually, it also shows the extent to which expectations are fulfilled in somebody's psychological agreement (Arvey, Bouchard, Segal, & Abraham, 1989).

Hussein et al. (2013) stated that JS is an important component in all industries because better retention rates for the workforce and better quality service delivery are expected to be achieved. It also appears that staff tends to view their job with unfavorable and favorable emotions; it is the degree of work-related contentment and enjoyment. Apparently, if employees like their job heavily, they are expected to experience a higher job satisfaction, while employees who don't like their job will feel unhappy (Ashwathapa, 2008). A successful organization has generally satisfied and happy staff, while the organization may be paralyzed by deprived fulfillment. JS distresses managers and leaders because it affects important organizational outcomes (Sinha and Shukla, 2012). As De Grip et al. (2009) stated, staffs that are happy and satisfied have been discovered to work. Employee satisfaction with their work is therefore regarded a precious element for organisations. In reality, satisfaction shows the emotional state and beliefs of the employee and can enhance or deteriorate through mental and emotional responses to the aspects of work and work. Employees tend to have unfavorable and favorable emotions about their job (Rich et. al, 2010).

Organizational Citizenship

Ideally, OCB usually refers to behaviors that impact the business positively or its associates

(Poncheri, 2006). According to (Joirman et al 2006) OCB is a behavior that surpasses the routine expectations. This kind of behavior varies as every worker in an organization perceives requirements of the job in a different way for example some employees, perceive helping others as a routine while others will see it as beyond the scope of job requirements. Miles et al, (2002) stated that an individual that participates in OCB may be given shown some appreciation and recognition which increases the likelihood of them repeating the OCB.

Organ (1988) explained OCB as work-related behaviors that are optional, not associated with the organizational reward system. Additionally, OCB spreads beyond the performance indicators a business require as in the job description. Furthermore, it reveals those actions done by workers that exceed the minimum role requirements expected by the business and encourage the welfare of co-workers and the organization (Lovell, Kahn, Anton, Davidson, Dowling, et al. 1999).

OCB is considered to be one of the most significant ideas in terms of organizational efficiency and quality and productivity efficiency (Raghoebarsing, 2011). The word OCB includes certain behaviors that are not enforced or indicated in an employee's job description, behavior is largely a matter of individual decision. OCB is considered to be one of the most significant ideas in terms of organizational efficiency and quality and productivity efficiency (Raghoebarsing, 2011). The word OCB includes certain behaviors that are not enforced or indicated in an employee's job description, behavior is largely a matter of individual decision. Such that its negligence is not commonly penalized (Farahbod et al, 2012). OCBs are usually beneficial organizational behaviors that cannot be implemented as commitments on staff or obtained through incentives or benefits from the organization's gestures of staff (Oplatka and Stundi, 2010). These behaviors can be encouraged only by managers to employees, but they cannot be implemented (Hutahayan et. al 2013). Korkmaz and Arpacı (2009) also supported the same point by adding that OCBs comprise two major components, first of all it cannot be the organization's duty and yet it is very important for a business to maintain its advantages. (Yahya et al., 2011) It also indicated that staff who execute OCB are prepared to undertake additional duties and do

not expect anything from their organisations, yet they will be pleased with their organization's advancement, such as timeliness, voluntary work by staff for operations that do not require help from others, etc. (McKenna, 2012).

Mobbing

The concept of mobbing was firstly introduced by Carroll and Brodksy (1976) an American psychiatrist in the book called 'The harassed worker'. There are other expressions suggested for the same event at work. MOB can be associated with the following; workplace bullying, work harassment and emotional abuse. According to (Leymann, 1996) bullying is used for physical hostility and threat acts at school but physical violence is very rarely found in mobbing behavior at work. Since MOB is described by much more sophisticated behaviors like isolating the victim socially, (Leymann 1996) suggested that bullying is for school children;

MOB actions happen frequently and over a long period of time and due to this high frequency and duration of hostile behavior, this maltreatment will result in extensive psychological and social depression. According to (shall cross et al, 2008), MOB has five phases. The first is the primary conflict or crucial incident stage. The second phase is where psychological abuse is gradually focused on the target. The third phase happens when management interferes, frequently siding with the guilty party, and increasing the levels of harm. The fourth phase is identifiable when the target is alleged of being 'difficult' or 'mentally ill' and the final phase is noticeable by the dismissal of the target from their employment. (Leymann, 1996) mentioned that MOB affects the general public, organizations and victims negatively. For instance, he said that 15% of suicides in Sweden happened because of MOB. He also listed the causes of mobbing which includes poorly organized conditions, poor conflict management and personality of victim.

