

Impact of Organizational Citizenship Behavior on Employee Performance: Mediating Role of Counterproductive Work Behavior in Hotel Industry of Pakistan

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Abstract : Firms are always concerned with their performance which is directly linked to employees' performance. In the thrive of this goal, number of researches have been conducted where Organizational Citizenship Behavior (OCB) and Counterproductive Work Behavior (CPWB) is among those studies. This study is aimed at investigating the role OCB by considering altruism and conscientiousness in an employee's job performance with the mediating role of CPWB by considering sabotage and withdraw among the employees of hotel industry in Pakistan. A quantitative method was used by following deductive approach in positivist paradigm where survey was conducted through self-administered questionnaires and data was collected from the employees working in hotel industry of Pakistan. Top 10 hotels from the region of Lahore, Punjab was selected as population, and 500 questionnaires were distributed among their employees by using stratified random sampling technique. There is a positive impact of OCB is found on job performance of an employee whereas full mediation of CPWB is also found between OCB and job performance. The study is important for the practitioners in a way that hotel industry is growing at an enormous rate where employee behavior is always a concern specifically in emerging markets due to the exploitation of employees at the workplace, so the findings of the study can be helpful for practitioners and policy makers.

Keywords : organizational citizenship behavior, counterproductive work behavior, employee performance, altruism, conscientiousness, sabotage, withdraw, hotel industry

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