

## ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND CUSTOMERS RETENTION OF HOSPITALITY FIRMS IN PORT HARCOURT

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### Abstract

*This study examines the relationship linking organizational citizenship behavior and customer retention in selected hotels in Port Harcourt. A cross-sectional survey was employed. Target population for this study comprises of hotels registered with Rivers State Ministry of Culture and Tourism. Accessible population for this study consists of 10 hotels using convenience sampling technique. 124 managers and customers were surveyed. Sample size is 95 using Taro Yamane formula. Method of data collection is questionnaire. 95 copies of questionnaire were distributed but 55 copies were correctly filled and used for data analysis. Validity was determined using face and content validity. Cronbach alpha test was used to ascertain the reliability of the instrument. Spearman Rank Order Correlation Coefficient ( $\rho$ ) served as a statistical tool. Statistical Package for Social Sciences (22.0) was used to run the analysis. The study found that organizational citizenship behavior has a positive significant relationship with customer retention. The study concludes that organizational citizenship behavior measured with altruism, sportsmanship and courtesy promotes customer retention in hotels. One of the recommendations is that hotel managers should encourage employees to display altruistic behavior to enhance customer retention.*

*Keywords: Organizational Citizenship Behavior, Customer Retention, Courtesy, Altruism, Sportsmanship, Service Delivery, Adequate Security, Price Affordability.*

### Introduction

Customers are always eager for comfort, fast delivery, and adequate security, regardless of the prices available in every location they visit. When these factors are sufficient, customers will want to review their service points in order to recommend them to their colleagues and

relatives in the near future. Customer loyalty - is the primary responsibility of every major business leader around the world. This is due to the fact that today the conservation of a positive impact on most well-known organizations. Customer loyalty has a positive impact on business expansion and diversification. Reputable companies grow when their clients recognize their contribution to the company or host community they work (Singh and Khan 2012). Saving also leads to increased sales, which are converted to maximizing profit. Return on investment is not viable if customers are not saved and will re-purchase. Customer loyalty - is the fuel that drives every organization around the world. When a customer is satisfied with the service rendered to that customer, he is less subject to mistakes by the organization of unsatisfied customers; This is because their needs are faced in one way or another (Njane, 2013). Hiring the customer creates a competitive advantage. Nyan (Njane, 2013) also stated that "a business that worked well for its customers is more likely to get new customers and thus will have an advantage over others."

Based on the above statements, customer loyalty can be further improved when employees are engaged in discretionary behavior. Any company that employees or employees who still use the old way of meeting the expected location for them will not find it easy to use in this digital era. Therefore, when all hands are on the bridge to achieve the same goal, the organization will be healthier and more successful. For example, if managers, line managers, can be part of activities that do not fall under their job analysis, the organization can only grow in a blink of an eye. But where everyone keeps the job in accordance with the project, the organization does not work effectively, especially in the era of digital revolution. Customers are interested in deciding whether the product or service is helpful to the public or not, from the recommendations of friends, colleagues, and relatives. The organization exists from almost the customers, in the sense that nothing can be done without them. For example, in hospitality clients, look for comfort at hotels, relax in the lounge and visit the destination, especially during your holidays.

However, previous conservation studies, which are critical variables, have been studied by many scientists to conclusions. Thomas and Marilyn (2016) examined the customer loyalty retention strategies at Trivandrum Hotel. Their study has shown that most managers have a positive attitude toward customer relationship management practice, and the most common activities have been studying the existing customer database and personal consultations. Second, Schultz and Omveri (Schulz and Omweri, 2012) have examined the impact of corporate image on customer loyalty in Eldoret hotels, Kenya. The results of their study have shown that top management and staff involved in creating a positive image, using technology to deliver quality services and high quality services, staff improved the institution's image. Third, Petzer, Steyn and Mostert (2009) examined the practice of keeping customers in small, medium and large hotels in South Africa. The results of their study have shown that there are no significant associations between the variables studied and the size of the structure. Finally, Iruka and Atek (2014) have studied the relationship between coaching as a component of management practices involving clients and keeping customers in the hotel industry in the Rivers and Bayelsa states of Nigeria. They found a positive and meaningful relationship linking coaching as a management practice that involves customers and keeps customers.