MOB can occur in any workplace, at any sector, however Hubert and Veldhoven (2001) showed that risk areas are industry, education, health and insurance and banking (Davenport, Schwartz, and Elliot, 2002). Various writers offered different reasons for behaviors that are aggressive at the workplace. Baumeister, Smart and Oden (1996) claimed that people search for hostile and aggressive behaviors so

as to safeguard their threatened egotism. It is also suggested by Wyatt and Hare (1997) that culprits may have egotistic personality disorder or may have been child abuse victims in their past. On another hand, (Leymann, 1996) suggested four key reasons for MOB which include forcing somebody to obey rules, being fond of hostility, looking for satisfaction and fortifying prejudice. Though these behaviors differ across research, real damage of MOB is instigated by regularity of behavior, condition in which mobbing happens, the power gap between victim and perpetrator, absence of any possibility of escape, and victim's attribution of offenders' intention.

If MOB persists for a long period of time, according to Mikkelsen and Einarsen,(2002) it will have severe consequences in terms of the psychological and psychosomatic health of the victim. Basing on the conditions stated by (Leymann, 1996), the symptoms can change from job dissatisfaction to posttraumatic stress disorder and depression. To add on to the mentioned symptoms, ABS rate can increase and recurrent turnovers at work turn out as additional stress for other staffs. Literature on results of MOB put emphasis on the fact that MOB disturbs not only the targeted person but the other employees as well as the organizations and sometimes economics of the country. (Hoelet al.2011) proved how victims of MOB turn into being less productive, become less initiative or creative and make mistakes all the time. Reduced efficiency can be one of the negative effects of the MOB procedure on victim's satisfaction on the job. Also, supposed stress also affects productivity negatively, whereas social segregation and lack of communication prevents the victim from retrieving required information for productivity and also other parties are affected in the context of productivity (Vartia, 2001).

CONCEPTUAL FRAME WORK AND HYPOTHESES

Job Satisfaction and Organization Citizenship

In line with previous studies by Sonal, Kalpana T and Shivangi (2019), there is a positive relationship between JS and OCB. Their findings also supported that there is no difference between male and female on JS and OCB. However, the issue regarding the relationship between JS and OCB in underdeveloped country such as Nigeria has

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not been evaluated previously in literature, Hence, this study will adopt and test hypothesis in five (5) star hotels in Nigeria to see if the research findings is in agreement with the previous study in developed countries around the world.

H1 Job satisfaction positively influences organization citizenship.

Job Satisfaction and Mobbing

A research conducted by Derya, Kim and Uysal (2015), revealed that there is no significant relationship between JS and MOB, also showed that managers MOB behavior has a significant negative effect on JS. Study conducted by NurayAkar, Anakarta, Saravan (2011),Reveal that victims who are affected with MOB has lower level of JS and most of them intended to leave the job. The issue regarding the relationship between JS and

MOB in the undeveloped country such as Nigeria has not been assess previously in the literature, hence this study will adopt and test this hypothesis in five and four star hotel in Nigeria to see if the research finding is agreement with previous study in the world.

H2 Job satisfaction negatively influences mobbing.

Model of the Study

In this study we will test the relationship between the dependent and independent variables, the dependent variable is Job satisfaction and independent variables are organization citizenship and mobbing, however this study aim to investigate into the relationship between the dependent and independent variables. How Job satisfaction can affect the variables.

