

Employee's Organization Citizenship Behavior in Hotels of Management Contract and its Relationship with Job Satisfaction

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Article History

Received: 16.05.2018

Accepted: 27.05.2018

Published: 30.05.2018

DOI:

10.36347/sjebm.2018.v05i05.008



Abstract: Hotel staff is the most important intangible asset of enterprises, especially in management contract hotels, employees have double value to owners and management companies. The relationship between organizational citizenship behavior and job satisfaction is an important factor to maintain and develop a stable source of tourists and maintain the core competitiveness of the hotel. This paper explores the structure of and influences on OCB and its relationship with job satisfaction, taking Shenzhen Intercontinental Hotel as an example. The conceptual model and scales are obtained and through literature review and interviews. The study carries out a questionnaire survey on the hotel staff, analyses the data by using the statistical software such as SPSS and AMOS, and verifies the research model. It is found that influences on OCB comprise two aspects, namely the organizational context and employee individual elements. The influence of organizational context on OCB includes six dimensions, namely guidance, role-qualification, supervision, public activity, accordance and value congruence. The behavior in role of employees is mainly influenced by five factors except public activity, among these, the path guidance is highest, reaching up to 0.57. Meanwhile, the behavior in role is not strongly influenced by public activity. Altruistic behavior of employees is mainly influenced by four factors except guidance and supervision, among these, the path role-qualification is highest, reaching up to 0.48, followed by public activity. Meanwhile, altruistic behavior is not strongly influenced by guidance and supervision. Organizational concern of employees is mainly influenced by five factors except role-qualification, among these, the path value congruence is highest, reaching up to 0.41. Meanwhile, organizational concern is not strongly influenced by role-qualification. This paper also analyzes the relationship between the OCB system dimensions and job satisfaction dimensions between demographic variables and identifies the factors that impact on organizational citizenship behavior.

Keywords: Hotels of Management, Organizational Context, OCB, Job Satisfaction.

INTRODUCTION

Nowadays, the study of organizational citizenship behavior has formed a systematic study of the concept dimension, influencing factors and result variables, among which the factors including the individual factors have been more comprehensive, but the situation factors, especially the organizational characteristics, are lack of targeted in-depth study. In terms of practical significance, the owner and Management Company of the management contract Hotel cooperate with the incentive and restraint mechanism. Nowadays, most of the financial indicators are used to evaluate the management status, and the cost is a conventional dispute point. Human investment is an important part of the cost. In this particular organizational situation, the specific performance of employee job satisfaction on organizational citizenship

behavior can reflect the management level from the perspective of long-term development, as a reference for the owners to measure and estimate the long-term income of the hotel. At the same time, the hypothesis of the influence of satisfaction dimensions on organizational citizenship behavior is verified, with a view to enlightening the practice of hotel human resource management.

LITERATURE REVIEW ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Concept of organizational citizenship behavior

The concept of organizational citizenship behavior stems from the "Willingness to Cooperate" proposed by Barnard in 1938. In 1966, Katz and Kahn proposed the concept of "organizational citizenship", and they believed that the organization that only

depended on the behavior stipulated in the role would be a fragile, unstable organization. Organ and Bateman put forward in 1983, and the former in 1989 formally defined the Organizational Citizenship Behavior (OCB) as a restriction that is not subject to role definition and organizational contract exchange, and is a meaningful behavior performance for the organization. This behavior is similar to an informal contribution. Individuals do not consider formal sanctions and incentives for when making actions [1]. In 1997, OCB was linked with "relationship performance" [2] proposed by Borman and others in the in 1993. The definition of OCB is redefined as "a social psychological behavior made by employees, which can promote and improve the work performance" [3] by maintaining and improving the social and psychological environment of the organization, and further enriching and developing the connotation of OCB. This article adopts this definition.

In Management Contract Hotel, the owner of the hotel and the management company sign a written agreement, according to the agreement manager is authorized to operate, manage the hotel in the name of the owner, and be responsible for the hotel owner. The hotel employees are divided into frontline and backstage staff in accordance with the direct contact with the guests or not. Most of the research perspectives in this field are concerned with the frontline staff, while the staffs in the hotel who maintain the normal operating get little attention, and the backstage is an important part of the hotel's service product production. The hotel staff in this article includes the front desk and the backstage staff.

