

The Mediating Role of Organizational Citizenship Behavior in the Relationship Between Job Satisfaction and Organizational Performance: Evidence from Nepal's Hospitality Sector



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Abstract

This study aims to investigate the relationship between job satisfaction and organizational performance, with the mediation effect of organizational citizenship behavior. This study employed a cross-sectional quantitative design to examine both the direct and indirect relationships among the study variables using the data gathered from 427 employees working in hospitality sector. Strong positive correlation between job satisfaction, organizational citizenship behavior and organizational citizenship behavior were found in the correlation results. Regression analysis also indicated that organizational citizenship behavior and organizational performance are significantly predicted by job satisfaction. Furthermore, the PLS-SEM mediation analysis showed that the relationship between job satisfaction and organizational performance is partially mediated by organizational citizenship behavior. This finding suggests that employees who are satisfied are more likely to participate in voluntary, extra-role activities, that improve the effectiveness of the organization. By empirically confirming the mediating role of organizational citizenship behavior in the relationship between job satisfaction and organizational performance within the context of hospitality sector of developing country, this study contributes to the existing literatures. The results also offer significant managerial recommendation, indicating that strategies to enhance job satisfaction on employees can encourage discretionary citizenship behaviors that eventually improve organizational performance. The findings offer meaningful insights for researchers and practitioners of hospitality sector seeking to understand the behavioral pathways to enhance organizational performance.

Keywords: Hospitality sector, job satisfaction, organizational citizenship behavior, organizational performance

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Introduction

The employee attitudes have been known to be one of the main forces behind organizational performance, particularly for the service-oriented industries where human interaction adds value. The business entities in a competitive business environment mostly rely on employees not just on their capability but also on their emotional dedication, inspiration and readiness to perform their job duty beyond the work they are required to do (Organ et al., 2006; Podsakoff et al., 2009). One of the many factors impacting an individual behavior at work is job satisfaction, which has been main predictor of both individual and organizational outcomes. It influences the productivity, the retention of employees, the quality of services, and effectiveness (Cek & Eyupoglu, 2020; Hasanuddin & Syamsuddin, 2020). This is particularly relevant that in the hospitality sector, where employee behavior has a significant impact on the standard of services rendered Hospitality businesses rely on frontline employees that deal directly with the consumers, create their service experiences, and affect reputation of the organization (Poudel, 2022). Under such circumstances, the performance cannot be determined only by the regular job duties, but also voluntary and cooperative efforts of the employees, which refers to organizational citizenship behavior (OCB). Apart from official duties, OCB involves behaviors such as assisting the co-workers, being polite, taking initiative, and being helpful to the organization (Organ et al., 2006). It has also been demonstrated in the previous studies that these extra-role behaviors extensively enhance customer satisfaction, service efficiency, teamwork, and employee performance (Podsakoff et al., 2000; Budiman et al., 2014).

The majority of studies have shown a positive correlation between job satisfaction (JS), organizational performance (OP) and organizational citizenship performance (OCB). When employees are emotionally attached to their organizations, job satisfaction reciprocate good treatment and undertake citizenship behaviors that benefit their colleagues and customers (Bateman & Organ, 1983; Weikamp & Göritz, 2016; Herliani & Nurendra, 2023; Thevanes & Harikaran, 2020). The Social Exchange Theory views these actions as reciprocity (Homans, 1958). Employees who are exposed to positive and rewarding working conditions will present themselves with extra effort in their work beyond the required job requirement. Researchers in the service sectors indicate that organizational citizenship behavior can serve as an intertwine that links job satisfaction to improved organizational performance (Na-Nan et al., 2020; Dewantara & Putri, 2023; Weikamp & Göritz, 2016).

Although the hospitality industry is expanding globally, the sector is experiencing current challenges in human resources such as elevated employee turnover rate, workforce shortage, excessive working hours and low remunerations. These aspects usually result in poor job satisfaction, lack of commitment, and unreliable service quality, which contradictorily affects the performance of the organization (Hidayah & Harnoto, 2018; Risna & Omar, 2019; Hasanuddin & Syamsuddin, 2020). These are especially sharp in developing nations where hospitality organizations in most cases fail to retain qualified and motivated staff.

Tourism and hospitality are two important sectors of Nepal, which has been boosted by the number of tourists, different types of purposes of travel, and the establishment

of hotels and restaurants (Poudel, 2022; Sharma & Upadhyay, 2020). Nevertheless, the Nepali hospitality industry is also characterized by lack of labor stability, the lack of career promotion opportunities, and employee satisfaction problems. Poor morale and retention are caused by low wages, excessive working hours, and insufficient training (Affandi et al., 2018; Arya & Supartha, 2022). The above conditions are jeopardizing service delivery, organizational sustainability, and thus the necessity to have effective human resource strategy could not be understated. International scholars and extensively examined the relationship between job satisfaction, organizational citizenship behavior and organizational performance; no study has been conducted to ascertain the mediating role of OCB in the hospitality industry of Nepal (Shrestha, 2018). Majority of the research done has been based on manufacturing and corporate industry or on the direct correlation without explaining the processes of behavior that connects the performance with satisfaction (Liu & Cohen, 2010; Ramos & Ellitan, 2023). This is a big gap, considering that hospitality jobs are interpersonal, as well as involve behavioral approaches.

Accordingly, this study aims to investigate the relationships between job satisfaction, organizational citizenship behavior, and organizational performance in Nepal's hospitality sector, with specific emphasis on the mediating role of OCB.

Also, this study examines the current status of job satisfaction and organizational performance in the hospitality sector of Nepal. Specifically, this study analyses the degree to which job satisfaction influence organizational citizenship behavior among employees and organizational performance in the hospitality sector of Nepal.

