Cultural dimensions and factoral effectiveness in Hospitality sector : Modeling of Hotel Industry

Dr. SUSHIL KUMAR PATTANAIK
HOD, PG Dept. of Commerce & Management
Prananath College (Autonomous), Khordha , Odisha , India
750257
Email: sushil_pattanaik@yahoo.com
&
SRIKANTA PARIMANIK
Lecturer, PG Dept. of Commerce & Management
Prananath College (Autonomous), Khordha , Odisha , India
750257

ABSTRACT

A work environment that includes both physical and social aspects of the workplace and it can contribute to a positive working environment . So, hotels provide a conducive and comfortable work environment which can provide satisfaction for employees and in the end these employees will have a good performance. Organizational culture is a system of values, beliefs, and habits in an organization whose members interact with each other. Hotel culture also shape employee behaviour in an organization and shape behavioural norms from the values understood and accepted by each member, as well as the rules used as the basis of the organization. Hotel culture is tied to a set of experiences, expectations, and values contained in it, which then affect member behaviour, philosophy, practice, internal work, interaction with the external environment of the organization, to expectations for the future. Organizational culture can create a strong foundation for employee behaviour and performance. In the hotels of Odisha , more particularly the branded hotels (star) have that OCB culture and respondents from 103 employees informations were collected and interpreted within five broad factors like Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportsmanship. So here in this research paper that are tested through factor analysis and that revealed some significant factors , which can be highlighted.
Keywords: hotel. Industry. OCB, performance, productivity

Introduction:

In the modern world, the hotel industry is essential to delivering guests comfort and satisfaction. High standards of service and outstanding hospitality are necessary in this fast-paced industry, but they also call for effective operations and a strong organizational culture that establishes the organization's internal

relationships, guest service philosophy, and general hotel ambiance. Employee outcomes and many performance metrics have been proven to be significantly influenced by an efficient company culture. As an illustration, organizational cultures that emphasize security, cooperation, and respect for one another are likely to foster a sense of commitment and loyalty among employees (Kerr & Slocum, 2005).

The importance of understanding organizational culture to improve guest satisfaction in hotel industry is obvious from a variety of factors obtained from recent research and expert viewpoints. A well-trained and equipped employees that can act quickly and intelligently to increase guest satisfaction is essential to providing a high level of service (Karagiannis, 2024). Staff empowerment has the capacity to elevate a mediocre guest experience to an outstanding one, leaving a lasting impression on the guest. Employees that possess both technical and soft skills such as empathy, communication, and problem-solving abilities are better equipped to engage guests in meaningful ways that boost their pleasure and make their stays unforgettable (Karagiannis, 2024). Organizational culture is crucial to an organization's success in the hotel industry, since building strong client relationships is essential (Иванова, 2022). In addition to influencing the overall character of a hotel, organizational culture also affects teamwork, guest service, and, eventually, the company's profitability (Reinhart, 2018).

Human resource plays a key role in ensuring long term survival and success of the firm. Nowadays, it has become highly important to establish that type of organizational culture, with the help of which effective human resource management can be ensured. The establishment of supportive organizational culture has become important, for the purpose of maintaining a good position in the market. It is significant to establish that organizational culture, through which maximum support and continuous improvement can be provided by the firm. The long-term growth of an organization depends on the culture of the firm, because this has a significant influence on employee commitment as well as retention in the firm (Arifin, 2015). As the business operations of a hotel mainly depend on employees, it is important to provide that culture to employees, in which they can work with full commitmentand dedication (Braithwaite et al, 2017). When employees have a complete understanding of an organizational culture, it ultimately results in improving their performance.Organizational culture is basically a set of various value systems that can help a firm. With the help of a supportive organizational culture, employees get a better understanding of all key functions of the firm, through sharing key norms and values (Belias et al, 2015).