It is necessary to explain that the general manager and the finance director of the management contract hotel are assigned by the management company or the management group. First of all, the management company is responsible, and the other employees are recruited by the management team established by the management company. The properties of the labor contract signed by them are different; therefore, this paper studies the organizational citizenship behavior of employees who are commissioned to manage the first line work and the backstage work excluding the staff appointed by the management company.

The dimension of organizational citizenship behavior

Organ found that the organizational system could not be perfect through the study of organizational citizenship when the organization members only complete the behavior in role at the personal work. The organizational goals will be realized only if the individual employees take extra-role behavior action to assist [4]. Scholars divided OCB into two to eleven dimensions, and the dimensions were divided into two categories based on

whether or not employees' behavior in role was involved. Some scholars believe that the main performance is that employees are willing to take the initiative to undertake the tasks outside the role, such as the seven-dimension division of Podsakoff, including the behavior of help, organization compliance, sportsmen spirit, civic morality, personal initiative, organizational loyalty and self-development [5]. Many scholars in China also describe this behavior with extra role behavior and organizational spontaneity. Hui's study found that many of the leaders of the organization default organizational citizenship behavior as part of the behavior in role at work. Smith divides organizational citizenship behavior into two dimensions, altruistic behavior and general obedience, and altruistic behavior is the act of providing help to someone. General obedience refers to the norm of being a good employee. Williams and Anderson believe that OCB includes behavior in role, altruistic behavior, and organizational concern and other dimensions [6, 7].

According to the definition of hotel staff OCB defined in this paper, this study starts from the perspective including employees' role behavior. This study adopts the dimension division of Zhang on the basis of Williams and Anderson in 2010, which is more in line with the employees within the organization in the context of Chinese culture, and is close to the characteristics of the hotel employees' knowledge level and the nature of the work, including the behavior in role, the altruistic behavior, and the organizational concern.

Organizational context theory of organizational citizenship behavior

Organizational context is a collection of various aspects of organizational functions and resources provided by the organization for the quality of service. It is divided into two aspects: overall convenience and inter departmental support. The main purpose of the organizational situation is to evaluate the relevant elements through the evaluation scale, in order to measure the importance of the factors that affect the employees in different fields. The context study is more inclusive and can reflect the actual situation in a more comprehensive and flexible field. In addition, the measurement index of organizational situation can clearly reflect the objective situation of the organization, find out which functions and resources are praised by the staff, which are considered to be poor, so as to optimize the organization and improve the organizational citizenship behavior of the employees.

The existing research on the influencing factors of OCB can be divided into two perspectives: organizational members' individual factors and organizational situational factors.

Individual factors

In 2006, Marcia A. Finkelstein deeply analyzed the individual motivation, satisfaction of motivation, and the effect of individual role on its organizational citizenship behavior, pointed out that the same organizational citizenship behavior had different functions for different individuals [8]. Two methods are used in the study: from the perspective of function, motivation realization means the stop of conscious behavior, from the perspective of role identity and the internalization of recognized behavior into the self-concept, and the individual efforts make the behavior and identity consistent, thus driving conscious behavior. The study emphasizes the role of social context in understanding role identity and voluntary action according to the view that one's self concept contains some combination of social role identity.

Organizational context factors

Sabine Boerner, Elisabeth Dutschke and Simon Wied published a paper on the impact of charismatic leadership on employee organizational citizenship behavior in 2008, it was fully supported by employees' stress sources and employees' perception of pressure as mediation variables. That is, employees' perceptions of stress regulate the relationship between charismatic leadership and subordinate organizational citizenship behavior [9]. Eitan Yaniv, Orna Steiner Lavi and Gila Siti, in 2010, expounded the relationship between employee organization matching and employee organizational citizenship behavior. The study confirmed that the match between employee and organization was positively related to organizational citizenship behavior of employees [10]. Based on the perspective of social predicament, Chen analyzed OCB from three aspects of social motivation, social structure and task structure, and pointed out that OCB is a kind of cooperative behavior of social predicament in organizational situation [11].

From the existing literature of organizational citizenship behavior, the research results from personal perspective are abundant. At the same time, some scholars have begun to pay attention to the organizational situation of organizational citizenship behavior, in order to make the research system more perfect. However, the existing research system mainly starts with the organizational factors such as leadership style, and the research on the status, evaluation and matching degree of employees in the organization remains to be further studied. Especially for the high star hotel employees' high involvement in the service nature, organizational citizenship behavior is worthy of discussion. The main management model in China is the management contract, the special organizational environment composed of both employers and the ideal setting of the research problem is also the original intention of this study.

