Mediating Role of Organizational Citizenship Behaviour (OCB) on Mauritian Hospitality Industry Service Quality and Customer Loyalty

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Abstract:
This study is of twofold, aims at examining the Organizational Citizenship Behaviour and its mediating role in improving the employee performance and quality of service in Mauritian Hospitality Industry, and followed by understanding whether customer loyalty influenced by service quality. Quality Service is essential for satisfying the customer and retaining them as loyal customers. SERVQUAL model is used to understand customer perceptions`, attitude and expectations from the Mauritian Hospitality Industry. Customer satisfaction and loyalty assessed with the services offered by the hospitality industry in Mauritius. Five dimensions of SERVQUAL (Tangibility, Reliability, Responsiveness, Empathy and Assurance) tested with the help of empirical evidence. A drop-off survey and well-structured questionnaire (5-point Likert scale) used. The number of respondents` is 486; reliability of the data checked using KMO and Bartlett test. The descriptive and inferential analysis computed along with factor analysis. Software SPSS AMOS used for the analysis of data. `Factor Analysis` (FA) and `Confirmatory Factor Analysis` (CFA) computed, followed by `Structural Equation Modelling`(SEM). Results shows a positive impact of OCB on employee service quality. The service quality influences customer's satisfaction. The findings of this study, being first in the country, can be a wide-ranging contribution to the literature. Academicians, researchers, Mauritian hospitality industry and the policymakers can benefit out of these study contributions.

Keywords:, Customer loyalty, service quality, SERVQUAL, OCB, Mediating role

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1. Introduction
1.1 Mauritian Hospitality Industry

Mauritius being a small Island has the remarkable background for the Hospitality Industry since the 1950s, with the inauguration of first Park Hotel in 1952, later Mauritius Hotel in 1954, followed by Le Morne and Le Chaland in 1961. From the 1970s, there is tremendous growth in the hospitality industry, and 2007 witnessed the Hospitality industry was taken the position in GDP contribution and stood third in place after sugar and textiles. 2008 recorded 81,169 tourists visiting the country (Central Statistical Office, 2009), contributing 5.1% more for GDP as compared to 2007. The sector is also generating employment opportunities; about 60,000 jobs created during 1980-2009.

The industry is acting as economic pillar benefitting both locals and the visitors. Therefore, any researcher must examine the mediating factors that are contributing to delivering quality service in gaining customer satisfaction and loyalty. Though there are various reasons for the visitors to visit this Island such as relaxation, go to friends and relatives, wedding, honeymoon, commercial purposes and medical travel, relaxation and leisure travel is one among those prime attractions. As a tourist destination, the country has many attractions, like, spa facilities, cultural sites, five-star hotel accommodation, homestay, beach hotels, boating, shopping malls, a mix of food and beverages and more important that the Europeans are attracted to the sunbath and beach (Selnes, 1993; Gremler and Brown, 1997) Mauritius hospitality industry offers very affordable prices for the visitors.

1.1a Accommodation
With the increase in the arrival of tourists, more hotels constructed to facilitate and to ensure the quality service, especially for the tourists. Since 2015, the revenue generated from accommodation has increased by 6.7% and projected up to 10.6% in 2020. As from 2018 and 2022, the hotel rooms may increase up to 0.8%, according to statistics department

1.1b Transportation
Transportation is one of the main components of Hospitality Industry performance in Mauritius. Road, air and sea transports are very convenient and comfortable for the visitors to commute within the country and reach their destinations safely within their affordable budget.

1.1c Entertainment
Entertainment is one of the main reasons and motivating factor which push people to travel.
If the travel experience lack fun and entertainment, the tourists may not fully enjoy their holiday. To make their holiday entertaining tourists like to visit attractions, performing activities and doing things they have never done to have a new experience. Some businesses which can contribute to the unique experience of tourists at Mauritius are a cruise, sports and gaming, nightclubs, adventure activities like mountain climbing, trekking and hiking.

1.1d Food and Beverages
Food and Beverages is another critical sector and component of the service industry. Many tourists travel to a destination individually to taste and learn about the local cuisines and gastronomy of the country. Food and beverages form part of the basic need of an individual. Any tourist destination should provide attractively and a wide range of dishes for their tourists, given that tourists like to taste a different kind of foods to have a unique experience. The Food and beverage industry are sub-categorized into niches such as restaurants, outdoor catering, welfare catering and licensed trade, among others.