### Aim/Objective of the study

The aim of this study is to ascertain the relationship between organisational citizenship behavior and customer retention in the hospitality industry. The specific objectives are:

1. To ascertain the relationship linking sportsmanship and service delivery
2. To ascertain the relationship linking altruism and adequate security
3. To ascertain the relationship linking courtesy and price affordability

### Research Hypotheses

From the specific objectives, the following null hypotheses were formulated.

HO1: There is no significant relationship linking sportsmanship and service delivery

HO2: There is no significant relationship linking altruism and adequate security

HO3: There is no significant relationship linking courtesy and price affordability

### Review of Related Literature

#### Organizational Citizenship Behaviour

Organ (1997) He argued that citizen's organizational behavior - is an individual behavior that is discretionary, not directly or explicitly recognized by the formal prize system, and which in turn promotes the actual functioning of the organization. Organizational citizenship behavior is defined as an optional behavior of staff, which leads to improving skills in the organization, but does not define or provide formal reward system for the organization (Chang, 2011). Hunt (1999) defines citizenship as organizational behavior as a beneficial, natural, and voluntary, non-criminal behavior of workers' organizations with open general intentions. Sangmuk (Sangmook, 2006) defined citizen's organizational behaviors broadly contributes to the overall efficiency of the organization. The organ (1988), shown in Jehad, Farzana and Mohmad (2011), identified five different aspects of organizational behavioral citizenship: altruism (helping other specifications); Civic virtue (against important issues within the organization); Integrity; Courtesy (consulting others before acting); And sportiness (do not complain trivial questions). The body (1997), quoted in Jehad, Farzaneh and Mokhammad (2011), then categorize organizational citizenship behaviors in three parts: help, courtesy and honesty. Williams and Anderson (1991) share the organizational behavior of citizenship of two types: (1) direct behavior to specific individuals within the organization, such as courtesy and altruism; And (2) the behavior associated with the use of the organization as a whole, such as integrity, sportiness and civic virtue (Jehad, Farzana and Mohmad, 2011). Izhgar (2009) clarifies that behaviour citizenship - is an organizational behavior Prime and gestures that can not be fulfilled on the basis of formal obligations on the basis of the role or caused by a contractual guarantee for the repayment. Bateman and Organo (Bateman and Organo, 1983) about their perception argue that organizational behavioral citizenship is also the additional work associated with behavior, which goes beyond the normal tasks prescribed by their job descriptions or measured in an appraisal formal. Joirman et al. (Joirman, et al., 2006), also to identify the behavior of the organization according to nationality as a behavior that exceeds normal expectations. Aondoaver and Ernest (2013) perceive organizational citizenship behavior as support actions for organizations that do not fall within the scope of their job description. Kumar Bakshi (2010) argue that the organizational behavior of citizenship - is an individual behavior that contributes to achieving organizational goals, contributing to its social and psychological environment. In 'Turnipseed and Rassuli' (2005) examples of these forms of organizational citizenship such as

understanding and collaborating with colleagues, tutoring, further responsibility without delay and denunciation, punctuality, volunteering, effective use of resources Organizational, exchange of ideas and positive image of the organization.

#### Dimensions of organizational citizenship behavior

Numerous researchers have demonstrated their knowledge by developing other behavioral indicators of partially indigenous citizenry (Organo, 1988). Authority (1988) has invented five aspects of organizational behavioral nationality; Altruism, courtesy, civil virtue, integrity and sportiness. After that, Graham (1991) contributed to the introduction of three indicators; Organizational obedience, loyalty and participation. Piercy, Lane and Cravens (2002), quoted in Obamiro, Ogunnaike and Osibanjo (2014), also continued to add other dimensions, including; Cheerleading (to encourage colleagues and give them hope) and the peace process (the role of dispute resolution and the role of agent, agent). Contributing to the Knowledge Body and Dzhimmison Hannam (2002) adds organization compliance and organization resource protection. In this study, three measures will be taken by the Authority (1988). It is sportsmanship, altruism and civic virtue.