By addressing these issues, this study advances the literature on hospitality sector and organizational behavior by extending Social Exchange Theory into a developing country like Nepal for the context of hospitality. From a practical perspective, the study provides hotel managers and policy makers useful details for creating human resource strategies that boosts employee job satisfaction, encourage citizenship behavior and eventually increase organizational performance.

Literature Review

Job Satisfaction

It has long been recognized that employee attitudes and voluntary behaviors are constitute sources of organizational performance and prominent in the service-intensive sectors where frontline workers are essential to the performance of the organization (Lam et al., 2001). Job satisfaction is one such attitude which has attracted continued academic interest because of its influence on motivation, service quality, retention, and organizational performance (Hoppock, 1935; Karatepe & Uludag, 2008). Job satisfaction is the main factor determining both organizational performance and service quality in hospitality organizations since there is a clear connection between the emotional state and work experience on employees (Lam et al., 2001; Heskett et al., 1994).

Generally, Job satisfaction is a positive emotional response that arises from assessing of work and workplace (Herzberg, 1968). It is always demonstrated that employees who

are satisfied are more productive, dedicated, not leaving the workplace, and effective in-service circumstances (Delaney & Huselid, 1996; Risna & Omar, 2019). In the hospitality sector, job satisfaction is the driving force influencing customer satisfaction, employee engagement and operational consistency, where the work is based on emotional labor, conflict resolution, and constant interaction with customers (Karatepe & Uludag, 2008; Poudel, 2022). These results indicate that job satisfaction is a worthwhile organizational asset rather than an attitude held by an individual.

However, the existing literatures suggests that job satisfaction does not always have a direct impact on organizational outcomes. Employee discretionary actions that go beyond official job requirements frequently have an indirect impact on organizational performance. Organizational citizenship behavior (OCB) is usually conceptualized as these voluntary actions (Organ, 1988).

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) describes voluntary actions that usually supports and organizational activities but are not specifically defined in job responsibilities and incentive systems (Organ, 1988). This type of behaviors is particularly needed in hospitality sectors where flexibility, swift problem solving, and collaboration may be necessary when delivering the service.

Organ (1988) conceptualized five-dimensional organizational citizenship behavior model construct consisting of altruism, sportsmanship, courtesy, conscientiousness and civic virtue. These constructs capture behaviors like assisting others at work, performing roles beyond the job description, remaining optimistic at work, reducing conflicts and involvement in organizational processes (Podsakoff et al., 2000; Podsakoff, 2014). Continuity of services, customer satisfaction, and the coordination of operations are all significantly influenced by these behaviors in the hospitality sector of Nepal (Baral & Pokharel, 2017; Shrestha & Bhattarai, 2022)

Generally, empirical research supports the positive role of OCB in enhancing organizational effectiveness. Operational inefficiencies, social cohesion among employees and employee cooperation are improved by citizenship behaviors (Podsakoff et al., 2000; Basu et al., 2017). OCB has been usually associated with improved customer satisfaction, operational performance and service consistency in hospitality sector (Na-Nan et al., 2020). However, with situations like limited managerial support, excessive workload, limited resources, some studies have identified weaker associations between OCB and organizational performance (Nadiri & Tanova, 2010; Tang & Tsaor, 2016). These findings indicates that contextual factors may impact the extent to which organizational citizenship behaviors may contribute to better organizational outcomes.

Job Satisfaction and Organizational Citizenship Behavior

Different studies have examined the relationship between job satisfaction and organizational citizenship behavior. Both theoretical and empirical evidences demonstrate that job satisfaction is more likely to be good predictor of OCB. Bateman and Organ (1983)

had earlier discovered that employees who are satisfied are far more likely to perform actions that are favorable to their organizations. This connection has always been proven by research in different industries and cultures (Fitrio et al., 2019; Cek & Eyupoglu, 2020; Oparinde et al., 2019).

Contented staff in hospitality sector demonstrated an increased helping behavior, service initiative, and loyalty, which enhanced the efficiency of operations and services quality (Budiman et al., 2014). On the same note, job satisfaction had a positive influence on OCB, which subsequently increased customer satisfaction and service efficiency (Jude et al., 2024). However, some scholars claim that factors like leadership style, employee performance of fairness, organizational culture may have an impact on the relationship between organizational citizenship behavior and job satisfaction.

The Social Exchange Theory also supports this context as it contends that employees compensate organizations that treat them well by displaying positive behaviors and attitudes (Homans, 1958; Blau, 1964). Employees become obligated to give back by engaging in voluntary activities that are not required in their jobs, such as citizenship behavior, when they find the workplace supportive and fair (Podsakoff et al., 2000). This process of exchange is usually significant in the hospitality organizations where employees interact frequently and have emotional labor. Satisfied employees will be more appropriate to provide support to colleagues, safeguard organizational resources, and pursue service objectives which will ultimately enhance organizational performance.

Organizational Citizenship Behavior and Organizational Performance

Organizational performance is a degree of how successful an organization is in achieving its goals with well-organized use of resources and effective service delivery (Delaney & Huselid, 1996). For a hospitality sector, organizational performance is closely associated with employee behavior, as employees are the main source of creating service experience for customers.

Different research suggests that organizational citizenship behavior is related to organizational performance, as it helps to improve teamwork and cooperative environment in the workplace (Adhikari & Gautam, 2019; Hasanuddin & Syamsuddin, 2020; Na-Nan et al., 2020). Citizenship behaviors are fruitful in that they positively contribute to the cooperation, higher reduction of resources waste, social capital development, and greater adaptability (Podsakoff et al., 2009). This statement is backed in different service industries. OCB enhances social bonding and trust among the employees and thus cooperative performance and productivity (Basu et al., 2017). These results indicate that OCB is an action instrument by which organizations would perform excellently, particularly in service-oriented situation.