1.1e Infrastructure
Tourist destinations have all components of the service industry, and many of these destinations are continually innovating their products and services to ensure the success of their industry. Mauritius being a tourism industry, has been undergoing various development during the past years. Growth in term of road construction, airport renovation for high carrying capacity, more hotels are giving jobs to Mauritians, more healthcare facilities such as clinics, more modes of transport, the ongoing project of the metro and preservation of the natural resources and environment.

1.2 Mauritius Hospitality Industry – Employee Job Satisfaction
Hospitality Industry in many tourist destinations is continually evolving, changing over time in term of appearance, their size, purpose, location and

refining their representation of luxury and comfort due to the increased number of people who keep travelling daily. These changes have been and, intuitively, will continue to be driven by a complex amalgam of drivers. The hospitality industry in Mauritius is investing to some extent on refining the skills of their employees to provide better service quality. The hotel industry is a people industry where there is constant communication between employees and customers. The employees need to know how to respond to customers' need, help them in their queries and be at their disposal any time they are required. Training employees can help in boosting their confidence, communication skills and knowledge about the hotel's products and services. Having flexible and encouraging management will lead to job satisfaction of the employees and loyalty of customers (Fornell and Wernerfelt,. 1987, 1988; Rose, 1990; Zeithaml et al., 1996) . When employees are happy, customers also are so glad as employees will deliver service quality in a professional environment.

1.3 Employee Job Satisfaction – Service Quality

Often it is experienced that the customers of the hospitality industry blame themselves when they are not satisfied with the choice of the service (Spreng and Singh, 1993). Therefore, employees need to understand customer requirements and act accordingly. In his study, Greenrooms Christian, 1982, explained how service quality is different and how to understand guest perception and expectations. The quality of service components perceived as, `assurance`, `reliability`, tangibles, `empathy` and `responsiveness` (Parasuraman, 1988), which used for this study to understand the service quality and customer expectations. These dimensions are called SERVQUAL, and further divided into 22 for this study. The organization can work according to customer expectations and identifying the specific expectations of customers

to progress service quality. Service Quality closely linked to various service elements in a destination used to attract tourists. These elements have highlighted in this study. Factors customers for having service quality are infrastructure, accommodation, economic conditions, environment, transport, culture and society, entertainment and leisure and government policies. These elements eventually lead to destination satisfaction. Infrastructural development in the hospitality industry linked to a different aspect. Service Quality is also affected by culture and society. Many tourists drawn to a destination due to its unique culture, tradition and religion. That is, many countries have been protecting and preserving their historical and cultural site to attract cultural tourists. Excellent quality of food provided by the industry also inspire tourists travelling for gastronomy to discover and learn about local cuisine.

1.4 OCB and Service Quality

Generally, service quality and the essential characteristics of the employees are measure by individual attention given by the employee to the customers. This is the indication that the employees feels citizenship in the organization and motivated. OCB is directly connected to service quality in hotels, as OCB helps employees to be open to any customer problem and queries, be ever ready to help them no matter from which department they are from and which post they occupy. Providing quality service is still one of the major challenges facing many service organization round the Globe (Moorman R. H.et al. 1993). However, many encounters require good behaviour or performance from employees that flexibly and innovatively meet customer needs and expectations (Overell et al., 2010). Wong et .al. (1999) in his comprehensive description of SERVQUAL scale, mentioned to as HOLSERV, recommends three dimensions, like, measurements associated to employees

(performance and presence); tangibles and reliability.

1.5 Quality Service– Satisfaction of the Customer.

High rate of qualityservice can only attained through effective and efficient operations that can meet customers' expectations and finally increase firm profitability. Employee satisfaction has a significant influence on employee performance. Excellent employee performance leads to service quality. When employees are rewarded and recognized for their hard work, they will automatically deliver efficient service to the customers (Min et al.,2002) . Moreover, employee satisfaction can also lead to organizational commitment. When employees are self-satisfied with their performance, managers appreciating their efforts, employees are more committed to their work, leading to less absenteeism and more self-confidence and constructive attitude in them. The `quality service` and `satisfaction of customer` are two key essentialscan lead to customer loyalty.

