ÖRGÜTSEL VATANDAŞLIK DAVRANIŞININ OTEL ÇALIŞANLARININ İŞ MEMNUNİYETİ VE ÖZNEL İYİ OLUŞLARI ÜZERİNDEKİ ETKİSİ

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ÖZET

Bu çalışmanın amacı konaklama endüstrisinde çalışanlarının sahip oldukları örgütsel vatandaşlık davranışı düzeylerinin iş memnuniyeti ve öznel iyi oluşlarına etkisini incelemektir. Bu amaçla Türkiye'nin en önemli turist destinasyonu olan Antalya'da bulunan 2051 beş yıldızlı otel çalışanından anket toplanmıştır. Veri analizi sonucu örgütsel vatandaşlık davranışı ve alt boyutlarının, iş memnuniyeti ve öznel iyi oluşla korelasyona sahip olduğu ve bu değişkenleri pozitif yönlü etkilediği görülmüştür. Ayrıca iş memnuniyetinin örgütsel vatandaşlık davranışı ve öznel iyi oluş ilişkisinde aracılık etkisine sahip olduğu bulgulanmıştır. Örgütsel vatandaşlık davranışı üst düzeyde olan çalışanların daha yüksek iş memnuniyeti ve öznel iyi oluşa sahip oldukları belirlenmiştir. Sonuçlar iş memnuniyetinin oluşmasında, örgütsel vatandaşlık davranışının öznel iyi oluşa oranla daha güçlü yordayıcı özelliğini ortaya koymaktadır. Çalışma bulguları, işe alımlarda uygulanmak üzere işletme yöneticileri için faydalı ve önemli çıktılar sunmaktadır.

Anahtar Kelimeler: Örgütsel vatandaşlık davranışı, iş memnuniyeti, öznel iyi oluş

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INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON HOTEL EMPLOYEES' JOB SATISFACTION AND SUBJECTIVE WELL-BEING

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ABSTRACT

The aim of the present study is to analyze the influence of organizational citizenship behavior (OCB) of employees working for the accommodation business on their job satisfaction (JS) and subjective well-being (SWB). For this purpose, data were collected from 2,051 employees in various five-star accommodation enterprises located in Antalya, the most important tourism destination in Turkey. The analysis of the data showed that organizational citizenship behavior and its sub-dimensions correlate positively with job satisfaction and subjective well-being and influence them positively. It was also found that job satisfaction mediates the relationship between organizational citizenship behavior and subjective well-being. Employees with organizational citizenship behavior were found to have higher levels of job satisfaction and subjective well-being. The results showed that organizational citizenship behavior is a stronger predictor for the job satisfaction of the employees than subjective well-being. The findings offer useful and important implications for business managers when hiring employees.

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INTRODUCTION

The tourism enterprises should realize the importance of their employees, which form an integral part of their business capital to accomplish their goals. Furthermore, they should start doing so from the very stage of hiring their prospective employees. Besides their knowledge, skills and experience, employees are expected to have a sense of belonging to the company and behave accordingly. This is because when they show OCB they are thought to have the key for organizational success.

Today, it has become a priority for organizations to have OCB in order to overcome the challenges of becoming dynamic, efficient, proactive, innovative, and successful organizations being able to quickly respond to changes (Lapierre & Hackett, 2007). With the recognition that human resources are the most important capital for organizations, OCB has become a major issue emphasized by managers in organizations (Yılmaz & Giderler, 2007). Employees who have OCB contribute positively to the organization and exhibit good relations with their co-workers. At the heart of OCB lies the contribution made by human potential, which forms the most important capital for companies in fierce competition. The competitiveness of the companies increases when employees adopt voluntary behaviors beyond their job description in dealing with the clients. Another factor that makes it imperative for companies to have employees with OCB is the need to foster communication among employees and ensure good coordination. The problem of a lack of communication among employees can be overcome in this way. Yıldız (2016) states that having a higher number of employees with OCB contribute significantly to organizational communication and functioning. Hence, it can be said that the biggest intellectual capital for a company is its employees with OCB employed for the company objectives.