However, the relationship's strength may change depending on various organizational settings. While some studies have found that organizational structure, managerial techniques and resource availability might have an impact on OCB's potential to increase organizational performance. These conflicting findings emphasize on how important it is to examine OCB in certain business and cultural contexts.

The Mediating Role of Organizational Citizenship Behavior

Recent studies increasingly suggests that OCB is important in relating job satisfaction with organizational performance. Studying the workers of hospitality sector, Job satisfaction enhanced OCB, which, in turn, improved such performance measures as service quality, customer satisfaction, and operational efficiency (Thevanes & Harikaran, 2020). Employees who are satisfied are able to transfer the positive job attitudes to other behaviors that are not within the job description, which give them improved performance results (Subardjo & Tentama, 2020). This implies that job satisfaction is not the sole determinant of the performance gains but its impacts are achieved through the discretionary behavior of employees.

Social Exchange Theory (SET) provides a theoretical explanation for this mediation link of OCB on job satisfaction and organizational performance. When employees believe that they receive encouraging work environment and satisfying work experiences in the workplace, they respond by engaging in behaviors that the organization benefits (Bahrami et al., 2013). The behaviors such as supporting coworkers, upholding service standards and exercising initiative helps to improve organizational performance (Geus et al., 2020).

Even though there is growing evidence in favor of this mediation mechanism, most of the study have been conducted till now has been done in western nations or in the corporate and manufacturing sectors (Poudel, 2022). Additionally, many research utilizes cross-sectional designs, which limits to accurately represent behavioral processes in service environments (Sharma & Upadhyay, 2020). These limitations emphasize the necessity of more research in diverse cultural and business environments.

Research Background: The Hospitality Sector in Nepal

Due to an increase in the expansion of hotels and restaurants, and diversification of different travel services, Nepal's hospitality sector has grown significantly in recent years. Despite the fact that the abundance research has been conducted worldwide, limited research have focused on the combination of job satisfaction, organizational citizenship behavior and organizational performance into one framework of reference in the developing economies, especially in the hospitality industry of Nepal (Adhikari & Gautam, 2019; Baral & Pokharel, 2017). The existing Nepal-based research has focused primarily on the topic of tourism development, the quality of services, turnover, and HR practices, where the discrete employee behaviors and their consequences on performance have been given little attention (Shrestha, 2018; Paudyal, 2021; Shrestha & Bhattarai, 2022). Since the service of hospitality is based on employment and Nepal is experiencing increased tourism market, it is significant both theoretically and empirically to calculate how job satisfaction leads to organizational performance using OCB.

This study is based on the OCB theory and the concepts of social exchange to evaluate empirically the mediating role of OCB on the relationship between job satisfaction and organizational performance in the hospitality industry of Nepal. Examining the mediating effect of organizational citizenship behavior in the hospitality sector is important given the interpersonal nature of hospitality work and the significance of voluntary citizenship

behaviors. In Nepal's growing hospitality sector, knowing how job satisfaction correlates into better organizational performance through organizational citizenship behavior will provide valuable information for both theory and practice.

Research Hypotheses

The following hypotheses are proposed on the basis of the theoretical justifications and empirical evidence discussed:

H1: *Job satisfaction has a positive effect on organizational citizenship behavior.*

H2: *Job satisfaction has a positive effect on organizational performance.*

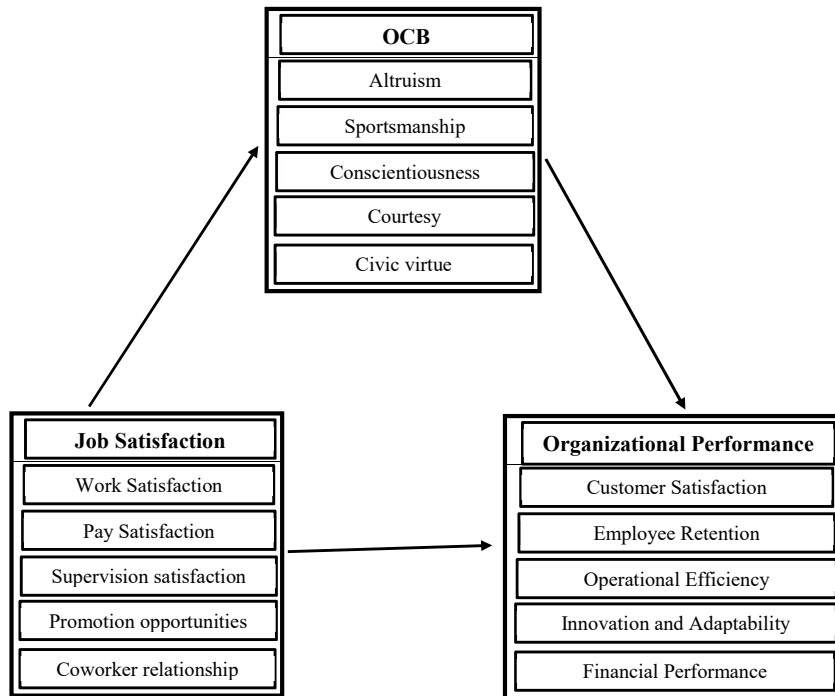
H3: *Organizational citizenship behavior has a positive effect on organizational performance.*

H4: *Organizational citizenship behavior mediates the relationship between job satisfaction and organizational performance.*

Conceptual Framework

The study's proposed conceptual framework is based on the theory and hypothesized relationship between job satisfaction, organizational citizenship behavior and organizational performance.