1.6 Customer Satisfaction – Customer Loyalty

A loyal customer, having positive attitude towards product or service tends to repurchase from the same organization/seller again, and recommend the organization to friends and relatives. The hospitality industry highly depends on tourists to function and bloom. To maintain brand image, it is essential to make the customer loyal to the products and services offered to them to make their stay enjoyable, comfortable and up to what they expected to receive from the destination. Julanderet al., 1997, recognizes two measurements to loyalty of the customer, like, interactive and attitudinal. The behavioural dimensions denotes to a customer's behaviour and reiteration on purchases demonstrating a tendency for a brand or a service over time (Kandampully, J, and Suhartanto, D, 2000). Attitudinal

dimensions signify the customer's intention to repurchase and recommend, making the products and services known for good pointers for a loyal customer. Customer repurchases and recommends its products and services to others is likely to remain for a long time.

2 Methodology

The determination in this research is to realize the mediating role of OCB on service quality and customer loyalty. A well-designed questionnaire with a 5-point Likert scale administered among the target group of respondents using drop-off survey. The questionnaire is focussing on detecting the degree of association between the variables under twelve comprehensive heads, namely, Infrastructure (IF), Environment (ENT), Transportation (TRP), Accommodation (ACC), Economic Condition (EC), Socio-Cultural (SC), Event Management (EM), Entertainment (ENT), Cruise Line (CL), Information Technology (IT), Government Policies (GP) and Destination Satisfaction (DS). Theories on customer satisfaction referred to understand the concept of customer satisfaction and loyalty. The study presumes survey would deliver innovative understanding of the idea from the hospitality industry, respondents point of view as well as, more importantly, empower the researcher to identify essential factors along with other significant determinants of OCB and service quality at Mauritius Hospitality Industry. The survey questionnaire consists of 2 sections, Section A is on the demographic profile (n=486), Section B, on OCB, Quality of Service, Customer Satisfaction and Customer Loyalty which is clearly explained in discussions section of this paper. Inferential statistics, Confirmatory Factory Analysis done to categorise and approve the factors, Structural Equation Modelling for the proposed conceptual model.

Figure1: Proposed model of the study
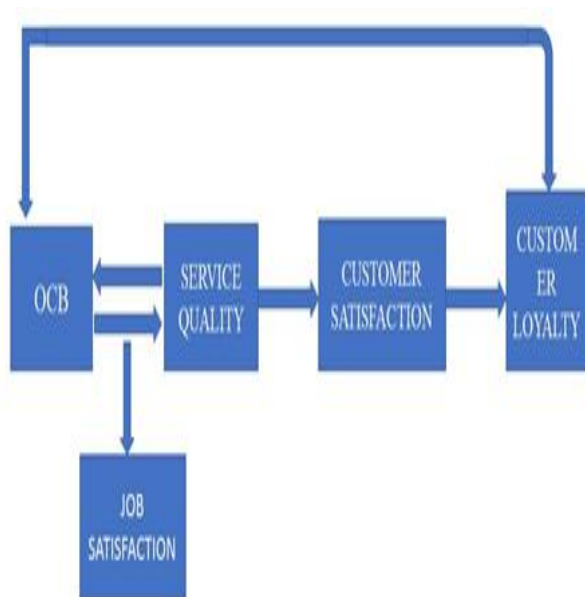
Source: Authors Computation

The Customer's conceptual model shows close association among Organizational Citizenship Behaviour and loyalty of customer. Quality service indicates to Customer Satisfaction which eventually point to Customer Loyalty.

3 Results and Discussions

SPSS AMOS 21 version is used for data analysis. Along with descriptive and inferential, Friedman test are done to understand the mean ranks, finally regression analysis and SEM is discussed in detail. Component and Rotated Component is calculated. Out of 22 factors that are tested, few of them are very significantly influencing the customer loyalty and service quality. Table explains the factor loadings and the relationship between mean ranks and for testing significant difference between mean ranks, Friedman test is conducted.

H1: There is no substantial association between means ranks of satisfactionof the customer and infrastructure.

H2: There is no substantial change among mean ranks of satisfaction of the customer and Environment.

H3: There is no substantial change among mean ranks of satisfaction of the customer and Transportation.