Organizational culture and work environment are important factors that must be implemented by a company, because it can improve employee performance.One of the important things in the company is human resources, because it can affect the survival of the company. Organizational culture is one of the main determining factors in the success of organizational performance. The success of an organization to implement the values of its organizational culture can encourage the organization to grow and develop sustainably. With an organizational culture that is well implemented by employees and used as a basic guideline in regulating employee behavior, it is expected to provide optimal performance. In addition to organizational culture, the work environment is also an important thing to be considered by the company, because one of the factors that has a big role for improving employee performance in the company.Where good working environment conditions will support employees to have high morale in doing their work.

According to Edgar Schein, organizational culture consists of artifacts, conveyed values, and unconscious basic guesses. Artifacts are elements that are directly visible, such as symbols, rituals, and organizational structures. The values conveyed are the foundations and norms that the organization prioritizes. Basic beliefs are beliefs that underlie employee behavior, but are not always aware of them.Some principles of organizational culture that are oftenapplied are classical, responsible, creative, humanist organizational culture, and others. A responsible organizational culture is a principle that prioritizes responsibility and professionalism, prioritizing the importance of individual responsibility in achieving goals. A creative organizational culture is a principle that prioritizes innovation and creativity, which provides space for employees to explore and develop new ideas.

Organizational culture is a combination of values, beliefs, working styles, and associations that differentiate one enterprise from the other. Jung and Yoon (2015) stated that corporate culture in every

organization is based mostly on psychological effects that enable researchers to understand how employees in the company think about their organization. It also informs researchers on how organizational culture influences the decisions of employees. Researchers also claim that different levels of organizational culture are cantered on the different organizational principles, traditions, practices and past stories. Organizational culture is a set of shared values that allows organizations to understand that employees embrace a similar organizational culture, though, with diverse backgrounds within the organization. Han et al (2015) defined the term "normative glue" as organizational culture, which simply means that organizational culture holds together all the organizational processes. Organizational culture has affected the internal corporate practices and how employees are influenced and engaged towards the values and goals of the organization. It enhances the employees' desire to routinely please the customer repeatedly, therefore, encouraging the customer to return to make more purchases.

Review of Literature:

This paper discusses the prior literature aboutorganisation culture of OCB on hotel industry from various perspectives:

Sharma et al., (2022), analysedthe organizational culture integrates organizations with employees leading to organizational commitment. Thus, organizations now focus on resolving employees' issues to enhance their performance (Buchner, 2007), especially after recovery from COVID-19 period.

Sharma et al. (2022), examined the performance of an employees' jobs can be improved by a number of different strategies are included like work experience, job knowledge, efforts, and skill, among other things.

Chand et al. (2022), Kapoor & Chand (2021), studied the Employee engagement is significantly impacted by incentives, recognition, and welfare, and the hotel business is no different.

Bhardwaj & Kalia (2021), studied the quality and amount of work completed by employees or a group of employees after completing a task within a certain frame is referred to as job performance. Measures of an employee's work performance may be used as a standard for promotions, salary adjustments, incentives, punishment, and assessments.

Shum, (2021), investigated the Employees of accommodation establishments, in particular, are expected to exhibit service performance of high quality. Hiring employees with low service performance puts a strain on managers, who must allocate extra resources and time to improve the service quality of customers who have not received adequate service.

Pizam (2020), investigated the hospitality organizational culture as "a system of shared norms, values, beliefs, traditions, and expectations whose ultimate goal is to provide exceptional service and memorable satisfactory experiences to all the organizations' stakeholders." There various dimensions of hospitality organizational culture areclient–server interactions, client–support staff interactions, workplace climate, external stakeholders' relations, and facility atmospherics (ambience)."

Yılmaz (2020), determined that organizational culture had a significant and positive effect on organizational silence and that the clan, adhocracy, market and hierarchy dimensions of organizational culture had a significant and positive effect on organizational silence.

Al-Hawari et al. (2020), stated that supportive work culture in accommodation businesses canreducethenegativeeffects ofabusive managementonorganizational silence. Inaddition, a successful organizational culture unites and keeps employees in harmony.