STUDY DESIGN

Research design and conceptual model

Related hypothesis

The organizational context factor assumption that influences organizational citizenship behavior of employees. Based on the analysis of organizational context theory on organizational citizenship behavior, this paper holds that, under the condition of contract management, the 6 factors, guidance, role-qualification, supervision, public activity, accordance and value congruence are the important factors that influence the organizational citizenship behavior of the management organization, and then the following hypotheses are put forward accordingly.

H1a: management guidance behavior has a positive effect on employee's behavior in role.

H1b: management guidance behavior has positive effect on employee interpersonal altruism behavior.

H1c: management guidance behavior has positive effect on employees' organizational concern behavior.

H2a: managers' role-qualification plays a positive role in employee's behavior in role.

H2b: managers' role-qualification has positive effect on employee interpersonal altruistic behavior.

H2c: managers' role-qualification plays a positive role in organizing employees' organizational concern behavior.

H3a: owners' supervision behavior has a positive effect on employee's behavior in role.

H3b: owner' supervision behavior has positive effect on employee interpersonal altruism behavior.

H3c: owners' supervision behavior has positive effect on employees' organizational concern behavior.

H4a: owners' public activity has positive effect on employee's role behavior.

H4b: owners' public activity has positive effect on employee interpersonal altruistic behavior.

H4c: owners' public activity has positive effect on employees' organizational concern behavior.

H5a: the accordance of the rules of conduct has positive effects on employee's behavior in role.

H5b: the accordance of the rules of conduct has positive effects on employee interpersonal altruism.

H5c: the accordance of the rules of conduct has positive effects on employees' organizational concern behavior.

H6a: the value congruence of both sides has positive effects on employee's behavior in role.

H6b: the value congruence of both sides has positive effects on employee interpersonal altruism.

H6c: the value congruence of both sides has positive effects on employee's organizational concern behavior.

Employees' individual factors affecting

employees' organizational citizenship behavior are hypothesized. The relevant research mainly studies the influence factors of OCB with the demographic variables as control variables, but there are also studies found that the corresponding OCB of demographic variables shows great differences. Combining the previous research and the actual situation of the hotel industry, this paper selects 7 aspects as gender, age, marital status, educational background, department, years of service, and salary status as an important factor, and then puts forward the following related hypotheses.

H7: gender has a significant impact on employees' organizational citizenship behavior.

H8: age has a significant impact on employees' organizational citizenship behavior.

H9: marital status has a significant impact on employees' organizational citizenship behavior.

H10: education has a significant impact on employees' organizational citizenship behavior.

H11: department has a significant impact on employees' organizational citizenship behavior.

H12: years of service has a significant impact on employees' organizational citizenship behavior.

H13: salary status has a significant impact on employees' organizational citizenship behavior.

Employees' organizational citizenship behavior is positively related to job satisfaction. The study of Organ in 1988 showed that the relationship between employee satisfaction and organizational citizenship behavior was significant, especially in the positive relationship with altruistic behavior. Improving job satisfaction can promote positive emotions of employees in the organization, and show an efficient working state, which can promote altruistic behavior to happen^[4]. Shi Lei analyzed the job satisfaction as a whole variable and analyzed the relationship with organizational citizenship behavior

and found that the two were significant positive correlation in 2008, that is, the higher the employee's satisfaction with the job, the more active the organizational citizenship behavior could be^[12]. But job satisfaction is composed of many dimensions. The correlation between OCB and different dimensions can't be analyzed as a whole, which is the most useful content for human resource practice. Based on the classic job satisfaction scale, this paper made necessary improvements according to the management contract hotel industry situation, and accordingly put forward the following assumptions:

H14a: salary satisfaction is positively related to employee's behavior in role.

H14b: salary satisfaction is positively related to employee interpersonal altruistic behavior.

H14c: salary satisfaction is positively related to employees' organizational concern behavior.

H15a: promotion satisfaction is positively related to employee's behavior in role.

H15b: promotion satisfaction is positively related to employee interpersonal altruistic behavior.

H15c: promotion satisfaction is positively related to employees' organizational concern behavior.

H16a: employee relationship satisfaction is positively related to employee's behavior in role.

H16b: employee relationship satisfaction is positively related to employee interpersonal altruistic behavior.