H4: There is no substantial change among mean ranks of satisfaction of the customer and the accommodation.

H5: There is no substantial change among mean ranks of satisfaction of the customer and Economic condition.

H6: There is no substantial change among mean ranks of satisfaction of the customer and socio-cultural dimensions.

H7: There is no substantial change among mean ranks of satisfaction of the customer and event management.

H8: There is no substantial change among mean ranks of satisfaction of the customer and Entertainment.

H9: There is no substantial association among the select satisfaction of the customer and Cruise Line, Information Technology and Government policies.

Table1:Showing substantial modification among mean ranks- Friedman Test.

Hypothesis	Factor Loadings	Mean Rank	Chi^2	`P` value
H1	There is no substantial association between means ranks of satisfaction of the customer and infrastructure.	10.20	108.18	**0.000****
H2	There is no substantial change among mean ranks of satisfaction of the customer and Environment.	2.45	341.87	**0.000****
H3	There is no substantial change among mean ranks of satisfaction of the customer and Transportation.	3.94	272.87	**0.000****

H4	There is no substantial change among mean ranks of satisfaction of the customer and the accommodation.	3.67	613.6	**0.000****
H5	There is no substantial change among mean ranks of satisfaction of the customer and Economic condition.	3.66	240.19	**0.000****
H6	There is no substantial change among mean ranks of satisfaction of the customer and socio-cultural dimensions.	3.79	473.30	**0.000****
H7	There is no substantial change among mean ranks of satisfaction of the customer and event management.	4.58	451.20	**0.000****
H8	There is no substantial change among mean ranks of satisfaction of the customer and Entertainment.	2.38	165.50	**0.000****
H9	There is no substantial association among the select satisfaction of the customer and Cruise Line, Information Technology and Government policies.	3.44	172.71	**0.000****

** Indicates significant at 1% level

Table1, discloses, since `p value` is < 0.01, the `null hypothesis` is rejected @ 1 %.. Henceforth, it is decided that there is substantial relationship among mean ranks of Infrastructure (10.20); Environment (2.45); Transportation (3.94); Accommodation (3.67); Economic Condition (3.66); Socio-cultural (3.79); Event Management (4.58); Entertainment (2.38); Government (3.44) and customer satisfaction.

H10: There is no substantial association among select customer satisfaction, customer loyalty and Service quality at Mauritius Hospitality Industry.

Table2: Correlation analysis for significant association among satisfaction of the customer, Loyalty of the customer, and Quality of service.

Variables	Customer`s Satisfaction	Quality Service	Customer Loyalty
Customer`s Satisfaction	1.000	0.363**	0.431**
Customer Loyalty	-	1.000	0.425**
Service Quality	-	-	1.000

Source: Authors Computation
** Significant at 1% level

Customer Satisfaction and **Service Quality** is 0.363, demonstrating a 36.3% constructive association among satisfaction of the customer and quality of the service rendered, 43.1% useful association among customer loyalty, and customer satisfaction. All are significant at a 1% level; the null hypothesis rejected at a 1% level.

Table3: Variables in the multiple regression analysis

According to Table3, `Multiple Correlation Coefficient` is 0.765, measuring the unit of association among authentic values and the expected values of customer satisfaction. The value of `R-square` , 0.585 means about 58.5% of the difference in customer satisfaction is defined throughestimated SRP that practisessociopsychological dynamics as the self-determining variables, and `R square` value is significant at 1 percent level.

The equation is;

$Y= -5.715+0.631X1+0.379X2+0.341X3+0.232X4+0.339X5+0.8$

07X6+0.077X7 +0.338X8+0.341X9+0.800X10+0.805X11+ 0.805X12

R value (Multiple)

R value (Squared)