Another primary variable in the present study is job satisfaction, which gives managers a complex environment to lead employees in the right direction for company success. Many studies on the subject have indicated that JS greatly influences employees' working motivation and organization's performance. Nevertheless, the subject has still not been given due attention by researchers and company executives (Aziri, 2011). JS reveals an individual's evaluation of his/her feelings about his/her experiences at work and plays the main role in the expectations of both individual and organization. Also, the lower levels of JS may lead to negative results for the individual as well as the organization. It is evident that JS is one of the (if not the only) preconditions for the accomplishment

of the organization's goals and for the happiness of the individuals. An individual without JS cannot be happy or motivated for the realization of organizational goals.

Another variable in the study is happiness which refers to the concept of subjective well-being. Over the years, the concept of happiness, which has evolved and been shaped by different desires and needs of the time, has eventually become one of the most sought-after and needed concepts in modern societies. According to Eryılmaz (2010), the aim of people in our modern society is to be happy and reach happiness. Difficulties experienced in the workplace, brought about by the competitive environment, lead to ever-increasing levels of stress as a result of radical changes in the social structure and family life.

Review of studies in the literature shows that there are quite a large number of studies investigating the influence of OCB of employees in different sectors on JS and SWB. However, very few studies have been done on the subject regarding employees working in the accommodation business. Many studies conducted on the subject have shown that JS and SWB are the antecedents of OCB. The main purpose of the present study is to reveal the influence of OCB (independent variable) on JS and SWB, and contribute to the related literature on tourism and hospitality with a new study perspective. Similar to the study done by Demirel and Özçınar (2009), the present study considers OCB as an independent variable and analyzes its influence on JS. In this study, JS has a mediating role. In our review of the literature, no studies were found that address the research model used in the present study. Studies on the subject are usually limited to the analysis of demographic variables. Considering its scope and research method, it can be said that the present study is original and significant. The conclusions emerging from the study are likely to serve as preliminary work emphasizing the necessity of increasing the OCB of employees, which has thus far been ignored or not taken into consideration. In many studies in the literature survey, it is stated that employees are happy by increasing job satisfaction and ultimately have high level of organizational citizenship behavior. The study, in this regard, attempts to contribute to tourism literature and also industry practitioners in terms of considering organizational citizenship behavior as a cause instead of a result. In addition, this study will provide a guiding resource for the academicians who will work in this academic field, to reveal the mutual relationships and the effects of each of the three important variables (OCB, JS and SWB).

LITERATURE REVIEW AND RESEARCH HYPOTHESES

Organizational citizenship behavior (OCB)

The concept of OCB, which was first introduced by Smith, Organ, and Near (1983) and dates back many years, has been defined as an individual's attempt to adopt voluntary organizational behavior patterns not prompted by customary responsibilities (Organ, 1988). It can be seen that according to this definition of OCB, most of the emphasis is placed on the concept of volunteering (Greenberg & Baron, 2000; Schnake & Dumler, 2003). The presence or absence of OCB does not result in any punishment (Smith et al., 1983) or reward (Moorman & Blakely, 1995). Nonetheless, contexts where positive behaviors abound are expected to bring about positive attitudes and ultimately lead to higher levels of happiness (Borgonovi, 2008; Deluga, 1995; Keleş & Pelit, 2009). OCB can be observed in the form of active participation in an organization or avoidance of acts potentially harmful to the organizational structure (Karaaslan, Özler, & Kulaklıoğlu, 2009; Karaman & Aylan, 2012; Köksal, 2012; Özdevecioğlu, 2003). OCB, which is a type of conduct assumed to bring desired success within the organization, aims to protect the organization from harmful and undesirable acts and to increase organizational productivity by means of increasing the abilities and skills of its employees (Ölçüm, 2004). Also, the concept of OCB is closely related with employees' JS and motivation, performance, personal development, and their bond to the organization (Çavuş & Harbalıoğlu, 2016). In its wider definition, OCB can be described as a sort of pro-social behavior that benefits organizations and their employees (Dovidio, Piliavin, Schroeder, & Penner, 2006).