**Sportiness:** Sportiness - the will of workers to support small organizational problems, such as late payment (Aondoaver and Ernest, 2013). CoyleShapiro et al, (2004) perceives sportiness as the will to tolerate less than ideal circumstances, without complaining or abstaining from actions such as complaints and complaints. Obamiro, Ogunnaike and Osibandzho (2014) examined the behavior of sports as a dimension that promotes willingness to tolerate less than expected, no complain and no defect. **Altruism:** Etyar, Alan and Ömüriş (2010) examined altruism as a rescue partner at the workplace without requiring anything from them. Selflessness refers to behavioral support, which describes the voluntary willingness of staff to help employees and help new employees, for example, helping others with challenging tasks and focusing on new employees (Aondoaver and Ernest, 2013).

**Courtesy:** Ehtiyar, Alan and Ömüriş (2010) argue that courtesy is a positive relationship during joint operations in the organization. Hackett et al. (Hackett, et al., 2003) describe both employee behavior by gentle discretion to prevent work-related problems with other people. Obamiro, Ogunnaike and Osibanjo (2014) argued that they show respectful behavior by kindly granting employees who do not allow a problem to work with other people, for example, the employee consult with others before acting to avoid creating problems For colleagues.

#### Customer Retention

Without client organization can not exist. Products made for customers, rather than manufacturers, even if they can use the product. Keeping key customers includes actions an organization uses to save your potential customers. Gets and Thomas (2001), led to Shahzad (2013), stressed that customer loyalty occurs when a customer buys a product or service over and over again, this is called loyalty of customers for a longer period of time long. Hiring the customer - is a process where customers continue to buy within a certain period of time, goods and services (Google) as indicated in the Njane (2013). Customer loyalty - is a business that sells the organization is committed to reducing customer defections (Wikipedia), as specified in Njane (2013). Gerpott, Rams and Schindler (2001), since it is the continuity of the business relationship between the customer and the company. Hold - is a process of close and long-term cooperation with the customer service provider (Saima, et al, 2014). Thompson (Thompson,

2004) argues that customer loyalty is associated with increased sales because of the endless customer service and customer satisfaction that they were returning. Lowenstein (1995) argued that customer loyalty would want these phenomena to belong to the customer, along with the profit-keeping of maintaining a long-term stable relationship between the two parties (the company and the customer). Other scholars argue that retaining customers is to preserve the value of customer's life, which means building strong customer relationships in the future (Aleksandra, 2015).

#### Steps to keep customers Delivery service

Delivery service refers to customer service act. When customer demand is satisfied; We can say that the service was provided. Hotel amenities include customer satisfaction, such as breakfast, lunch and meals. Other facilities available at the hotel include a laundry, cellar and outdoor facilities. Assuming that the guest has placed an order for breakfast, and it will take longer to go to the restaurant to make a request; The customer may due to this delay change to another hotel the next time. But if such a service was provided for a couple of minutes, encourage the customer to always patronize them.

Adequate security: Proper security is of utmost importance for any business hotel. Security may be available, but it may not be enough. Guests prefer a hotel where there are not enough armed guards to protect the environment, and not just the only unarmed guard. Availability Price: refers to the maximum price that the customer can pay for the service, for example. Rooms, wine, food and other supplies are available at the hotel. If the price is high in the room at a certain hotel, customers can be tempted to move to another hotel where they can afford to pay. Price is one of the factors that can cause customers to be loyal to service providers. Services can be very reasonable, but when the client can not afford to pay for such services, the opposite turns.