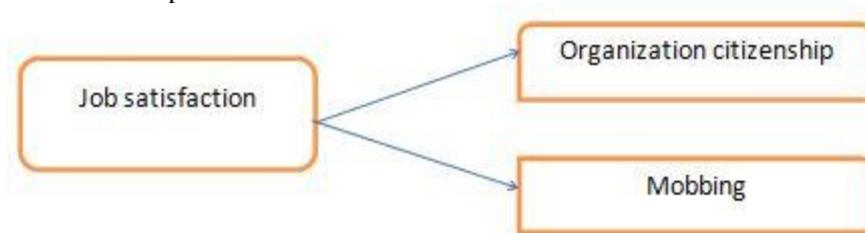


Figure1. Model of the study

METHODOLY

Research Design

This study applied a quantitative method, Conducting quantitative research is by virtue of the research questions and variable of this research as well as previous research on the topic of this study, the approach selected was quantitative because of the multiplicity of the respondents and nature of the issue under investigation. Furthermore, the researcher needs to decides on the purpose of the study I.e. “exploratory, descriptive or hypothesis testing” base on the research questions Sekaran and Bougie, (2010). The data collection method of this research is survey questionnaire. The item of questionnaire is presented in appendix 1.The study therefore involved analysis of hotels staff welfares and satisfaction of the staff in their Hotel industry in Nigeria.

Population and Sample of the Study

Table1. Population Distribution of employee in five stars hotel industries in Nigeria.

S/N	Research area (hotels)	Population	Sample size
1	A	48	43
2	B	93	75

The population of the study comprises of the entire employee working in five (5) star hotels in Nigeria. According to the most recent available statistic on the number of the employees as at (2019). Stands at 369 therefore 369 Is the sampling frame of this study from which the sample size was selected. The six hotels are located and operate in Abuja and Kano city of northern part of Nigeria. The employee that responded to the questionnaire work in the various sections of the hotels such as accommodation Reception, food production, and food & beverages service among other sections .The population distributed is shown in the table below. The sample sizes were calculated according to the sample population of the area with a confidence level of 95% and confidence interval of 5%.

3	C	56	49
4	D	82	68
5	E	36	33
6	F	54	47
			Total=315

Reliability and Validity

The point to which a survey gives constant result is reliability. Reliability is an approach showing the manner in which measurements are correlated with the acceptability of the results and findings. It explains the level to which the research tool gives constant outcomes (Sekaran, 200). The accuracy of a tool at measuring what is intended to measure is validity. The most commonly used measure of reliability is the Cronbach’s alpha because it is the easiest as its computed using software. Only required is a sample of data for the estimation of the reliability. It is used to

measure how consistent respondents answer to one set of factors. It calculates the average of the relationship between the items and variables.

To explain from (George 2003) viewpoint on the Cronbach’s Alpha, if the outcome is below 0.5 it means the reliability is poor or weak, ranging from 0.5 to 0.70 it will be a good reliability result, a very good reliability is at the range between 0.70 to 0.90 and lastly an excellent reliability is from 0,90 and above.

Consequently, this study’s reliability is shown in the table below;

Table2. Reliability of the study

	Crobach’s alpha	N of items
JS	709	13
OCB	702	6
Mob	704	5

From the table it is seen that the reliability is above 0.70 which is good range.

Responses on the Demographic Information

The demographic responses are shown on the frequency Table below

ANALYSIS OF DATA AND FINDUNGS

The findings of this research will be presented and discussed in this chapter.

		Frequency	Percent
Valid	18-27	117	36.6
	28-37	121	37.8
	38-47	76	23.8
	48-57	6	1.9
	Total	320	100.0

Figure 5.2 Respondents age distribution

the percentage of 36% then follow by 38-47 years which has the percentage of 24% while 48-57 which has the lowest of 2%

For the age range the highest respondent is 28-37 with 38% and follow by 28-37 which has

Gender

		Frequency	Percent
Valid	Male	172	53.8
	Female	148	46.3
	Total	320	100.0

Figure 5.1 Gender distributions of respondents

female. Hence the highest sum of respondents is male.