H16c: employee relationship satisfaction is positively related to employees' organizational concern behavior.

Research model

According to the above analysis, this paper constructs a hypothesis model about the relationship between employee organizational citizenship behavior and job satisfaction in management contract hotel employees, as shown in Figure 1.

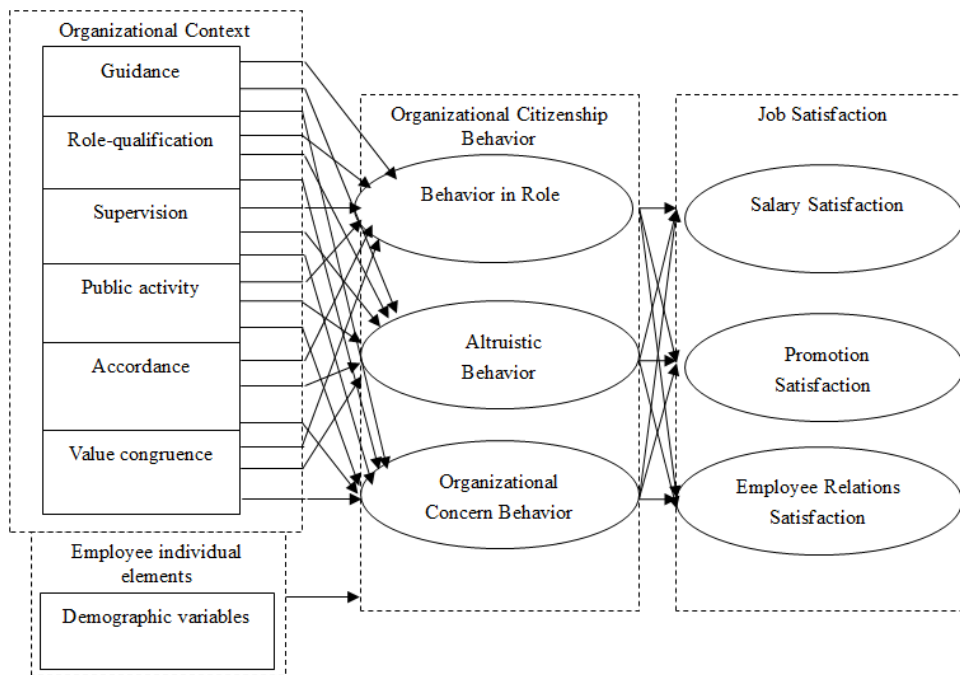


Fig-1: Hypothetical model and the validation of the study on employees OCB in hotels of management contract and its relationship with job satisfaction

Measurement of variables and variables

The purpose of this study is to explore organizational citizenship behavior and its impact on employee job satisfaction under management contract mode. Because organizational citizenship behavior occurs in the daily work under the management contract, the management contract hotel organizational context covers the employees' perception evaluation of the owner and the management company and the evaluation of the cooperation between the two parties. According to the concept of organizational citizenship behavior, we selected three dimensions which were tested with good reliability and validity and suitable for hotel staff to fill in the survey. Based on the literature of job satisfaction, this paper analyzes the three dimensions of job satisfaction, combining with previous studies on the relationship between them and organizational citizenship behavior. Before the formal issuance of the questionnaire, a questionnaire survey was conducted on the 16 subjects based on the network method, the feedback from the hotel staff and the advice of the professionals. The questionnaire was adjusted to form a formal questionnaire.

Organizational Citizenship Behavior

The five-dimension organizational citizenship behavior scale proposed by Podsakoff in 1990 is of typical significance. The four-dimensional organizational citizenship behavior scale proposed by Moorman in 1995 has also been widely used. The scales above are of great significance to the study of western organizational economics. In 2004, Fan's eleven-dimension scale of organizational citizenship behavior in Chinese enterprises had a great impact [13]. The scale of this study was put forward by

Williams and Anderson in 1991 and was improved by Chinese scholar Zhang in 2010, including three dimensions of behavior in role, altruistic behavior and organizational concern, the reliability and validity of the scale were tested as good [7]. The scale consists of 10 items. There are 4 items in behavior in role (BIR1-BIR4), the altruism behavior has 3 items (AB1-AB3), and the organizational concern has 3 items (OC1-OC3).