Aithal and Suresh Kumar (2016), studied that theory Z is a management style that focuses on a strong organizational philosophy and culture, long-term employee development and consensus in decision-making. The results show that employees abiding by theory Z expect to be supported by the Organisation and attach importance to their work environment through family culture and traditions as much as the work itself.

Chaudhry & Sharma (2016), studied the employee engagement is highly correlated with the task, contextual performance, and active learning evaluations. The performance of individuals and organizations is highly impacted by demographic characteristics.

Lee et al. (2016), studied the culture can affect employees' willingness and behaviours in sharing knowledge, while cultural influences can encourage or hinder the employees' knowledge-sharing activities.

Acaray et al. (2015), studied thereverse relationship between the clan dimension of organizational culture and acquiescent and defensive silence, whereas they did not find any significant relationships between the clan dimension of organizational culture and prosocial silence.

Hogan and Coote (2014), examined the organizational culture across eight dimensions as follows: success implies the degree to which an organization values the effort to achieve success and the highest performance standards and the degree to which it values the achievement of challenging goals and the encouragement of the employees to excel; openness and flexibility implies the degree to which an organization is open and sensible to new ideas and values a flexible approach in solving problems; internal communication implies the degree to which an organization values open communication that facilitates information flows within the organization ; competence and professionalism implies the degree to which an organization values knowledge and skills and supporting the ideals and beliefs profession; inter-functional cooperation implies the degree to which an organization values coordination and teamwork; responsibility implies the degree to which an organization values proactivity and taking initiatives, as well as the autonomy and responsibility of the employees regarding their work; appreciation implies the extent to which an organization values, rewards and appreciates the achievements of its employees; risk-taking implies the degree to which an organization values trying new ideas and challenging the status quo.

Dawson et al.(2011), analysed Organizational culture conveys a sense of identity to employees and provides unwritten and generally unspoken directions on how they can get along within the organization.

Ghafoor et al. (2011), studied the Engaged organizational culture also tends to promote a positive feeling at work and supports in giving employees a sense of belonging. This study further enhances innovation and employee advancement.

Karatepe (2011), analysed thework engagement is found to mediate the relationship between organizational politics, organizational commitment, extra-role performance, and turnover intentions.

Schein (2010), examined the fundamental pattern of shared attitudes/assumptions that is indigenized by the group, well-worked upon so that it is accepted to be deemed valid to solve external orientation and internal integration problems.

Siddhanta & Roy (2010), investigated that every corporation can gain a competitive edge by having a high performing business culture. Every employee either strengthens or damages the culture.

Colan (2009), Performers who are passionate about their job exhibit a powerful, long-lasting intellectual and emotional commitment to it.

Bakker & Demerouti (2008), analysed the Employee welfare was enhanced by management's trust and employees' support. Managers' support at all levels helped to promote the engagement of employees. Engaged employees are found to be innovative and productive in the organisational culture.

Objectives:

The objectives of this study are as discussed below:

- To provide insight into the importance of organizational culture and work environment in the Hotels, as well as its impact on efficacy of operations.
- To analyse the significant factors of organizational culture of hotel industry.

Scope and Relevance:

The existing literature of this study has addressed the relationship between organizational culture and job performance; there is a scarcity of research that has investigated this link specifically in the hotel sector of Odisha. Additionally, there are very few studies that have specifically explored the impact of engaged organizational culture on job performance among the workers in hotels and restaurants. Therefore, the research aims to fill this gap by providing empirical evidence on the relationship between engaged organizational culture and job performance in the hotel industry of Odisha. The hotel industry has unique characteristics that require a high level of employee engagement and that engaged organizational culture can play an indispensable role in improving job performance in this industry.