Figure 1. *Conceptual framework*



Source: (Saifi & Shahzad, 2017; Na-Nan et al., 2020; Budiman et al., 2014)

Methodology

Research Design

In order to investigate the relationship between job satisfaction, organizational citizenship behavior and organizational performance, this study employed a cross-sectional quantitative survey. Additionally, it focused at how organizational citizenship behavior acts as a mediator in the hospitality sector of Nepal. The cross-sectional method was appropriate since it enables one to gather a large sample of standardized data within a given time. This aids in statistical analysis of a relationship between latent variables (Saunders et al., 2019; Creswell, 2014). Quantitative surveys are commonly used in the studies in the hospitality and organizational behavior to measure employee attitudes, discretionary behavior, and performance outcomes (Karatepe & Uludag, 2008; Hair et al., 2019).

The study utilized a descriptive and correlational research approach. Descriptive analysis was employed to assess the current levels of job satisfaction, organizational performance and organizational citizenship behavior. The hypothesized relationships and mediation effects were tested using the correlational and structural modeling methods.

Population, Sample and Data Collection

The target respondents were the employees of hospitality sectors such as hotels, caterings, and restaurants throughout Nepal including luxury, mid-range, and budget ones. The population was indefinite as no formal database of employees working in the hospitality sector in Nepal existed. Therefore, a convenience sampling technique was used due to the discontinuous nature of the hospitality industry, rotating shift system, and difficulty of access (Cochran, 1977; Shrestha, 2018; Arya & Supartha, 2022). The respondents were all accessible hospitality organizations with all their willing employees invited to participate.

The minimum sample size for large population at a 95% level and a 5% level of error was determined using Cochran (1977) formula. As a result, a minimum of 384 sample size were recommended. In order to ensure adequate response, 478 questionnaires were dispatched to the respondents. Upon receiving the data, 427 questionnaires were considered fit for further analysis as remaining had incomplete or inconsistent answers.

The final sample size is sufficient to address the minimum PLS-SEM and has sufficient statistical power to perform the mediation analysis (Hair et al., 2019). The participation process was voluntary and anonymity was assured to the respondents. They were made aware about the scholarly aim of the study.

Measurement Instruments

Validated scales that were adapted in the existing literature were used to measure all constructs. A five-point Likert scale was employed with range between 1 “strongly disagree” to 5 “Strongly agree”.

The dimensions used in JDI to measure Job Satisfaction (JS) were used. This covered work satisfaction, pay satisfaction, supervisory satisfaction, promotion prospects, and relationship with their coworkers (Smith et al., 1969).

The paradigm developed by Podsakoff et al. (2000) was incorporated into consideration when evaluating organizational citizenship behavior (OCB). It included altruism, courtesy, sportsmanship, conscientiousness and civic virtue.

The Performance of the organization was measured on the basis of employee perception on customer satisfaction, employee retention, operational efficiency, innovation and adaptability as well as financial performance. This aligned with the multidimensional perspectives of performance (Kaplan & Norton, 1992; Delaney & Huselid, 1996).

Analytical Procedure and Model Specification

SPSS 25.0 was used to analyze the data and perform preliminary screening and produce the preliminary data, whereas PLS-SEM was performed with SmartPLS 4. The selection of PLS-SEM was explained by the fact that this model is better suited to complex models, second-order constructs, prediction-related objectives, and mediation analysis (Hair et al., 2019; Henseler et al., 2015).

The construct of job satisfaction, organizational citizenship behavior and organizational performance are conceptually multidimensional and have multiple underlying variables, a hierarchical component modelling approach was used. As a result, second-order latent variables were used to model these constructs.

A two-stage hierarchical component modeling was employed in the study. First, a model of first-order reflective measurement was investigated. After receiving a reliability and validity measurement, the constructs were merged into second-order formative model, in which:

Specifically,

- Job satisfaction was then composed of work satisfaction, pay satisfaction, supervision satisfaction, relationship with coworkers and promotion opportunities.
- Organizational citizenship behavior was composed of altruism, conscientiousness, courtesy, and sportsmanship.
- The customer satisfaction, employee retention, operational efficiency, innovation and adaptability, and financial performance were included in organizational performance.

This solution adheres to the advice on the modeling of higher-order latent variables in PLS-SEM (Hair et al., 2019; Bryman, 2016). The direct, indirect and total effects of mediation was examined through bootstrapping and bias-correlated confidence intervals (Hurley & Hult, 1998; Hair et al., 2019).

Measurement Model Assessment

Cronbach's alpha and Composite Reliability (CR) were utilized to assess internal consistency. Every construct was greater than the suggested threshold of 0.70 (Newman & Nollen, 1996; Hair et al., 2019). Average Variance Extracted (AVE) was used to evaluate the convergent validity, with all retained constructs had results more than 0.50. This shows that their indicators appropriately described the variation (Fornell & Larcker, 1981).

During the measurement model evaluation, the civic virtue was eliminated due to lack of reliability and insufficient convergent validity. The remaining dimensions- altruism, conscientiousness, courtesy and sportsmanship, were retained in the final model.

Ethical Considerations

Ethical standards were closely followed. Respondents provided informed consent and were guaranteed confidentiality and anonymity. Data were utilized only for academic objectives and personally identifying information were gathered. Respondents could leave the research at any time and the participation was completely voluntary (Creswell, 2014; Saunders et al., 2019).

Results

The findings of the study examining the associations between job satisfaction, organizational citizenship behavior and organizational performance in hospitality sector of Nepal are presented in this section. The demographic profile and descriptive analysis, correlation analysis, regression analysis and mediation analysis using PLS-SEM comprises the four sections of the result.