From the above chart among the 320 respondents 54% is for male and 46% is for

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary & High School	9	2.8	2.8	2.8
	Vocational School (2 Years Program)	145	45.3	45.3	48.1
	University First Degree	151	47.2	47.2	95.3
	Master or PhD Degree	15	4.7	4.7	100.0
	Total	320	100.0	100.0	

Figure 5.3 Respondent’s educational level distribution

vocational school trainee with 45% follow by secondary school with 5% and last is master and PhD with 3%

For education level of most of the respondents is the first degree holder with 47% and then

Work Experience

		Frequency	Percent
Valid	Under 1 Year	177	55.3
	1 - 5 Years	140	43.8
	6 - 10 Years	3	.9
	Total	320	100.0

Figure 5.4 Respondents work experience distribution

55% then follow by 1-5 years with 44% then master and PhD has 1%.

For working experience most of the respondents is the under 1 year workers with

Marital status

		Frequency	Percent
Valid	Single or Divorced	177	55.3
	Married	143	44.7
	Total	320	100.0

Figure 5.5 Respondents marital status distribution

For the testing of the hypothesis, correlation and regression analysis were done. Correlation was to find the level of dependence and relationship between the independent variables (organization citizenship, mobbing) and the dependent variable (job satisfaction).

The marital status high respondents is the single and divorce with 55% and the married respondents has 45%.

2 Testing of hypothesis

Correlation Table of the variable

Table1. Correlations analysis of two variables

		JS	OC
JS	Pearson Correlation	1	.535**
	Sig. (2-tailed)		.000
	N	320	320
OC	Pearson Correlation	.535**	1
	Sig. (2-tailed)	.000	
	N	320	320

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

Study on the effects JS in the hotels industries in Nigeria. The focus of the study is four and five star hotels in Nigeria. The variables from the above table the correlation between the variables is shown at a 0.01 significance level (2 tailed). Statistically it is deduced that between JS and OCB a relationship that is significant exists. With a correlation

coefficient of 0.535 it means that there is positive relationship between JS and OCB. And the correlation between the variables is shown at a 0.01 significance level (2 tailed).

Regression Analysis Result for Hypothesis 1

Regression about influence of JS on OCB, linear regression analysis was done.

Table (H1) Model Summary of variables (Job satisfaction and organizational citizenship)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.535 ^a	.286	.284	3.18859	.286	127.539	1

a. Predictors: (Constant), OC

From the table, the correlation R .535 and the R square is .286 this shows the explanatory

power of the regression equation. This implies that 28.6 % of the hotel JS is based on OCB

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Table (H1) results of regression analysis ANOVA^a of variables (JS and OCB)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1296.702	1	1296.702	127.539	.000 ^b
	Residual	3233.132	318	10.167		
	Total	4529.834	319			

a. Dependent Variable: JS

b. Predictors: (Constant), OC

As presented in table 5.4, the F statistics is 127.539 which are significant at 0.000 levels

hence, $P < 0.05$. Thus the relationship between JS and OCB is significant.

Table Coefficients analysis for the variables JS and OCB

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.845	2.026		12.759	.000
	OC	1.093	.097	.535	11.293	.000

As the table shows 0.535 as the beta value it approves the positive relationship between JS and unstandardized coefficients and for OCB 1.093. This explains that for every increase in unit on JS there will be increase in OCB. Therefore this study accepts H1.

Affirming the effects of JS, OCB positively. This means that the employee respondents show that there are effects of JS on OCB.

Correlations Table of the Variables

Table correlation analysis of two variables

		JS	M
JS	Pearson Correlation	1	.004
	Sig. (2-tailed)		.948
	N	320	320
M	Pearson Correlation	.004	1
	Sig. (2-tailed)	.948	
	N	320	320

Statistically it is deduced that between JS and MOB there is negative relationship there is no significant relationship. With a correlation coefficient of 0,004, it means that there is negative relationship between JS and MOB.

And for the correlation between the variables is shown at a 0.01 significance level (2 tailed).

Regression Analysis Result for Hypothesis 2

Regression about influence of JS on MOB, linear regression analysis was done.