Research Methodology:

The focus of our study is to examine the factors that predict an engaged organizational culture and how engaged culture affects employee's performance in the hospitality sector with special reference to the hotels. The study was conducted on frontline employees of the hotels of Odisha. A total of 103 employees from hotels in Odisha were considered for the study. Cuttack and Bhubaneswar tow cities were selected for data collection through simple random sampling. Every star hotel in these districts was chosen for the study after being scrutinised. 110 sample employees of these hotels each were distributed the questionnaire. However, only 103 were considered for analysis after initial screening, the rest seven were excluded due to incomplete information.

Analysis and Interpretation

FACTOR A: ALTRUISM

Table-1 : showing the Communalities value of factor(Altruism)

ALTRUISM		Extraction
A1	Cooperation exist always on have heavy workloads of others	.923
A2	Never refuses to support colleagues' as and when required	.841
A3	Keep interest to orient new employees even if not desired	.838
A4	Prefer to work more time without any pressure	.967
A5	Prefer mutual goal achievement on every task	.819

Table 1 indicates the communalities of Altruism , which indicate the extraction values in response to the factor important for. The extraction communalities estimate the variance in each variable in all the cases are high and more than 0.7 , which indicates that the extracted components represent the variables well.

Table-2: Total Variance of Altruism

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.447	28.944	28.944	1.447	28.944	28.944
2	1.140	22.803	51.746	1.140	22.803	51.746
3	.930	18.602	70.349			
4	.864	17.280	87.628			
5	.619	12.372	100.000			

Extraction Method: Principal Component Analysis.

Table 2 indicates total variance analysis with initial Eigen values which shows the variance explained by the initial solution and sum of squared loadings. It indicates that, two factors are responsible for the question on 'Altruism' out of the total 5 factors. The second section of the table-shows the extracted sum of square loading of the factors, which explain nearly 52 percent of the variability in the original 5 variables and suggests the two latent influences are associated with components with only a 48 percent loss. .

Table-3: Component Matrix[a]of Altruism

		Component	
		1	2
A1	Cooperation exist always on have heavy workloads of others	.730	.492
A2	Never refuses to support colleagues' as and when required	.189	.637
A3	Keep interest to orient new employees even if not desired	.543	.493
A4	Prefer to work more time without any pressure	.811	.098
A5	Prefer mutual goal achievement on every task	.422	-.490

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Table 3 reveals the component wise values those are mostly correlated with the impact assessment and 'Altruism in hotels' , which are indicated in the matrix form. Out of 5 factors, two factors

have been extracted those have more values in both the columns of components. As per the initial value exhibited in the total variance , in the first column it shows higher i.e. 0.811, which is based on A4: Prefer to work more time without any pressure and A1: Cooperation exist always on have heavy workloads of others(0.730). Here, a linear correlation between the components exist for significant assessment of employee performances.

B: FACTOR : COURTESY

Table-4: Communalities on Courtesy

COURTESY		Initial	Extraction
B1	In work, every time information is given	1.000	.775
B2	Wellness is maintained without any hurt in feelings	1.000	.643
B3	Privacy is important in owns job and maintain usually.	1.000	.939
B4	Caring colleagues is always on maintaining green culture	1.000	.572
B5	Decision is taken usually with the consultation of other colleagues	1.000	.652

Extraction Method: Principal Component Analysis.

Table 4 indicates the communalities of Courtesy , which indicate the extraction values in response to the factor important for courtesy . The extraction communalities estimate the variance in each variable in all the cases are high and more than 0.7 , which indicates that the extracted components represent the variables well.

Table-5 Total Variance of Courtesy

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.415	28.293	28.293	1.415	28.293	28.293
2	1.149	22.982	51.275	1.149	22.982	51.275
3	1.017	20.345	71.620	1.017	20.345	71.620
4	.728	14.569	86.190			
5	.691	13.810	100.000			

Extraction Method: Principal Component Analysis.

Table-5 indicates total variance analysis with initial Eigen values which shows the variance explained by the initial solution and sum of squared loadings on Courtesy . It indicates that, three major factors are responsible for the question on 'Courtesy' out of the total 5 factors. The second section of the table-shows the extracted sum of square loading of the factors, which explain nearly 72 percent of the variability in the original 5 variables and suggests the three latent influences are associated with components with only a 28 percent loss. .