Current status of job satisfaction and organizational performance

Demographic Profile of the Respondents

To get a representative cross-section of the workforce, the study surveyed 427 employees from the Nepalese hospitality sector.

The demographic composition of the employees in hospitality sector of Nepal revealed that respondents were predominantly male (59.7%) and mostly married (79.6%). The employees were mostly of the normal working age, i.e., 26-55 years (82.2%), indicating a mature workforce. The educational qualifications revealed 81% employees holding at least a bachelor or postgraduate degree, indicating a professional workforce. Their roles in their respective organizations indicated employees mostly at the middle-level (39.3%) and senior-level (38.4%).

Majority (78%) revealed more than one year of experience, while a good number had more than five years of service. Most employees earned at the middle level, i.e., 20,001-60,000, which is typical for hospitality employees in Nepal. The employees were drawn from all hospitality establishments reflecting a diverse workforce.

Descriptive Analysis

For each research constructs, descriptive statistics gives an in-depth analysis of the central tendency and variability of the gathered data. The descriptive analysis offers initial insights into respondents' perception of several factors of job satisfaction (JS), organizational citizenship behavior (OCB) and organizational performance (OP) in the hospitality sector of Nepal. For every multidimensional construct in this study that was evaluated using a five-point Likert scale, mean scores and standard deviation were generated.

Table 1
Demographic characteristics of Respondents

Variable	Category	Frequency	%
Gender	Male	255	59.7
	Female	172	40.3
Age	≤ 25 years	76	17.8
	26 – 39 years	180	42.2
	40 – 55 years	171	40.0
Marital Status	Married	340	79.6
	Unmarried	87	20.4
Education	Below Graduation	56	13.1
	Graduation	184	43.1
	Post-Graduation	163	38.2
	Other	24	5.6
Organizational Level	Entry	42	9.8
	Mid	168	39.3
	Senior	164	38.4
	Executive	53	12.4
Work Experience	0 – 1 yr	45	10.5
	1 – 5 yrs	184	43.1
	5 – 15 yrs	150	35.1
	> 15 yrs	48	11.2
Monthly Income (NPR)	≤20,000	39	9.1
	20,001–40,000	146	34.2
	40,001–60,000	154	36.1
	>60,000	88	20.6
Organization Type	5-Star Hotel	115	26.9
	3–4 Star Hotel	82	19.2
	1–2 Star Hotel	98	23.0
	Non-Star Hotel	43	10.1
	Restaurant	57	13.3
	Catering/Banquet	32	7.5

The mean values for all constructs were clustered around midpoint of the scale (approximately 3.00), indicating that the workers in hospitality sector expressed on the variables measured. The standard deviation values, which ranged around 0.72 to 0.79, exhibited acceptable variability without excess dispersion.

In overall, employees exhibited moderate levels of job satisfaction across all dimensions including work, pay, supervision, promotion opportunities and coworker relationship. Similarly, employees' perceptions of OCB dimensions – altruism, sportsmanship,

Table 2*Summated Descriptive Statistics of JS, OCB, and OP (n = 427)*

Construct	Dimension	No. of Items	Summated Mean	SD
Job Satisfaction	Work Satisfaction	5	3.01	0.762
	Pay Satisfaction	5	3.00	0.758
	Supervision Satisfaction	6	3.00	0.760
	Promotion Opportunities	4	3.00	0.774
	Coworker Relationships	5	2.99	0.779
Organizational Citizenship Behavior (OCB)	Altruism	5	2.99	0.769
	Sportsmanship	5	3.00	0.748
	Conscientiousness	5	2.99	0.754
	Courtesy	5	3.00	0.785
	Civic Virtue	5	2.99	0.736
Organizational Performance	Customer Satisfaction	6	3.00	0.726
	Employee Retention	6	3.01	0.741
	Operational Efficiency	6	3.00	0.765
	Innovation & Adaptability	6	3.00	0.730
	Financial Performance	6	3.00	0.738

conscientiousness, courtesy and civic virtue – were found moderate, revealing that extra voluntary behaviors are present in organizations but not strongly institutionalized. The indicators of organizational performance, such as customer satisfaction, employee retention, operational efficiency, innovation and adaptability and financial performance, were also found to be moderate levels, showing that even though organizational conditions were functional, there were still subject for improvement.

These findings present an invaluable empirical foundation for investigating the connections between job satisfaction (JS), organizational citizenship behavior (OCB) and organizational performance (OP).

Correlation Analysis

In order to examine the bivariate relationships among the core study constructs, Pearson correlation analysis was utilized.

Table 3*Correlation matrix*

Variables	1	2	3
Job satisfaction (JS)	—		
Organizational Citizenship Behavior (OCB)	.570**	—	
Organizational Performance (OP)	.575**	.575**	—

The findings demonstrated a strong and positive correlation between organizational citizenship behavior and job satisfaction ($r = .570, p < .01$). This result indicates employees tend to show more willingness to cooperate and do things beyond their job roles, if they are more satisfied with their jobs.

There is a positive correlation between job satisfaction and organizational performance ($r = .575, p < .01$), therefore higher employee satisfaction is associated with the perception that the organization is delivering better customer satisfaction, being more efficient, retaining employees, adaptable, and having a sound financial performance.

Additionally, OCB is positively correlated with organizational performance ($r = .575, p < .01$), thus indicating that employees' voluntary actions without any direct rewards contribute significantly to the organizational effectiveness.

All correlations fulfilled the requirements for regression and mediation analyses and supported the predicted theoretical relationships since they were statistically significant at the 0.01 level (Podsakoff et al., 2000; Organ et al., 2006; Cek & Eyupoglu, 2020).