The concept of organizational citizenship has been a popular concept (Bolat & Bolat, 2008; Gürbüz, 2006; Karaaslan et al., 2009; Köksal, 2012). The concept has been widely studied and was defined under five different constructs by Dennis Organ (1988): "Altruism, politeness, conscientiousness, courtesy and civil virtues." Furthermore, OCB may vary depending on many factors such as the character traits of the employees, the job, the organization, and the leader (Podsakoff, Mackenzie, Paine, & Bachrach, 2000).

Subjective well-being (SWB)

The psychological definition of the concept of "happiness" is SWB. The concept of SWB, which is considered as the preliminary to pro-social acts,

involves "life satisfaction" which is the cognitive evaluation of one's quality of life experience in general. It further involves emotional reactions that come in the form of positive and negative factors (Diener, Suh, Lucas, & Smith, 1999). SWB is the self-judgment of the significance of one's own life based on the evaluation of his/her own life from multiple perspectives (Diener, Oishi, & Lucas, 2003; Mackie & Stone, 2013; Yılmaz & Arslan, 2013). In this regard, SWB is defined as the presence of interrelated positive factors and the absence of negative factors. All these ultimately lead to life satisfaction (Meyers & Diener, 1995). The state of SWB reflects an extended state of well-being rather than momentary happiness or well-being (Uçan & Esen, 2015). In the case of an individual with life satisfaction and more positive emotions and fewer negative emotions, it can be said that the person has higher levels of SWB. Furthermore, SWB, which is considered as an important part of an individual's life, is closely related to a broad range of positive consequences such as good health and job performance (Diener, 2000). Defined in general terms, SWB is the act of considering one's life as positive. Positive feelings breed positive emotions in one's life, such as satisfaction, self determination significance, and attachment (Diener & Seligman, 2004). SWB is also important for an individual's accomplishment of desired goals, the ability to cope with everyday life, and the attainment of life satisfaction (Lyubomirsky, Sheldon, & Schkade, 2005). According to the World Happiness Report, the benefits of having higher levels of SWB are a long and healthy life, income, productivity, and positive organizational, individual, and social behaviors (World Happiness Report, 2013).

Diener (1984) defines SWB as a construct with three components, the first of which involves satisfaction with and a general evaluation of life. That component is defined as the cognitive component. The second component involves positive effects indicating an individual's experience of pleasant emotional states. The third component involves negative effects indicating the absence of pleasant emotional states. The last two categories are defined as the emotional components of SWB. Numerous studies actually confirm that those three components provide the best definition of an individual's SWB (Arthaud-day, Rode, Mooney, & Near, 2005; Lucas, Diener, & Suh, 1996). In another study, which supports Diener's (1984) definition of SWB above, the concept is studied under two categories, i.e. cognitive and emotional aspects (Powdthavee, 2015; Yılmaz & Arslan, 2013). The cognitive aspect usually indicates one's satisfaction with life. In other words, it shows how an individual sees happiness and how he/she lives his/her life (Dorahy et al., 2000). When the emotional

aspect is investigated, the intensity of negative and positive emotions becomes important (Coyle & Vera, 2013). While joy, interest, excitement, trust, ambition, physical fitness imply positive emotions; stress, dislike, fear, anger, sorrow, guilt, and hatred reflect negative ones (Ben-Zur, 2003; Watson, Clark, & Tellegen, 1988). To sum up the points above, we can say that SWB makes a distinction between emotional and cognitive well-being (Diener et al., 1999; Dilmaç & Bozgeyikli, 2009) and that SWB further serves as a scale for an individual's decisions about his life (Zhai, Willis, Shea, Zhai, & Yang, 2013).

