



ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF UGANDA HOTELS' STAFF: THE MEDIATION ROLE OF ORGANISATIONAL VIRTUOUSNESS

ABSTRACT

The purpose of this study was to examine the extent to which Organizational Citizenship Behaviours of Uganda hotels' staff could be explained by Intercultural Sensitivity and Institutional identification, while taking Organizational Virtuousness as a mediator of this relationship. It was guided by critical realism as a philosophical paradigm and was considerate of its ontological and epistemological philosophical orientations. Against this background, a mixed methods design was preferred so as to secure a convergence on what the truth was. Using this design, quantitative and qualitative instruments of data collection were utilized so as to collect the attendant objective and subjective data on the Organizational Citizenship Behaviours of the Uganda hotels' staff and its explanatory variables.

Findings indicate that Organizational Citizenship Behaviours of Uganda hotels' staff can be explained by Intercultural Sensitivity and Institutional Identification while considering Organizational Virtuousness as a partial mediator of this relationship. This study only evaluated Organizational Citizenship Behaviours of Hotels' staff from the point of view of their supervisors although recent scholarly invitation is desirous of the need to rate numerous employee behaviours by customers because they equally interact with employees on a daily basis. Therefore, human resource policies of the hotel sector need to be reconsidered so as to attract and retain employees that are helpful to one another, considerate, devoted, love team work, share information and are diligent as forms of Organizational Citizenship Behaviour.

Further, these hotels need to enhance the potency of existing legal frameworks on discrimination. This is besides the need to improve and communicate their values and expectations so as streamline member behaviours for enhanced efficiency and effectiveness. In addition, Uganda Hotels need to be more virtuousness by integrating morally acceptable activities into their overall strategic plans so that they demonstrate a

commitment to the creation of an enabling work setting for the growth of better employee behaviours.

In terms of originality, this study attempts to provide a more potent explanation of Organizational Citizenship Behaviour using a rather new model in the contemporary Organizational Citizenship Behaviour literature. It domesticates three eclectic Organizational behaviour theories in the explanation of OCB i.e. the Social Exchange theory, Identity theory and Deontology probably for the first time.

Keywords: Organisational Citizenship Behaviour, Organisational Virtuousness, Intercultural Sensitivity, Institutional Identification.