The relationship between sport and the provision of services. There is an excellent relationship between sport and the provision of hospitality services. An employee who is quiet and does not complain, at the time of his operation, will serve as a good heart to those who complain of his colleagues. Employees who complain much at work are likely to be easily removed for their clients with respect. Sportiness to ensure the provision of services is very easy for potential customers in the hospitality industry. An angry employee can not provide a quality service to customers because of the aggressiveness already established. Listening to working hours is not a good behavior, since it has not helped attract customers. Customers - tourists, leaving their homes to come and have fun in the outside world, so they do not want to be disappointed. Sportiness promotes good customer relationship, which is the key to profitability. Because customers are leaving their homes to receive hotel services, they always expect them to be treated as kings and is always getting them back. But if the customer noticed that the workers do not smile when they provide services to them, they come to mind two things. One is so; The customer is not welcome here. Second, the customer does not matter. The situation where employees are always complaining about managers, especially on their personal issues, the work will not be effective, and that means customers will be treated the same pattern of complaints to staff actions that indirectly affect the customer's withdrawal His long-term patronage. It is the argument that the conduct of sporting behavior in every sector increases customer loyalty.

### Relationship linking altruism and adequate security

Altruistic behavior increases security in the hospitality industry. When every employee plays a role as security personnel, customers feel more confident. Employees must take safety as a priority, but instead leave it alone for the guards. Accidents can happen at the bar, perhaps because of the break in the glass window or the customer who consumes enough alcohol, he / she can not control. Other staff should ensure the protection of other customers in the same place. Altruism - the behavior displayed on the other side to help his colleagues in need. Workers are helping their colleagues in the workplace, so the performance has not suffered any losses. Unselfishness can be attributed to the behavior of friendship, because if the worker does not show love with my colleague, it will be difficult to help first when needed. Helping behavior (altruism) is an important concept of customer loyalty because of its positive contribution to organizational effectiveness, improvement and growth. Altruistic behavior in the workplace encourages employees to participate in decision-making. Workers who do not show a behavior help, it is very difficult to realize their individuality with others.

### Relationship linking courtesy and price affordability

Employees who show kindness only do so to ensure that organizational activity does not interfere at any time. These employees are emotionally committed to the organization. Courtesy and convenience are linked in such a way that extrapolo behavior could attract customers' attention to the purchase, usually he or she is not going to buy. Customers carefully observe the behavior of staff when they serve. An employee who understands the philosophy in which he works can convince the customer to make a purchase they do not plan on, as well as to create the impression of coming back to the same hotel next time.

### Research Methodology

Cross-examination was conducted. The target population for this study is the hotels registered with the Ministry of Culture and Tourism of the River Republic. Affordable population for this study is made up of 10 hotels with convenient sampling method. 124 managers and clients were interviewed. The size of the sample is 95 through the Taro Yamane module. Method of collecting data - the questionnaire. 95 copies of the questionnaire were distributed, but 55 copies were correctly compiled and used for data analysis. Validity is determined by using the validity and the person's content. Cronbach test was used to verify the reliability of the instrument. Rank order correlation coefficient (Spearman) coefficient of correlation (rho) was used as a statistical tool. Statistical analysis of social sciences (22.0) was used for analysis.

### Data Analysis

Descriptive statistics was used to analyse respondents' profile and presented on percentages.

Table 1.1: Gender of respondents

Gender	Respondents	Percentage (%)
Valid M	47	85
F	8	15
Total	55	100

Table 1.1 above shows the gender of 55 respondents in the ten selected hotels in Port Harcourt. 47 respondents representing 85% were males while 8 respondents representing 15% were females. This shows that 85% of the respondents were males.

Figure 1.1: Bar chart of Respondents' Gender

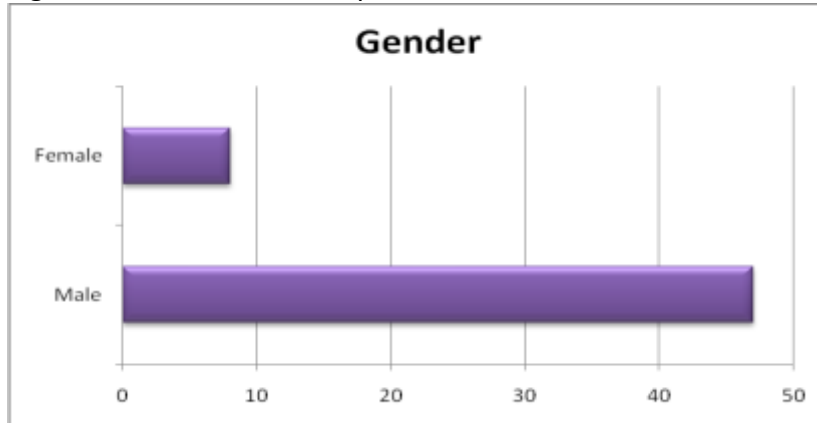


Table 1.2: Age bracket respondents

Age	Respondents	Percentage (%)
Valid 18-25yrs	5	9
26-30yrs	35	64
31-40yrs	10	18
41 & above	5	9
Total	55	100