Job satisfaction (JS)

The issue of JS has usually been significant both for the employees and the organization at various levels (Kök, 2006). The fact that employees' behavior and happiness is potentially determined by the concept of satisfaction indicates that the concept is thought to have an important research relevance (Adegoke, Atiyaye, Abubakar, Auta, & Aboda, 2015). The presence/absence of JS is determined by many factors such as demographic features, employment models, institutional models, individual differences, work environment, and numerous other internal (individual) and external (environmental and organizational) factors that are intricately interrelated (Belias, Koustelios, Sdrolias, & Aspridis, 2015). Hence, the concept of JS has been defined variously by different scholars (Koç, Öztürk, & Yıldırım, 2016). In Hoppock (1935), it was defined as a combination of employee satisfaction with psychological and environmental conditions. In Herzberg (1968) the concept of work satisfaction was defined with regard to the employee's attitude to his/her job in various values systems. Vroom (1967) defined the worker's positive emotional reaction to the work as JS. Again, he defined an employee's positive reaction to his/her role at work as JS and his/her negative reaction as job dissatisfaction.

In line with these definitions, it can be said that JS and job dissatisfaction are the result of employees' comparison of their individual objectives within organizational objectives and meeting those expectations at work. JS not only affects an individual's behavior but also it is an important factor in determining the accomplishment of organizational objectives (Singha & Raychaudhuri, 2016). Studies on the subject stress the positive correlation between JS and SWB (Dikmen, 1995). JS, which is the most studied aspect of SWB at work, (Judge, Thoresen, Bono, & Patton,

2001) and it indicates that an individual with JS is content with his/her job (Kaliski, 2007).

The relationships between organizational citizenship behavior (OCB), job satisfaction (JS), and subjective well-being (SWB)

Managers want more positive and higher levels of variables such as OCB involving employees' voluntary acts, JS indicating employees' emotional reactions to their roles at work, and SWB indicating life satisfaction and emotional reactions. These three variables are of great importance for the accomplishment of organizational objectives in a shorter time period with lower cost and efficiency, as well as for the accomplishment of employees' individual objectives. Research on those three variables has shown that there is a strong relation between each of the variables, i.e., between OCB and SWB (Davila & Finkelstein, 2013), OCB and JS (Dehghani, Hayavie-haghighi, Kianpory, & Sheibani, 2014), JS and SWB (Kaliski, 2007).

No study has been found in the related literature analyzing the degree of the relationship and influence of the three variables that play an important role in the accomplishment a company's goals and its employees' own objectives. The present study attempts to analyze the relationship between the three variables through H1a and the degree/direction of influence through H1b. The study further forms the hypothesis H1c to analyze the role of OCB and its dimensions on SWB through the mediating variable of JS.

H1a: There is a positive correlation between OCB/its dimensions, JS and SWB.

H1b: OCB influences JS and SWB.

H1c: JS plays a mediating role on the OCB's influence on SWB.

The relationships between organizational citizenship behavior (OCB) and subjective well-being (SWB)

Company directors want to hire employees with higher levels of OCB and SWB. With regard to the realization of organizational goals in a company, we can see that different approaches have been proposed as to the influence of the variables of OCB and SWB as predictors and dependent variables. Some researchers suggest that happy individuals are expected

to show higher levels of OCB, while others suggest that individuals with higher levels of OCB become individuals with higher levels of happiness. According to Baranik and Eby (2016), positive emotions derived from organizational behavior allow employees to reduce stress, which, in turn, positively affects SWB. According to Davila and Finkelstein (2013), OCB and its perception and motives are intricately related with SWB and positively influence it. OCB has an important role in SWB and these two variables are considered as the most important factors in organizations (Lutz, Sanderson, & Scherbov, 2008). Accordingly, the following hypotheses attempt to analyze the influence of OCB (H2) and its dimensions (H2a, H2b, H2c, H2d and H2e) on SWB.

H2: OCB has a positive influence on SWB.

H2a: Altruism has a positive influence on SWB.

H2b: Politeness has a positive influence on SWB.

H2c: Conscientiousness has a positive influence on SWB.

H2d: Courtesy has a positive influence on SWB.

H2e: Civic virtue has a positive influence on SWB.