F - Value

P - Value

Variables	Unstandardized Coefficients(B	SE	Standardized Coefficients (β)	t value	P value
Constant	-5.715	2.597	-	2.201	0.028*
Infrastructure (IF) (X1)	0.631	0.082	0.277	7.650	0.000**
Environment (ENT) (X2)	0.379	0.088	0.160	4.315	0.000**
Transportation (TRP) (X3)	0.341	0.095	0.136	3.586	0.000**
Accommodation (ACC) (X4)	0.232	0.085	0.091	2.739	0.006**
Economic Condition (EC) (X5)	0.339	0.053	0.214	6.370	0.000**
Socio-Cultural (SC) (X6)	0.807	0.090	0.297	8.923	0.000**
Event Management (EM) (X7)	0.077	0.162	0.018	0.475	0.635
Entertainment (ENT) (X8)	0.338	0.052	0.212	0.476	0.345
Cruise Line (CL) (X9)	0.341	0.095	0.136	3.586	0.453
Information Technology (IT) (X10)	0.800	0.091	0.296	8.922	0.532
Government Policies (GP) (X11)	0.805	0.092	0.295	8.920	0.561
Destination Satisfaction (DS) (X12)	0.805	0.099	0.298	8.922	0.623

urce: Authors Computation

Source: Authors Computation
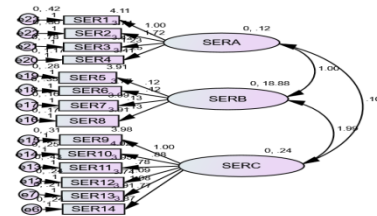
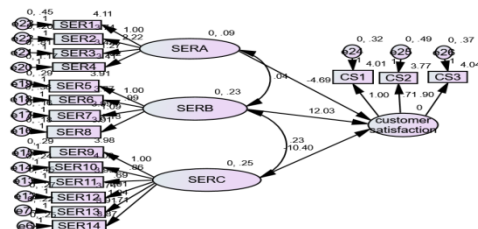** Indicates significant at 1% level ;*Indicates significant at 5% level

Figure2: Co-variance of variable – SERVQUAL Model

:   0.7651

Fitness Indices
Chi-square=142.290,df=74,p=.000,
RMSEA=.082,
CFI=.902,AGFI\agfi,NFI=.819,
TLI=.879

Source: Authors Computation
Figure3: SERVQUAL and Customer Satisfaction

Fitness Indices
Chi-square=239.387,df=115,p=.000,
RMSEA=.089,
CFI=.845,AGFI\agfi,NFI=.745,
TLI=.817

Source: Authors Computation

3.1 Structural Equation Modelling (SEM)

SEM is computed and the regression models are shown in Fig2, 3 and 4.

Figure4: SERVQUAL, Service Quality and Customer Satisfaction

Fitness Indices
Chi-square=333.361,df=164,p=.000,
RMSEA=.087,
CFI=.835,AGFI=\agfi,NFI=.726,
TLI=.809
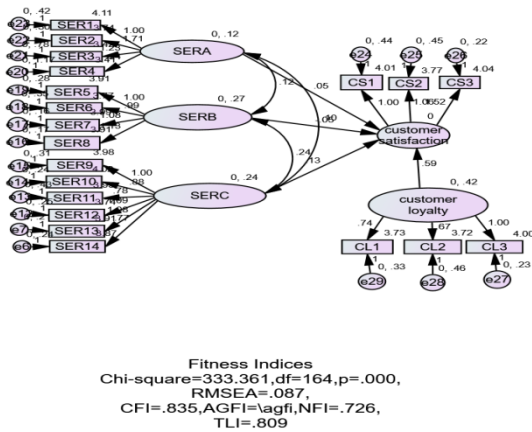
Source: Authors Computation

Table4: Summary of Model Fit-SEM

Source: Authors Computation

Variables`	Values
Chi^2 value	14.9361
P-value	0.2450
Goodness of Fit Index.	0.9550
Adjusted Goodness of Fit Index.	0.9480
Comparative Fit Index.	0.9151
Root Mean Square Error of Aapproximation .	0.0571

Table 4 explains the model fit summary of the calculated values. P-value is 0.2450, indicating the perfect model fit. GFI and AGFI values are more than 0.9480, signifying a good fit. The calculated CFI is 0.9151, which means a perfect fit; RMSEA value is 0.0571, lesser than 0.10 indicating

the ideal model fit. **4 Conclusion and Recommendations.**

The study found that, OCB is playing a mediating role between Employee Job satisfaction and quality of service which effects the satisfaction of the customers and their loyalty. Being first, the present study aims at contributing for the literature and provide necessary inputs and guidelines for the academicians, policy makers and the researchers. The study also recommends for further research in identifying the gap and explore in depth in testing more variables for the Island.

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