Effect of Job Satisfaction on Organizational Citizenship Behavior

The relationship between job satisfaction and organizational citizenship behavior was analyzed using simple linear regression.

Table 4

Regression results: Job satisfaction → OCB

Predictor	β	t	p
Job Satisfaction	.570	14.309	.000

*Model fit: $R = .570, R^2 = .325, Adjusted R^2 = .324, F = 204.747^{***}$*

Statistically, the model was significant ($F = 204.747, p < .001$) and stated a 32.5% variance of OCB ($R^2 = .325$). Job satisfaction had a strong positive relationship with OCB ($\beta = .570, t = 14.309, p < .001$), demonstrating that employees are more willing to involve in voluntary and supportive behaviors when they are satisfied with their work, pay, supervisor, coworkers' relation and promotion opportunities. Therefore, these result supports the theory that employees positive work experiences motivate them to participate in cooperative and proactive behaviors for their organizations and even in community and offers empirical evidence that job satisfaction is the strong predictor of organizational citizenship behavior in the hospitality sector of Nepal.

Effect of Job Satisfaction on Organizational Performance

The expected impact of job satisfaction on organizational performance was investigated using regression analysis.

The regression analysis model explained 33.1% of the variance in organizational performance ($R^2 = .331$) and was statistically significant ($F = 210.029, p < .001$). Also, organizational performance was significantly positively affected by job satisfaction ($\beta =$

Table 5*Regression results: Job satisfaction → Organizational performance*

Predictor	β	t	p
Job Satisfaction	.575	14.492	.000

*Model fit: R = .575, R² = .331, Adjusted R² = .329, F = 210.029****

.575, t = 14.492, p < .001). According to these results, hospitality sector that have higher level of job satisfaction usually show improvements in the dimensions of organizational performance, such as customer satisfaction, employee retention, operational efficiency, innovation and adaptability and financial performance. This finding is aligned with previous studies (Heskett et al., 1994; Karatepe & Uludag, 2008) that emphasize employee satisfaction as an important component promoting the quality of services and overall competitiveness of organization in the hospitality sector.

The Mediating Role of Organizational Citizenship Behavior

Using SmartPLS 4, the higher-order PLS-SEM model was calculated to investigate the mediation impact of organizational citizenship behavior (OCB) between job satisfaction and organizational performance.

Table 6*Construct Reliability and Validity*

Constructs (1 st order)	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
ALT	0.840	0.886	0.610
CR	0.862	0.900	0.643
CS	0.842	0.883	0.558
CWR	0.856	0.896	0.634
Co	0.831	0.881	0.596
ER	0.853	0.891	0.576
FP	0.853	0.891	0.576
IA	0.848	0.888	0.569
OE	0.875	0.906	0.615
PO	0.804	0.870	0.627
PS	0.835	0.883	0.602
SP	0.838	0.885	0.606
SS	0.870	0.902	0.607
WS	0.840	0.886	0.610

The table 6 shows the reliability and convergent validity values for each of the first-order constructs that constitute the second order implicit variables of job satisfaction (JS), organizational performance (OP) and organizational citizenship behavior (OCB).

Cronbach's Alpha, Composite Reliability (CR) and Average Variance Extracted (AVE) were among the assessment measures. With all constructs above the recommended thresholds (Cronbach's > 0.80 , CR > 0.87 , AVE > 0.55), the results demonstrate adequate reliability and convergent validity, indicating the resilience and dependability of the measurement approach (Hair et al., 2019).

Furthermore, the reliability of the hierarchical component structure was confirmed by the second-order constructs that represented job satisfaction, organizational citizenship behavior and organizational performance meeting the recommended reliability and validity requirement in the higher-order model.

To examine the mediation, a bootstrapped mediation analysis was conducted using PLS-SEM.

Table 7
Mediation Analysis

	Coefficient (β)	Mean	St. Dev.	t-value	p-value
JS -> OCB	0.556	0.564	0.032	17.145	0.000
JS -> OP	0.412	0.418	0.045	9.231	0.000
OCB -> OP	0.324	0.323	0.049	6.651	0.000
JS -> OCB -> OP	0.180	0.182	0.030	5.947	0.000

As shown in Table 7, OCB is strongly and significantly positively impacted by job satisfaction ($\beta = 0.556$, $t = 17.145$, $p < 0.001$), demonstrating that employees who are more satisfied with jobs are more likely to participate in extra-role and discretionary activities. Job satisfaction also directly influences organizational performance ($\beta = 0.412$, $t = 9.231$, $p < 0.001$), validating that higher satisfaction is associated with superior organizational outcomes. In addition, organizational citizenship behavior has a significantly positive impact on organizational performance ($\beta = 0.324$, $t = 6.651$, $p < 0.001$), demonstrating that employees' voluntary and cooperative behaviors contribute meaningfully to enhanced performance.

Most importantly, the job satisfaction has a favorable and statistically significant indirect impact on organizational performance through organizational citizenship behavior ($\beta = 0.180$, $t = 5.947$, $p < 0.001$). The findings suggest the partial mediation as both direct and indirect pathways are still pertinent. This indicates that by promoting higher levels of organizational citizenship behavior, job satisfaction enhances organizational performance both directly and indirectly.

The figure 2 depicts higher-order structural model to investigate the mediating role of organizational citizenship behavior in determining the relation between job satisfaction and organizational performance.