The relationships between organizational citizenship (OCB) and job satisfaction (JS)

OCB and JS are two variables that have a significant influence on employees' realization of a company's organizational goals. Hence, it is necessary to analyze the relationship between the variables and their influence on one another. When employees in a company reach certain goals using certain modes of OCB, they can feel content with their job. Previous studies demonstrate that employees with higher levels of JS are more likely to have a congruence of OCB (Dehghani et al., 2014; Subhadrabandhu, 2012). Also, JS is an important indication of OCB (Lu, While, & Barriball, 2005). This was confirmed by the previous studies as well (Clary & Snyder, 1999; Finkelstein, 2006). Positive emotions brought about by the roles assumed within OCB help develop relationships at work, which in turn encourages the motivation and attitudes to reach organizational and individual objectives (Fredrickson, 2001; Fredrickson & Branigan, 2005). OCB plays a crucial role on raising the product quality, productivity, and performance of a company. For that reason, it has a

direct and positive influence on the profitability of the company. Given that, it can be said that OCB is one of the indicators of higher JS, which helps companies reach their goals (Jain & Cooper, 2012; Nejat, Kosarneshan, & Mirzadeh, 2009; Soleimani, 2010; Subhadrabandhu, 2012). Formulating the following hypotheses, the study contends that OCB (H3) and its dimensions (H3a, H3b, H3c, H3d and H3e) have an influence on JS.

H3: OCB has a positive influence on JS.

H3a: Altruism has a positive influence on JS.

H3b: Politeness has a positive influence on JS.

H3c: Conscientiousness has a positive influence on JS.

H3d: Courtesy has a positive influence on JS.

H3e: Civic virtues have a positive influence on JS.

RESEARCH METHODOLOGY

Research population and sampling

Antalya and the Belek/Kadriye region of the city, which welcome the largest number of tourists on the Turkish Riviera, are top tourist hot spots with many attractions. The tourism workers of the region, which receives many tourists, are important both for the tourism enterprises and national tourism industry. For this very reason, the region was selected as the target research area. Based on the data from the Directorate for Culture and Tourism in Antalya, the population for the research is selected from the employees working for the five star hotels in Belek/Kadriye in the district of Serik and Antalya city center. The information from the Directorate for Culture and Tourism in Antalya shows that there is a total of 66 five star hotels. Of those hotels, 26 are located in Antalya city center and 40 are in the Belek/Kadriye region. Among the 66 hotels, a certain number of hotels with five stars were determined with a reliability level of 95%, i.e., 18 hotels in the city center and 32 hotels in the region of Belek/Kadriye. The exact number of hotel workers could not be definitively obtained, so, 2,051 workers from a total of 21,030 answering the questionnaire were accepted as the research population—a total based on the data obtained from the human resources department.

In the study, we decided to use the sampling method because it was not possible or feasible to get access to all employees and give them the questionnaire. Of various sampling methods, a simple random sampling method was used. Simple random sampling gives every individual in the main population an equal chance to be selected for the study (Çakır, 2000) and refers to the selecting of the sampling units from the universe list created. A certain proportion of the number of employees in each hotel is set as a sample. After the research population was determined, the sampling size was calculated using a frequently used formula. The values were accepted as 0.5. The level of significance was 1.96 for (t) 0.05, and the sampling error was (d) 0.05. Based on the formula, the sampling size was found as 378. During the implementation of the questionnaire, 2,051 individuals were contacted out of 21,030 hotel workers. This number (2,051) was equally distributed among hotels with five stars in the Kadriye/Belek region and the city centre of Antalya. It has been observed that most of the employees participating in the survey did not write the names of the departments they were working in so that their identities could not be identified.

Research design

The study was designed to demonstrate the influence of hotel employees' OCB on their JS and SWB. The study adopts dimensions of OCB proposed by Organ (1988), i.e. altruism, politeness, courtesy, conscientiousness, and civic virtues. The variables of JB and SWB result from the employees' overall evaluation of their work and their happiness. Accordingly, the research design of the study was formed and is shown as in Figure 1.