Organizational context

Wei put forward the evaluation scale of the managers under the Chinese cultural background, according to the nature of the management contract hotel industry, the guidance behavior and role-qualification of management companies were selected into the evaluation scale [14]. Fan believes that the interaction of the stakeholders between the organization boundary and the external environment should be studied from the perspective of organizational citizenship behavior, including participation in social welfare activities and promotion of company image, combined with the owner's position in the management contract, taking supervision and public activity as measuring dimensions. The research results of Hui show that values have the main effect on OCB [15]. In 2004, Chen and others focused on how normative cognition affects employees' OCB and turnover rate [16]. Under the management contract conditions, this paper takes the accordance of both sides and value congruence as important factors in the organization context.

Employee individual elements

This paper selects 7 aspects, such as gender,

age, marital status, educational background, department, years of service, and salary status as demographic variables.

Job satisfaction

At present, there are two kinds of measurement acceptability of job satisfaction at home and abroad: single overall assessment and comprehensive evaluation of job elements. The single overall assessment method regards job satisfaction as a whole. When using this method, the respondents need to answer the overall feeling of work [16]. Compared with the single overall evaluation method, the comprehensive evaluation method is more complicated, but the information collected is more accurate and complete. The investigation of the salary, promotion and employee relationship in the employees' job satisfaction can be more comprehensive and detailed to reflect the impact of job satisfaction on organizational citizenship behavior.

Research sample

According to the research problems, choosing the hotel in accordance with the characteristics of the management of the hotel, selecting the famous Overseas Chinese Town group of the well-known central enterprises and the Intercontinental group of the second largest hotel management group in the world is of great significance. In addition, since 2006, the cooperation relationship of Shenzhen InterContinental Hotel has lasted for more than ten years. As the flagship store in China, the management contract mode is mature and stable. Its employees are recruiting for the management team and signing labor contracts with the owners, which is the appropriate research object for the management of the employees of the contract hotel.

The questionnaires were distributed in two ways: paper distribution and online filling. A total of 200 copies were issued, and 181 were recovered, with a recovery rate of 90.5%. Delete 17 questionnaires that do not meet the requirements (all answers choose the same option or questionnaires completed by hotel outsourcing staff). A total of 164 valid questionnaires were obtained, accounting for 82% of the total number of questionnaires. The 164 valid questionnaires are coded and collated, and the SPSS software is used to make a descriptive analysis. It is found that the sample meets the requirements and the actual situation of the demographic variables.

EMPIRICAL RESEARCH

Analysis of validity and reliability

Validity analysis

Validity is used to detect the accuracy of prediction behavior or psychology measured by a test. It is goal oriented, and the purpose of analytical validity is to see the extent of the scale reflects the information of research objectives [17]. Content validity and criterion related validity tests are usually

confirmed in the theoretical part. In this paper, the structure validity is analyzed by using the principal component analysis (PCA) and the maximum variance method. The samples of organizational citizenship behavior scale and job satisfaction scale showed that the KMO values were 0.758 and 0.849 respectively, and the square values of Bartlett spherical test cards were 1586.082 and 2167.313 respectively. The significant probability P values were all in line with the requirements, suitable for factor analysis. According to the standard of the original data of the organizational citizenship behavior scale and the job satisfaction scale, according to the standard of the characteristic value greater than 1, the principal component analysis method is used to extract the factors. Through the above statistical results, 3 factors are identified for the characteristic value greater than 1, and 81.623% and 68.941% of the results are explained respectively. The maximum variation rotation axis method (Varimax) is used to carry out the factor rotation. On the organizational citizenship behavior scale, 3 factors are identified after the factor rotation, which conforms to the three dimensions used in this study. The cumulative results can explain 81.623% or 68.941% of the results respectively.

RELIABILITY ANALYSIS

The data collected from the questionnaires were collected and analyzed, and the internal consistency of the scale was tested by SPSS reliability analysis. The Cronbach's Alpha values of the three dimensions of organizational citizenship behavior were all above 0.837, greater than 0.7, indicating that these scales had good internal consistency.