Table-6 Component Matrix^a of Courtesy

		Component		
		1	2	3
B1	In work, every time information is given	.047	-.869	.133
B2	Wellness is maintained without any hurt in feelings	.647	.441	.171
B3	Privacy is important in owns job and maintain usually.	.025	.292	.924
B4	Caring colleagues is always on maintaining green culture	.731	.162	.109
B5	Decision is taken usually with the consultation of other colleagues	.677	.297	-.324

Extraction Method: Principal Component Analysis.
a. 3 components extracted.

Here (table-6), there are significant differences between the dimensions of organizational citizenship behavior (Courtesy) and according to respondents , the significant values are B5: Decision is taken usually with the consultation of other colleagues (0.677), B4: Caring colleagues is always on maintaining green culture(0.731) and B2: Wellness is maintained without any hurt in feelings (0.647)

followed by other two factors . This finding indicates that in star hotels in Odisha have sincerity and dedication to work due to their desire to create a friendly and amicable environment in the management of hotels. They have also heightened preferences for emotionally enjoyable experiences at work. Female are more likely to possess a 'feeling' style which is likely to enable them to motivate confidence among peers, and share information, so it is realistic to predict that females would be more likely to engage in OCB than male.

C: FACTOR : SPORTMANSHIP

Table-7: Communalities on Sportsmanship

		Initial	Extraction
C1	Raising complain is not apparent by any employees unnecessarily.	1.000	.915
C2	Problems are solved within a short discussions easily	1.000	.829
C3	Mistakes are generally rectified by other employees without any remark	1.000	.769
C4	Criticism is there but in positive look always are taken	1.000	.828
C5	Respect to others is marked and maintained significantly in jobs	1.000	.713

Extraction Method: Principal Component Analysis.

Table 7 indicates the communalities of Sportsmanship , which indicate the extraction values in response to the factor important for Sportsmanship. The extraction communalities estimate the variance in each variable in all the cases are high and more than 0.7 , which indicates that the extracted components represent the variables well.

Table- 8: Total Variance of Sportsmanship

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.906	38.114	38.114	1.906	38.114	38.114
2	1.049	20.972	59.086	1.049	20.972	59.086
3	.896	17.919	77.005			
4	.636	12.720	89.725			
5	.514	10.275	100.000			

Extraction Method: Principal Component Analysis.

Table 8 indicates total variance analysis with initial Eigen values which shows the variance explained by the initial solution and sum of squared loadings on **Sportsmanship**. It indicates that, two factors are responsible for the question on '**Sportsmanship**' out of the total 5 factors. The second section of the table-shows the extracted sum of square loading of the factors, which explain nearly 59 percent of the variability in the original 5 variables and suggests the two latent influences are associated with components with only a 41 percent loss. .

Table-9 Component Matrix[a] of Sportsmanship

SPORTMANSHIP		Component	
		1	2
C1	Raising complain is not apparent by any employees unnecessarily.	.646	-.444
C2	Problems are solved within a short discussions easily	.655	-.001
C3	Mistakes are generally rectified by other employees without any remark	.797	.183
C4	Criticism is there but in positive look always are taken	.431	.802
C5	Respect to others is marked and maintained significantly in jobs	-.488	.418

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

On the dimensions of organizational citizenship behaviour (**Sportsmanship**) in the table 9 , the most significant values are C2: Problems are solved within a short discussions easily (0.655) and C3: Mistakes are generally rectified by other employees without any remark(0.797) . This finding indicates that

in star hotels in Odisha have sincerity and dedication to work due to their desire to create a friendly and amicable environment in the management of hotels. They have also heightened preferences for problem solving attitude of peers which creates an amicable experiences at work. Male and Female both are more likely to have an expression of joyness in the 'feeling' which enable them to motivate confidence among peers, and in a more realistic attitude .