Table 1.2 above shows the age bracket of 55 respondents in selected ten hotels in Port Harcourt. 5 respondents representing 9% were between the ages of 18-25 years. 35 respondents representing 64% were between 26-30 years. 10 respondents representing 18% were between 31-40 years. 5 respondents representing 9% were between 41 years and above. This implies that 64% of the respondents were between 26-30 years.

Figure 1.2: Bar chart of Respondent's Age bracket

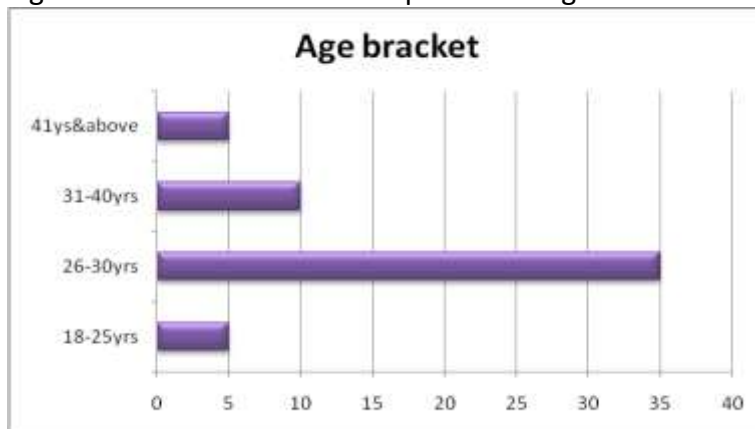


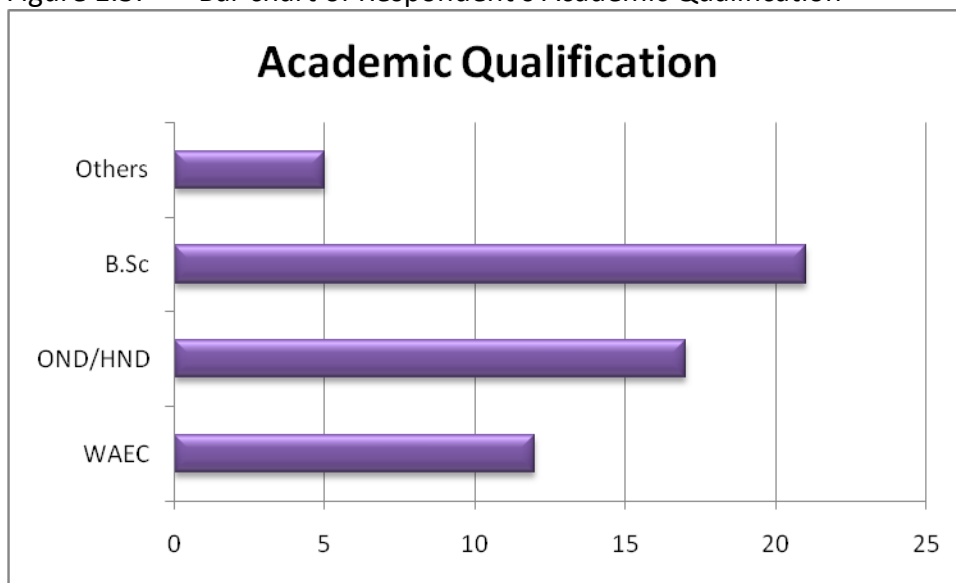
Table 1.3: Academic qualifications of respondents

Qualification	Respondents	Percentage (%)
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Valid	WAEC	12	22
	OND/HND	17	31
	B.Sc	5	38
	Others	55	9
	Total		100

Table 1.3 above shows the academic qualifications of 55 respondents in selected ten hotels in Port Harcourt. 12 respondents representing 22% holds WAEC certificates. 17 respondents representing 31% holds OND/HND certificates. 21 respondents representing 38% were holds B.Sc degrees. 5 respondents representing 9% hold other certificates. This implies that 38% of the population holds B.Sc degrees.