Organizational context and organizational citizenship behavior research model and hypothesis test

Structural equation model

The normal distribution of sample data is a prerequisite for using structural equation modeling. The data obtained from this study are tested by normal skewness and kurtosis coefficient, and the results are acceptable within the framework of structural equation modeling. The χ^2/df is a statistic which directly examines the similarity between the sample covariance matrix and the estimated variance matrix, and its theoretical expectation is 1. The closer they χ^2/df is to 1, the better the model fits. In the actual research, the χ^2/df is close to 2, and the fitting of the model is better. When the sample is large, the standard of reasonable or not can be relaxed to 5[18]. Generally speaking, the RMSEA is less than 0.08, indicating that the fitting is better. Less than 0.05 is fitting well, and more than 0.1 indicates that the fitting is very poor. In the actual study, some of the fitting indexes may not meet the requirements due to the complexity of the model fitting objects and many variables, such as RFI, NFI, IFI, CFI and TLI, according to the specific conditions. In

addition, the standard load factor requirement can't generally be less than 0.4, and the corresponding absolute value of CR exceeds 1.96.

The result of structural model test for influencing factors of behavior in role shows that the influence of the owner's public activity and the value congruence between the two sides is not significant. The result of the model of interpersonal altruism influencing factors shows that the guiding behavior of the managers and the supervision behavior of the owners have no significant influence on interpersonal altruism. The result of structural model test of influencing factors of organizational concern behavior shows that role-qualification does not significantly affect organizational concern.

The model is rechecked, and the factors which are not significant are eliminated in turn, and the factors such as the fitting index and complexity of the structural equation model are taken into consideration. The results are shown in Figure 1.

Model fitting index, path coefficient and hypothesis verification

The fitting index, path coefficient and hypothesis validation of each model are as follows:

- The result of model fitting index is shown in Table 1.
- The results of the path coefficient and the CR value are shown in Table 2.

From table 1, the fitting indexes of the behavior in role model and the organizational concern model are better, and most indexes of the interpersonal altruistic behavior model are close to the requirements of the structural equation model. In the actual research, some fitting indexes may not meet the requirements of the model, but researchers can reduce the requirements according to the specific circumstances. Considering the complexity of the object, the number of variables and the complexity of the fitting model, the indexes of altruistic behavior model in this study are still acceptable. Accordingly, from table 2, the corresponding path coefficient of structural equation model has practical reference significance.

Assume the validation results

Data analysis shows that most assumptions are supported, except H4a (owner's public activity→ behavior in role), H1b (guidance→ interpersonal altruistic behavior), H3b (owner's supervision→ interpersonal altruistic behavior), H2c (role-qualification → organizational concern). The results of the study are confirmed by the existing research results of organizational citizenship behavior in the context of China's organization, but there are some differences, which also realized the original intention of this study. On the basis of the existing research, the research on the subject of employee citizenship organization is further developed on the basis of more systematic models and more targeted research samples.

Tab-1: Fit indexes of structural models

Models	χ^2/df	RMSEA	RFI	NFI	IFI	CFI	TLI
Behavior in Role	2.328	0.0458	0.928	0.936	0.946	0.948	0.931
Altruistic Behavior	3.281	0.0076	0.879	0.836	0.826	0.908	0.831
Organizational Concern	2.060	0.0188	0.957	0.965	0.983	0.977	0.971

Tab-2: Path coefficients and CR values of structural models

Path	Paths coefficients	CR	P	Path	Paths coefficients	CR	P
Behavior in Role ← Guidance	0.565	6.248	***	Altruistic Behavior ← Accordance	0.387	3.573	***
Behavior in Role ← Role-qualification	0.496	4.258	***	Altruistic Behavior ← Value congruence	0.397	4.598	***
Behavior in Role ← Supervision	0.327	4.007	***	Organizational Concern ← Guidance	0.294	2.656	***
Behavior in Role ← Accordance	0.468	4.242	***	Organizational Concern ← Supervision	0.231	2.174	0.030
Behavior in Role ← Value congruence	0.412	4.176	***	Organizational Concern ← Public activity	0.319	2.771	0.008
Altruistic Behavior ← Role-qualification	0.483	5.512	***	Organizational Concern ← Accordance	0.336	3.279	***
Altruistic Behavior ← Public activity	0.414	3.567	***	Organizational Concern ← Value congruence	0.414	3.567	***

**Hypothesis testing on relationship between job satisfaction and organizational citizenship behavior
Correlation analysis of salary satisfaction and organizational citizenship behavior**

The correlation coefficients between salary satisfaction and behavior in role are between 0.240-