D: FACTOR: CONSCIENTIOUSNESS

Table-10 : Communalities on Conscientiousness

CONSCIENTIOUSNESS		Initial	Extraction
D1	No employees is marked unnecessarily engaged in other works	1.000	.858
D2	Responsibilities and authority is maintained properly for effective management	1.000	.869
D3	Unnecessary leave is avoided in the organisation	1.000	.888
D4	Completing the task is most focused and remarkable in the organisation in every task or assignment	1.000	.853
D5	Rules and regulations are properly obeyed by employees without any deviation	1.000	.904

Extraction Method: Principal Component Analysis.

Table 10 indicates the communalities of **Conscientiousness** , which indicate the extraction values in response to the factor important for. The extraction communalities estimate the variance in each variable in all the cases are high and more than 0.7 , which indicates that the extracted components represent the variables well.

Table- 11: Total Variance on Conscientiousness

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.638	32.755	32.755	1.638	32.755	32.755
2	1.033	20.664	53.418	1.033	20.664	53.418
3	.932	18.633	72.051			
4	.788	15.758	87.810			
5	.610	12.190	100.000			

Extraction Method: Principal Component Analysis.

Table 11 indicates total variance analysis with initial Eigen values which shows the variance explained by the initial solution and sum of squared loadings on **Conscientiousness**. It indicates that, two factors are responsible for the question on 'Altruism' out of the total 5 factors. The second section of the table-shows the extracted sum of square loading of the factors, which explain nearly 53 percent of the variability in the original 5 variables and suggests the two latent influences are associated with components with only a 47 percent loss. .

Table-12: Component Matrix[a] of Conscientiousness

CONSCIENTIOUSNESS		Component	
		1	2
D1	No employees is marked unnecessarily engaged in other works	.608	-.297
D2	Responsibilities and authority is maintained properly for effective management	.737	.160
D3	Unnecessary leave is avoided in the organisation	.053	.941
D4	Completing the task is most focused and remarkable in the organisation in every task or assignment	.665	-.103
D5	Rules and regulations are properly obeyed by employees without any deviation	.529	.153

Extraction Method: Principal Component Analysis.
a. 2 components extracted.

In the dimension of organizational citizenship behaviour (**Conscientiousness**) , (table-12), the significant values are D2: Responsibilities and authority is maintained properly for effective management (0.737) and D4 : Completing the task is most focused and remarkable in the organisation in every task or assignment(0.665) . This finding indicates that in star hotels in Odisha have sincerity and dedication to work and they work with more focused in the environment to support the management of hotels. They have also that dedication for their work and complete their assigned work more meticulously to more productive results and customer satisfaction .

E: FACTOR : CIVIC VIRTUE

Table –13: Communalities on Civic virtue

CIVIC VIRTUE		Extraction
E1	Orientation are a continuing process of learning in our organisation	.785
E2	Helping is an attitude always maintained with fellow colleagues in every aspect	.803
E3	Developing skill and trainings are always been imparted in and out of the organisation for individual growth	.838
E4	To maintain and retain the name and glory of the organisation , most employees work hard and learn the best methods	.827
E5	Organisation culture is not neglected any where to loose value	.757

Table 13 indicates the communalities of **Civic virtue** , which indicate the extraction values in response to the factor important for. The extraction communalities estimate the variance in each variable in all the cases are high and more than 0.7 , which indicates that the extracted components represent the variables well.

Table 14:   Total Variance on Civic virtue

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.319	26.383	26.383	1.319	26.383	26.383
2	1.246	24.913	51.296	1.246	24.913	51.296
3	1.045	20.909	72.205	1.045	20.909	72.205
4	.863	17.255	89.461			
5	.527	10.539	100.000			

Extraction Method: Principal Component Analysis.

Table 14 indicates total variance analysis with initial Eigen values which shows the variance explained by the initial solution and sum of squared loadings. It indicates that, three factors are responsible for the question on '**Civic virtue**' out of the total 5 factors. The second section of the table-shows the extracted sum of square loading of the factors, which explain nearly 72 percent of the variability in the original 5 variables and suggests the three latent influences are associated with components with only a 28 percent loss.