Figure 1.3: Bar chart of Respondent’s Academic Qualification



Test of Hypotheses

To ascertain the relationship linking the dimensions of organisational citizenship behavior and measures of customer retention, Spearman Rank Order Correlation Coefficient was employed with the aid of SPSS 22.0

Hypothesis one: There is no significant relationship linking sportsmanship and service delivery

		Sportsmanshi p	Service deliv.
Spearman's rho	Sportsmanshi Correlation Coefficient	1.000	.801**
	Sig. (2-tailed)	.	.000
	N	55	55
Service deliv.	Correlation Coefficient	.801**	1.000
	Sig. (2-tailed)	.000	.



	N	55	55
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\*\* . Correlation is significant at the 0.05 level (2-tailed).

The result above shows the correlation between sportsmanship and service delivery. The test result above shows that  $p < 0.05$  which implies that sportsmanship has a positive significant relationship with service delivery. This means that the null hypothesis will be rejected and alternate hypothesis accepted. The study therefore states that there is a positive significant relationship linking sportsmanship and service delivery in selected hotels in Port Harcourt.

Hypothesis two: There is no significant relationship linking altruism and adequate security

#### Correlations

		Altruism	Adequate sec.
Spearman's rho	Altruism	1.000	.763**
	Correlation Coefficient	.	.000
	Sig. (2-tailed)	.	.000
	N	55	55
Adequate sec.	Correlation Coefficient	.763**	1.000
	Sig. (2-tailed)	.000	.
	N	55	55

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS result above shows the correlation between altruism and adequate security. The test result above shows that  $p < 0.05$  which implies that altruism has a positive significant relationship with adequate security. This means that the null hypothesis will be rejected and alternate hypothesis accepted. The study hereby states that there is a positive significant relationship linking altruism and adequate security in selected hotels in Port Harcourt.

Hypothesis three: There is no significant relationship linking courtesy and price affordability

#### Correlations

		Courtesy	Price afford.
Spearman's rho	Courtesy	1.000	.821**
	Correlation Coefficient	.	.000
	Sig. (2-tailed)	.	.000
	N	55	55
Price afford.	Correlation Coefficient	.821**	1.000
	Sig. (2-tailed)	.000	.
	N	55	55

\*\* . Correlation is significant at the 0.05 level (2-tailed).

The SPSS result above shows the correlation between courtesy and price affordability. The test result above shows that  $p < 0.05$  which implies that courtesy has a positive significant

relationship with price affordability. This implies that the null hypothesis will be rejected and alternate hypothesis accepted. The study hereby states that there is a positive significant relationship linking courtesy and price affordability in selected hotels in Port Harcourt.

#### Discussion of Findings

Based on the above test results, the following conclusions were made.

1. The athlete has a significant positive relationship with the provision of services. This means that sporting service delivery behavior increases and improves customer retention.
2. Selflessness has a positive relationship with adequate security. When altruistic behavior increases, increased security and proper leads to customer loyalty.
3. Courtesy is a significant positive relationship and convenience. This implies that when behavior kindness increases the price increases also, which, in turn, increases customer loyalty.

#### Conclusion

Based on the discussion of the results of the study concludes that citizen's organizational behavior measured by altruism, sport and kindness helps keep customers in the hotel.

#### Recommendations

According to the conclusion, the following recommendations were made.

1. Hotel managers should encourage employees to show selfless behavior to keep their customers safe.
2. Service-oriented business managers should prevent their employees from behaving in sports, pushing their customers.
3. It is necessary to encourage courtesy behavior to improve customer loyalty in hospitality.

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