Table H2 Model. Summary of variables (JS and MOB)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.004 ^a	.000	-.003	3.77420	.000	.004	1

a. Predictors: (Constant), JS

From the table, the correlation R 004 and the R square is 000 this shows the explanatory

power of the regression equation. This implies that 000% of the hotel JS is based on MOB

Table results of regression analysis ANOVA^a for variables (JS and MOB)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.061	1	.061	.004	.948 ^b
	Residual	4529.773	318	14.245		
	Total	4529.834	319			

a. Dependent Variable: JS; b. Predictors: (Constant), M

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Table Coefficient of variance for the variables (JS and MOB)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	48.563	1.099		44.169	.000
	M	.010	.155	.004	.065	.948

a. Dependent Variable: JS

As the table shows 0.004 as the beta value it approves the negative relationship between JS and MOB the t test value is 065 at 948 significance that shows 48.563 is constant value of the unstandardized coefficients and for MOB .010. This explains that for every increase in unit on JS there will be decrease in

Table Results' summary

	Tested hypothesis	Outcome
H1	Job satisfaction has positively influences on organization citizenship behavior.	Accepted
H2	Job satisfaction has negatively influences on mobbing.	Rejected

As presented in table 5.6 is the summary for the outcome of the tested hypothesis. From the table, it can be seen that there is a significant relationship between JS and OCB. This is as a result of the correlation, regression and coefficient of variance evaluations.

From the table above 5.6 is the summary for the outcome of tested hypothesis it can be seen that there is no influence between JS and MOB. This is as a result of the correlation, regression, and coefficient of the variables evaluations

DISCUSSION CONCLUSION AND RECOMMENDATIONS, OVERVIEW

This study is an empirical study on the effects of job satisfaction on organization citizenship mobbing job performance and absenteeism in the hotels industry in Nigeria. The focus of the study is five and four star hotel, the variable that made up the study the dependent variables is JS on the components of independent variables as OCB, MOB, JP, and ABS. The study aimed to assess the effects of JS on OCB, MOB JP and ABS in hotel industry from the analysis it is seen that JS has positive influence on OCB, JP, and ABS, whereas JS has negative influence on MOB. This means that for all the JS activities the hotel does which include wages awards and promotions and others have improved satisfactions of the employee. Satisfied employees have proven to be hard working for better achievement of the industry.

MOB. Therefore this study accepts H2.

Affirming the effects of JS on MOB negatively. This means that the employee respondent shows that there are effects of JS on MOB

Summary of Tested Hypothesis

CONCLUSION

Therefore it is concluded that job satisfaction can positively influence organization citizenship job performance and absenteeism in the hotel industry, meaning that if the hotel industry can enhance its dimensions of JS the employee satisfaction will increase in the hotel industry. JS has negative influence on MOB there is negative correlation between the two variables, it then means that if JS increase MOB will be eliminated and there will be improvement in employee JS. This implied that when employees are satisfied with their job the activities of the industry will improve.

The result of this study suggests Hotel industries in Nigeria should include as part of their recommendation to ensure there is maximum thrust in improving its employee motivations to meet up with their JS demand and improved OCB, JP and ABS, and encourage on other areas that will reduce MOB, so as to eliminate MOB in the hotel industry.

Managerial Implication

For the management it is very important for them to create working environment that can accommodate and make the employee comfortable so that they can feel that they are part of the industry in a way that they will work hard toward achieving the goal of the hotel industry. Also the hotel should continue with special programs that encourage and improve on job satisfaction activities as it reaping employee motivation which will improve the business performance of the hotel industry.

FUTURE STUDY

The research was conducted in five star hotels industry in Northern Nigeria, but it does not mean that the result cannot be generalize to other hotel industry in the country. The research suggests that further can be conducted with additional variables to other hotel industries focusing on mobbing or with additional variables such as Turnover, voice behavior work place deviance, and more others it can also done in one, two, three, four-star hotels and boutique hotels, travel agents, businesses providing catering services and airway companies to reconfirm JS negative influences on MOB. This is to attest on either the partial effect of JS on MOB. The result shows that JS has negative influence on MOB. Reinvestigating this relationship can be done and the result can be compare even with other business sectors as well.

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