Table—15 reported the significant dimensions of organizational citizenship behaviour (**Civic virtue**) and according to respondents , the significant values responsible for their career growth in the continuous learning are E4: To maintain and retain the name and glory of the organisation , most employees work hard and learn the best methods (0.742), E1:Orientation are a continuing process of learning in our organisation(0.651) and E3: Developing skill and trainings are always been imparted in and out of the organisation for individual growth (0.429). This finding indicates that in star hotels in Odisha have that interest in learning , orientation for their career growth to work effect8ively and making the environment more productive in all the sense in management. They have also heightened preferences for organisation

culture and reputation , brand etc and the attitude to retain and maintain it for a higher productive sense in the OCB culture.

Table-15: Component Matrixᵃ of Civic virtue

		Component		
		1	2	3
E1	Orientation are a continuing process of learning in our organisation	.651	-.503	-.089
E2	Helping is an attitude always maintained with fellow colleagues in every aspect	.159	.427	-.772
E3	Developing skill and trainings are always been imparted in and out of the organisation for individual growth	-.429	.393	.448
E4	To maintain and retain the name and glory of the organisation , most employees work hard and learn the best methods	.742	.186	.491
E5	Organisation culture is not neglected any where to loose value	.367	.788	.022

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

CONCLUSION

This present research have that implications on five dimensions of OCB and it is interpreted as : Altruism , two factors have been extracted those have more values on Prefer to work more time without any pressure and Cooperation exist always on have heavy workloads of others, Where as In Courtesy, the significant values are on Decision is taken usually with the consultation of other colleagues and Caring colleagues is always on maintaining green culture with Wellness which is maintained without any hurt in feelings . Further analysing the Sportsmanship , the most significant values are on Problems are solved within a short discussions easily and Mistakes are generally rectified by other employees without any remark. Further, in response to Conscientiousness , (the significant values are Responsibilities and authority is maintained properly for effective management and Completing the task is most focused and remarkable in the organisation in every task or assignment. In the hotels of Odisha , Civic virtue values also are responsible for their career growth in the continuous learning are found in maintain and retain the name and glory of the organisation , most employees work hard and learn the best methods, Orientation are a continuing process of learning in our organisation and Developing skill and trainings are always been imparted in and out of the organisation for individual growth .

References:

R. N. Nugraha, D. Handayani, and D. Safitri (2024), "Employee Performance Indicators at PT. Idea Indonesia Tbk," West Sci. Soc. Humanit. Stud., vol. 2, no. 03, pp. 518–525, doi: 10.58812/wsshs. v2i03.730.

D. H. Dewi, R. N. Nugraha, and Dafrosa (2024), "The Role of Leadership in Forming Effective Organizational Behavior in Kemberin," West Sci. Soc. Humanit. Stud., vol. 2, no. 02, pp. 259–266, doi: 10.58812/wsshs. v2i02.634.

R. S. Hia, D. Lase, P. Lahagu, and S. A. Mendrofa (2023), "Analisis penerapan manajemen talenta di Hotel Soliga Kota Gunungsitoli," Tuhenori J. Ilm. Multidisiplin, vol. 1, no. 1, pp. 65–77, doi: 10.62138/tuhenori. v1i1.13.

Z. Aini and M. W. Fawa'id (2023), "Peran Budaya Organisasi dan Lingkungan Kerja Dalam Meningkatkan Kinerja Karyawan Dewa Snack Kota Kediri," J. At-Tamwil Kaji. Ekon. Syariah, vol. 5, no. 1, pp. 32–47.

M. Fernanda and A. Frinaldi (2023), "Inovasi Budaya Organisasi Dalam Menciptakan Perilaku Inovatif," J. Ilmu Sos. dan Pendidik., vol.7, no. 2, pp.855–865, doi: 10.58258/jisip. v7i2.4549/http.