0.423, and the values of each department exceed 0.01 of the significant standard. Its correlation with whether or not to leave the post when there is an urgent matter is the lowest. The hotel does not require high professional skills for hotel staff. There is a group of people working on the same shift at the same time, so

the replaceable ability of the staff is strong, and the other three are positively correlated, assuming that H14a is proved. The correlation coefficients of interpersonal altruism are between 0.482-0.509, reaching the standard of significance, the significant standard. When employees feel more satisfied with salary satisfaction, the more enthusiastic they are, the more likely they are to help colleagues. The three positive correlations are significant. Therefore, suppose H14b is proved. The correlation coefficients with organizational concern are between the 0.314-0.590, reaching the standard of significance. When employees feel satisfied with salary satisfaction, they will have a sense of trust and belonging to the hotel, which will be concerned about the interests of the hotel to maintain their interests, more likely to improve their management system. The three positive correlations are significant, assuming that H14c is proved.

Correlation analysis between promotion satisfaction and organizational citizenship behavior

The correlation coefficients of promotion satisfaction and role behavior are between 0.251-0.464, the values of each department reach the standard of significance. On the one hand, who with a higher degree of promotion satisfaction usually are the employees have been promoted, for the new position requires them to perform their duties more conscientious than ordinary employees. On the other hand, the higher the evaluation system of promotion is, the more expectation it will have for promotion. A low degree of satisfaction with the promotion system will affect the enthusiasm of the work, and the attention to the rules, regulations and requirements of the hotel will be reduced. The positive correlations with the four items are significant, assuming that H15a is proved. The coefficients of correlation with interpersonal altruism are between 0.407-0.558, reaching the standard of significance. If an employee satisfied with the hotel promotion system expects to be promoted, he or she will show better service skills and dynamic role in the organization, help others and enhance their prestige in the organization if they expect the promotion to show better service skills and active role in the organization. The positive correlations between the three items are significant, assuming that H15b is proved. The correlation coefficients with the organizational concern are between the 0.340-0.468, reaching the standard of significance. Employees who are satisfied with the promotion system tend to think that working in the hotel is a promising job. A long-term view of the work of a hotel will lead to an employee's attitude of concern and a positive impetus to the organization. The positive correlations between the three items mentioned above are all significant, assuming that H15c is proved.

Correlation analysis of employee relationship satisfaction and organizational citizenship behavior

The correlation coefficients of employee

relationship satisfaction and organizational concern are between 0.273-0.474, and the values of each department are less than 0.01. When the information of the hotel is improved, it is easier for employees to clear the standard and focus of work. When their goals and values are paid attention to, the employees have a stronger sense of responsibility to the organization, and the positive correlation between the four items is significant. Therefore, the H16a is assumed to be proved. The correlation coefficients with organizational concern are between 0.561-0.588, reaching a significant standard. That is, employee relationship satisfaction is positively related to interpersonal altruism. When employees are satisfied with the employee relationship management in the hotel, the organization has a more harmonious working atmosphere within the organization, and the employees are more inclined to help colleagues, thus achieving a virtuous cycle. The positive correlations with the three items are significant, assuming that H16b is proved. The coefficients of correlation with organizational concern are between 0.388-0.556, and the values of each department have reached a significant standard of 0.01. The satisfaction of employee relationship is positively related to the organizational concern. When the hotel pays attention to the staff's goals and values, the employee is satisfied with the sense of respect. The activities of holding rich amateur life also pay attention to the spiritual needs of the staff, so that the employees are more concerned about the activities of the hotel and connect the interests of the hotel to the personal interests. To improve employee loyalty. The positive correlations between the three items mentioned above are all significant. Therefore, suppose H16c is proved.

A study on the relationship between individual factors and organizational citizenship behavior in hotel management

SPSS software was used to stratified multiple regression analyze the relationship between demographic variables and organizational citizenship behavior. Firstly, demographic variables are taken as independent variables, and organizational citizenship behavior is used as a dependent variable to regress. It is known from the results that demography variables are entered in model 1, the square root of the model determination coefficient is 0.337, the determination coefficient is 0.114, the adjusted coefficient is 0.62600, and the standard error is 0.015. $P=0.015<0.05$ shows that it has a significant predictive effect on organizational citizenship behavior.

The regression analysis results show that the regression square sum is 7.790, the sum of residuals is 60.741, the total square sum is 68.532, the value of the F statistic is 2.485, $p=0.015<0.05$, it can be considered that the established regression equation is effective.