The findings show that OCB is strongly and statistically significantly influenced by JS ($\beta = 0.556$, $p < 0.001$), resulting 31.0% of the disparities in OCB ($R^2 = 0.310$). However, OP

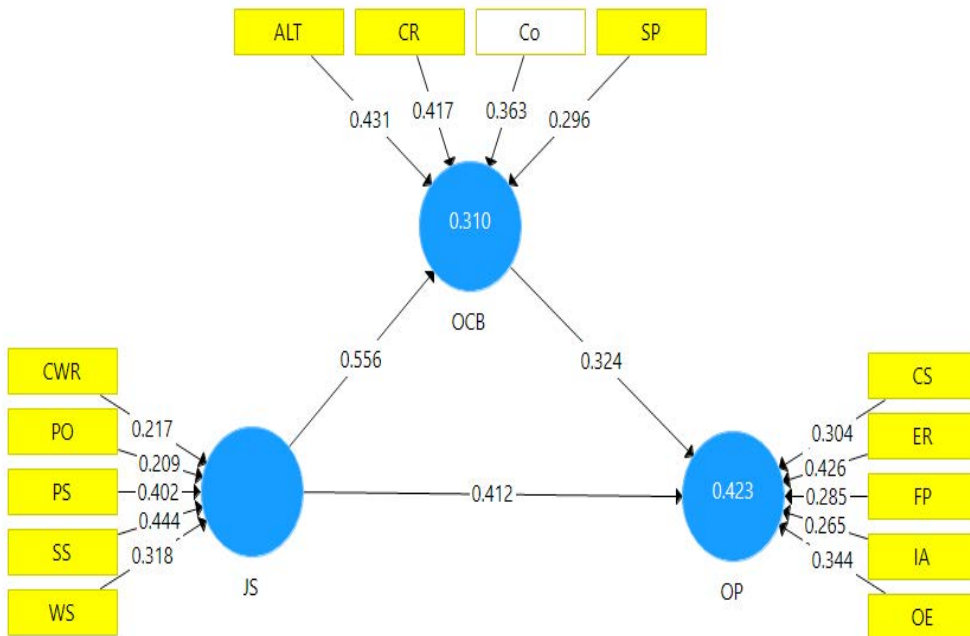


Figure 2. Higher Order Construct Structural Model

is significantly improved by OCB ($\beta = 0.324, p < 0.001$). Likewise, JS has a direct impact on OP ($\beta = 0.412, p < 0.001$). Overall, JS and OCB contribute for 42.3% of the variance in OP ($R^2 = .423$). These findings of the study show a partial mediation effect, suggesting that job satisfaction encourages voluntary, extra-role activities, which in return increases the organizational performance both directly and indirectly. In general, the model has strong explanatory ability, emphasizing the important role that organizational citizenship behavior and job satisfaction contribute in determining organizational performance in the hospitality sector.

Overall, these findings confirm organizational citizenship behavior as a key mediating factor in the relationship between job satisfaction and enhance organizational performance. In accordance with Social Exchange Theory, satisfied employees are more likely to reciprocate positive work experience by engaging in voluntarily, cooperatively and supportively, which in turn enhance organizational effectiveness in Nepal’s hospitality sector.

Hypotheses Testing Summary

As Table 8 illustrates, all the proposed pathways were statistically significant, offering substantial empirical support for the conceptual framework of the study. H1 confirms job satisfaction has a significant direct impact on organizational performance ($\beta = 0.412, p < 0.001$), which aligns with the social exchange theory, which suggests that satisfied employees reciprocate with favorable working experience with enhanced organizational performance. H2 shows that organizational citizenship behavior has a positive impact on organizational performance ($\beta = 0.324, p < 0.001$), emphasizing the strategic significance

Table 8
Hypotheses assessment

Hypothesis	Path	Result
H1	JS → OP	Supported
H2	OCB → OP	Supported
H3	JS → OCB	Supported
H4	JS → OCB → OP	Supported (partial mediation)

of voluntary activities that extend beyond the job responsibilities. The hypothesis that satisfied employees are more willing to engage in voluntary activities that benefits the organization is supported by H3, which shows a significant positive correlation between job satisfaction and organizational citizenship behavior ($\beta = 0.556, p < 0.001$). Additionally, H4 indicates that the relationship between job satisfaction and organizational performance is partially mediated by organizational citizenship behavior (indirect $\beta = 0.180, t = 5.947, p < 0.001$), showing that job satisfaction influences both directly and indirectly through the promotion of organizational citizenship behaviors. Collectively, these results shows that job satisfaction enhances organizational performance in hospitality sector of Nepal in dual ways: directly through performance and indirectly through organizational citizenship behavior, emphasizing the crucial role that employees' voluntary contributions contribute in accomplishing organizational goals.

Overall, the results indicate that organizations related to hospitality sector in Nepal benefits significantly by developing a satisfied employee. Employees are more inclined to exhibit organizational citizenship traits like altruism, conscientiousness, courtesy and sportsmanship if they are satisfied with their workplace, pay, supervisor, promotion opportunities and coworker relationships. Better customer satisfaction, employee retention, operational efficiency, innovation and adaptability and financial performance are all encouraged by these discretionary activities.

The study also demonstrates that organizational citizenship behavior is a fundamental behavioral mechanism that transform employee attitudes into visible organizational results, rather than just a positive outcome of job satisfaction.

Discussion

This study has developed the relationship between Job Satisfaction (JS) and Organizational Citizenship Behavior (OCB) and Organizational Performance (OP) in the Nepalese hospitality sector considering the mediation by OCB. These findings provide solid support for the arguments that, in the context of employee's voluntary decisions, job satisfaction can be linked to organizational performance both directly and indirectly.