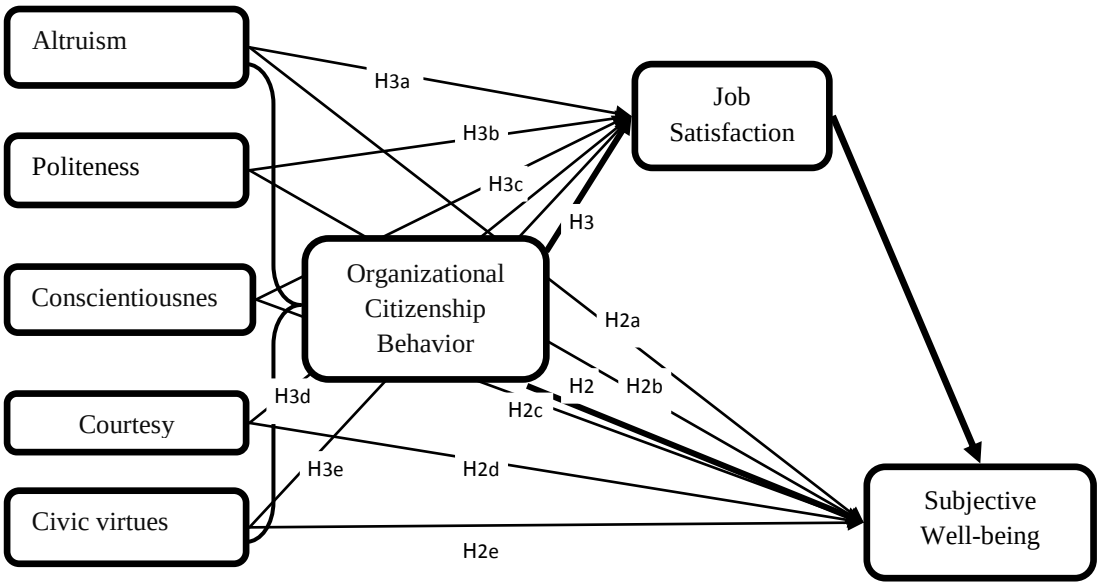

Figure 1. *Research Design*

Data Collection

The main data collection method in this study is questionnaire. In the respective sections, details about the employed questionnaire and scales were provided. To collect data, four sections were designed in the questionnaire. The first section contained questions pertaining to personal information (such as age, gender, education, marital status, loving the job, job contract, time spent working in the tourism sector, time spent in one single place of employment, income). The second section of the questionnaire contained OCB, and the third section contained the JS scale. The last section of the set contained the SWB scale. In the study, OCB was considered as an independent variable while JS and SWB were considered as dependent variables.

The OCB scale used in this study was developed by Organ (1988), which was further used by other researchers such as Ehrhart (2001), Evans (2001), Love (2001), Liao (2002), and Reis (2002) and adapted to Turkish by Bolat, Bolat, and Seymen (2009) and used in their own studies. The OCB scale consists of five sections which contains 20 items addressing the five dimensions of OCB: altruism, conscientiousness, courtesy, politeness, and civic virtues. The participants in the study were asked to rate their answers to the questions on a Likert type scale: (1) never, (2) rarely, (3) occasionally, (4) often, and (5) always.

To measure JS, the Minnesota Satisfaction Questionnaire (MSQ) by Weiss, Dawis, England, & Lofquist (1967) was adapted from the related literature. The Minnesota Satisfaction Questionnaire with 20 items was selected to measure various dimensions of the subject so that a general tendency about employees' JS could be identified. Compared to other similar JS scales, this one contains more comprehensive items addressing various dimensions of the subjects (Ezzedeen, 2003). Minnesota Satisfaction Questionnaire has twenty items which cover expression of skills, success, activity, promotion, authority, company policy and its implementation, pay, co-workers, creativity, independence, ethics, appreciation, responsibility, security, social services, social status, management (relationships and technical issues), variety, and working conditions (Weiss et al., 1967). Similarly, studies usually employ the Minnesota Satisfaction Survey after they check the reliability and validity of the questionnaire (Hançer & George, 2003). The satisfaction scale used to collect data, asks participants to rate their opinions about the item on a Likert scale, and consists of five responses: (1) very dissatisfied, (2) dissatisfied, (3) neutral, (4) satisfied, and (5) very satisfied.