According to the non-standardized coefficient table of the regression of organizational citizenship

behavior and the 8 independent variables, such as sex and marital status, the number of Beta regression lines were obtained, which were further analyzed by the corresponding T values of the corresponding significant test. The results show that :the marital status($p=0.026<0.05$), the department ($p=0.037<0.05$), and the years of service($p=0.000<0.05$).It can be considered that only these three independent variables have a significant impact on the organizational citizenship behavior of the dependent variable.

In the analysis, first of all, the control variables were tested. Two factors entered the regression equation. The F value of model 1 was 2.485, but no significant $p=0.015>0.01$ was realized. There was no significant relationship between the demographic variables and the organizational citizenship behavior except the marital status, the department and the years of service. Married people are better than unmarried people on behavior in role, interpersonal altruism and organizational concern, and there is a significant relationship between the department and organizational citizenship behavior. The length of working time has a positive correlation with organizational citizenship behavior. Chinese scholars, Shi and Wang have drawn similar conclusions.

CONCLUSION

The research from this paper shows that: first, the behavior in role of the management contract hotel staff is mainly influenced by 5 factors, such as the guidance, role-qualification of the management company, the supervision behavior of the owners, the accordance, value congruence of the two sides, however, the public activity led by the hotel owners is not significant. The results of the study identify the influential factors affecting organizational citizenship behavior, but this paper further studies the importance of different factors in the organizational context on the role of the role in the role of behavior. Among the influencing factors of role behavior, the standardized path coefficient of leader's guidance behavior is the largest. This fully demonstrates the importance of leadership to staff training and guidance. At the same time, the hotel leaders can help and guide employees to solve problems or provide career development guidance, but also give employees more specific benchmarks, which will enable employees to conduct their roles in the role better, and to improve their organizational citizenship behavior.

Second, the interpersonal altruism behavior of the management contract hotel staff is mainly influenced by the managerial leadership role, the public relations behavior of the owner, the agreement of the two sides and the matching behavior of the value system, and the influence of the guiding behavior and the supervision behavior on it is not significant. The results support some of the existing research results.

Different from the previous research results, the impact of guidance behavior on interpersonal altruism is not significant [20]. Chinese tend to "mix" extensively rather than distinguish the relationship between friends, colleagues, families and organizations. The author thinks that it is possible that Chinese people will help people as an important part of moral quality. As a social affirmative act, it is easier to be included in the self-concept and continuously strengthen the degree of altruistic behavior without the guidance of leadership, which is more conducive to the promotion of staff relations and the reinforcement of employees' altruism [21].

Among the influencing factors of interpersonal altruism, the standardized path coefficient of managerial leader role competency is the largest. What is close to it is the match of the values of both sides. This fully shows that the leadership of the hotel, especially the direct leadership, shows the advantages and the necessity of showing the ability and experience in front of the staff. It is conducive to creating a healthy and interactive environment among the employees, creating a communication channel for the employees, making a reliable cognition in the employees, and thus affecting the interpersonal altruistic behavior of the employees. When the values match, there is a more harmonious working atmosphere within the organization. Employees are more inclined to help colleagues, so as to achieve a virtuous circle. It also illustrates the influence factors of interpersonal altruism only from the perspective of individual managers, while neglecting the important influence of managers and owners' characteristics is biased.

Third, entrustment management of hotel staff organization public welfare behavior is mainly guided by leadership behavior, the owner's supervision behavior, public relations behavior, the agreement of the two sides of the behavior, the value system matching and other 5 factors. The leadership role of the managerial team is not significantly affected by competency. Higher managers and owners' behavior evaluation can make it easier for employees to understand the standard and focus of work. Under the premise of their own tasks, employees' organizational public welfare behavior is more easily improved, and the leadership role is not significantly affected by the manager's leadership role. The author believes that the leadership will enhance wine to a certain extent. The dependence of the basic service staff on the shop will reduce the willingness to make suggestions and other constructive activities.

Among the influencing factors of organizational commonweal, the standard path coefficient of matching the two value systems is the largest. Enterprises will have a stable value orientation, corporate culture; employees will have a sense of trust and belonging to the working hotel. When their own

goals and values match, the employees have a stronger sense of responsibility to the organization and improve the willingness to organize public welfare behavior.

Fourth, the article systematically analyzes the relationship between the three dimensions of organizational citizenship behavior and the degree of job satisfaction, and identifies the demographic variables affecting the organizational citizenship behavior. There is no significant relationship between the demographic variables and the organizational citizenship behavior in the demographic variables except the marital status, the department and the years of service.

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