Most of the participants were men with the highest experience, which is consistent with the past trends of the workforce (Poudel, 2022) and enhances the information's credibility about the performance in the context of an organization. The analysis of descriptive, and correlation revealed moderate and high levels of JS, OCB and OP which were significantly

positively correlated with one another (JS-OCB $r = 0.570$; JS-OP $r = 0.575$; OCB-OP $r = 0.575$; $p < 0.01$), as guided by Social Exchange Theory (SET) (Blau, 1964). The paybacks are reflected through rewarded employees who behave in a manner that serves the organization the same way that past studies have shown in the hospitality and service industry (Organ et al., 2006; Podsakoff et al., 2000). Regression results supported an assumption that JS as a notable predictor of both OP ($b = 0.412$, $p < 0.001$) and OCB ($b = 0.556$, $p < 0.001$), which is also a continuation of Herzberg Two-Factor Theory (1968) because satisfaction has been proven to be a strong predictor of tangible organizational results and not only attitudinal conditions. The partial mediation is shown between two variables through mediation analysis (JS-OP) with indirect $b = 0.180$, $t = 5.947$ and $p = 0.001$, and the discretionary behaviors were found to mediate between the two variables in terms of transforming the two levels of satisfaction into improvement in performance (discretionary behaviors). The findings that OCB significantly predicts organizational performance ($\beta = 0.324$) aligns with Podsakoff et al (2000) meta-analysis.

Practically, these findings suggest a two-fold managerial approach that is, to enhance job satisfaction by increasing compensation, career advancement, positive supervision and co-workers, as well as encouraging and rewarding OCB in order to enhance an organizational performance. The positive feedback loop of motivation, collaboration and performance is something that can be established in Nepalese hospitality context by encouraging the notion of satisfaction and citizenship behavior where the engagement and organizational culture may be underdeveloped.

The findings are a combination of theory and evidence proving Social Exchange Theory (SET) by demonstrating that there exists reciprocal relations between the variables of satisfaction and OCB and the framework by Herzberg is justified through a body of empirical data which justifies that the variables of intrinsic and extrinsic satisfaction are vital in manipulating performance both directly and indirectly. Simultaneously, the studies together point to the fact that both the employee attitudes and the discretionary actions are part of the channels where the organizational efficacies are achieved.

Conclusion

The relationships between job satisfaction, organizational citizenship behavior and organizational performance were examined in hospitality industry of Nepal, while mediating role of OCB was also explored in this study. The data were collected and from 427 employees working in different hotels, caterings, and restaurants across the different regions of Nepal. The collected responses were analyzed using correlation, regression and mediation analysis to understand the relationship between the variables.

The findings of this research indicated that job satisfaction has a significant positive influence on organizational performance (0.554 , $p = 0.001$) and also shows a strong positive relationship with OCB (0.583 , $p = 0.001$). This result shows that when employees experience high levels of satisfaction in their jobs, are likely to positively contribute to the organizational performance of the organization.

Also, the result further indicates that organizational citizenship behavior has a significant positive effect on the organizational performance (0.345). This result shows that the employees who work voluntarily engage in cooperative and supportive behavior are tend to increase their organization's efficacy. Furthermore, the mediation analysis identified a significant indirect effect of job satisfaction (JS) on organizational performance (OP) through organizational citizenship behavior (OCB) (0.180). According to the research, OCB operates as an important behavioral channel through which positive employee attitudes might influence organizational performance. When the OCB was used in the analysis, the direct effect of job satisfaction on organizational performance decreased from 0.554 to 0.353 indicating the existence of partial mediation.

When the findings are analyzed together, the findings suggest that there are two primary processes wherein job satisfaction impacts organizational performance. Firstly, employees who are satisfied usually demonstrate greater motivation, loyalty and productivity in their work. Secondly, voluntary behavioral approaches like helping coworkers, taking initiative, and enforcing appropriate job standards are more prevalent among the employees who are satisfied in their employment.

The research adds to the theory in that it empirically confirms the mediating position of OCB in a developing-country hospitality setting, expanding on the Social Exchange Theory (Blau, 1964) and Herzberg Two-Factor Theory (1968). When employees feel that they work in supportive, fair, and satisfying working environments, their citizenship behaviors are returned, increasing organizational effectiveness. Both the OCB and the performance outcomes are brought about by multidimensional job satisfaction which includes work content, pay, supervision, promotion opportunities and the relationship with coworkers. The Two-factor theory developed by Frederick Herzberg (1968), which emphasize how both intrinsic and extrinsic job components determine employee attitudes and finally shape the organizational performance outcome.

From a theoretical approach, this study contributes to the existing literature by empirically demonstrating the mediating effect of organizational citizenship behavior in the context of hospitality sector of developing countries. Many previous studies have concentrated primarily on direct relationship between job satisfaction and organizational performance, this current study emphasizes that organizational citizenship behavior provides an essential behavioral relationship integrating employee attitudes and organizational performance. Further, the study highlights the multidimensional nature of job satisfaction, including factors like nature of work, pay, promotion opportunities, supervision and coworker relationships, all of which have an influence on organizational performance and organizational citizenship behavior.

In practice, the findings suggest that hospitality managers are recommended to adopt strategies that would enrich job satisfaction and develop OCB with the help of recognition, providing opportunities, participative leadership, and positive organizational culture. In addition, fair employment practices, professional training, and employee's development programs can be used to motivate employees to voluntarily engage in behaviors that go beyond their official job responsibilities and strengthen overall organizational

performance.

Different initiatives concentrated at the policy level to enhance the quality of services, employee development, trainings, and improved employee practices might contribute in strengthening hospitality sector in Nepal. In order to maintain service quality and long-term competitiveness, investments in organizational culture and employee well-being will be necessary.

Overall, the results of this study indicates that sustainable organizational performance is the result of combined influences of job satisfaction and voluntary organizational citizenship behaviors, which emphasize practical avenues of attaining excellence in service-oriented organizations in Nepal's hospitality sector.

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