Bhardwaj, B., & Kalia, N. (2021). Contextual and task performance: Role of employee engagement and organizational culture in hospitality industry. Vilakshan-XIMB Journal of Management. doi: 10.1108/ XJM-08-2020-0089.

Bhardwaj, B. and Kalia, N. (2021), "Contextual and task performance: role of employee engagement and organizational culture in hospitality industry", Vilakshan-XIMB Journal of Management, Vol. 18 No. 2, pp. 187-201.

Aboramadan, M., Turkmenoglu, M.A., Dahleez, K.A. and Cicek, B. (2020), "Narcissistic leadership and behavioral cynicism in the hotel industry: the role of employee silence and negative workplace gossiping", International Journal of Contemporary Hospitality Management, Vol. 33 No. 2, pp. 428-447.

Al-Hawari, M.A., Bani-Melhem, S. and Quratulain, S. (2020), "Abusive supervision and frontline employees' attitudinal outcomes: the multilevel effects of customer orientation", International Journal of Contemporary Hospitality Management, Vol. 32 No. 3, pp. 1109-1129.

Jufrizen and K. N. Rahmadhani (2020), "Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Dengan Lingkungan Kerja Sebagai Variabel Moderasi," JMD J. Ris. Manaj. Bisnis Dewantara, vol. 3, no. 1, pp. 66–79, doi: 10.26533/jmd. v3i1.561.

Al-Romeedy, B.S. (2019), "The role of job rotation in enhancing employee performance in the Egyptian travel agents: the mediating role of organizational behavior", Tourism Review, Vol. 74 No. 4, pp. 1003-1020.

Achmad, S.H. (2016), "The effect of competency, motivation, and organizational culture on the employee performance at the Jayakarta hotel, Bandung, Indonesia", Journal of Business on Hospitality and Tourism, Vol. 2 No. 1, pp. 120-130.

Aithal, P.S. and Suresh Kumar, P.M. (2016), "Comparative analysis of theory X, theory Y, theory Z, and theory A for managing people and performance", International Journal of Scientific Research and Modern Education, Vol. 1 No. 1, pp. 803-812.

Abouraia, M.K. and Othman, S.M., 2017. Transformational leadership, job satisfaction, organizational commitment, and turnover intentions: the direct effects among bank representatives. American Journal of Industrial and Business Management, 7(4), pp.404-423.

Chordiya, R., Sabharwal, M. and Goodman, D., 2017. Affective organizational commitment and job satisfaction: A cross-national comparative study. Public Administration, 95(1), pp.178-195.

Aldridge, J.M. and Fraser, B.J., 2016. Teachers' views of their school climate and its relationship with teacher self-efficacy and job satisfaction. Learning Environments Research, 19(2), pp.291-307.

Arifin, H.M. (2015). The Influence of Competence, Motivation, and Organisational Culture to High School Teacher Job Satisfaction and Performance. International Education Studies, 8(1), pp.38-45.

Balkar, B., 2015. Defining an empowering school culture (ESC): Teacher perceptions. Issues in Educational Research, 25(3), p.205. Bergheim, K., Nielsen, M.B., Mearns, K. and Eid, J., 2015. The relationship between psychological capital, job satisfaction, and safety perceptions in the maritime industry. Safety science, 74, pp.27-36.

Belias, D., Koustelios, A., Vairaktarakis, G. and Sdrolias, L., 2015. Organizational culture and job satisfaction of Greek banking institutions. Procedia-Social and Behavioral Sciences, 175(1), pp.314-323.

Dekoulou, P. and Trivellas, P., 2015. Measuring the impact of learning organization on job satisfaction and individual performance in Greek advertising sector. Procedia-Social and Behavioral Sciences, 175(4), pp.367-375.

Botero, I.C. and Van Dyne, L. (2009), "Employee voice behavior: interactive effects of LMX and power distance in the United States and Colombia", Management Communication Quarterly, Vol. 23 No. 1, pp. 84-104.