To measure SWB of the employees, the study employed a 29-item scale, which was already used in the studies by Argyle, Martin, and Crossland (1989) and Hills and Argyle (2002). SWB scale is a part of a widely used questionnaire of the Oxford Happiness Inventory (OHI). The instrument addresses the dimensions of negative effect, positive effect, and satisfaction with life. The measurement instrument asked the participants to indicate their opinions on a Likert scale as in the following: (1) strongly disagree, (2) moderately disagree, (3) neutral, (4) moderately agree, and (5) strongly agree. The employment of the Likert scale served to rate or classify the opinion/attitude of subjects about the intended variables (Arıkan, 2000).

Data analysis

The study employed the Kolmogorov-Smirnov analysis to check the normal distribution of data with multiple variables and found that data were normally distributed. Thus parametric tests were chosen. In order to measure the reliability of the measurement instruments in the study, Cronbach's alpha reliability analysis was conducted. Furthermore, descriptive statistics were done and frequencies were found for the data for individual participants. In order to test the construct validity of the OCB questionnaire, the following analyses were carried out: chi-square,

GFI (goodness of fit index), RMSEA (root mean square error of approximation), CFI (comparative fit index), NFI (normed fit index), RFI (relative fit index), IFI (incremental fit index), and AGFI (adjusted goodness of fit index). To determine the relationship between the variables of OCB, JS, and SWB, the Pearson correlation analysis was run, and to further determine the influence of the variables on each other, linear regression analysis was used. Structural equation modelling was used in testing the research model. For the statistical analysis of the data, SPSS and AMOS software were used.

RESULTS

This section contains information about the demographic characteristics of the participants, and findings for the variables OCB, JS, and SWB. The section further gives details about the findings for the hypotheses. Cronbach's alpha coefficients of the three questionnaires for the reliability and the validity of the measuring instrument in the study are 0.86 for OCB, 0.92 for JS, and 0.90 for SWB.

OCB factor analysis

In order to test the construct validity of the OCB scale, a factor analysis was run. To test the acceptability of the sample size, Kaiser-Meyer-Olkin (KMO) was used, and Bartlett's sphericity test was used to test normal distribution of the variables. KMO value of 0.904 for the OCB scale is statistically significant as is the result of the Bartlett sphericity test. During the factor analysis, values of 0.50 or more were considered in the matrix, hence, items 5, 12, and 16 were deleted from the list of 20 variables in the OCB scale. Since the Cronbach's alpha values for the factors must be positive and over 60% (Nakip, 2003), it can be said that the questionnaire is very reliable. Following the factor analysis and varimax rotation, four dimensions bigger than "1" were determined as the eigenvalue of the OCB questionnaire. These four dimensions served to explain 61.503% of the total variance. To test the compliance of the new model, fit indices were used (RMSEA, CFI, NFI, RFI, IFI). As can be seen on Figure 2, the results of the confirmatory factor analysis ($\chi 2$=2,069.929, x^2/sd=16.299, N=2051, p=0.00) confirm the tested construct of the questionnaire. The values (RMSEA=0.086, NFI=0.90, CFI=0.90, IFI=0.90, RFI=0.86) in the fit index show that the model is fit for the four-factor model. In the model, the

dimension of "politeness" cannot be formed. For that reason, the hypotheses H2b and H3b were rejected and omitted from the calculation. The loadings of the factors in the models are shown on Figure 2. In the structural equality model, the upper level factor (latent variable) predicted by the factors (latent variables) is included in the second level confirmatory factor analysis. For this, regression paths connecting the new factor at the top level are added to the factors modelled at the primary level (Meydan & Şeşen, 2015).

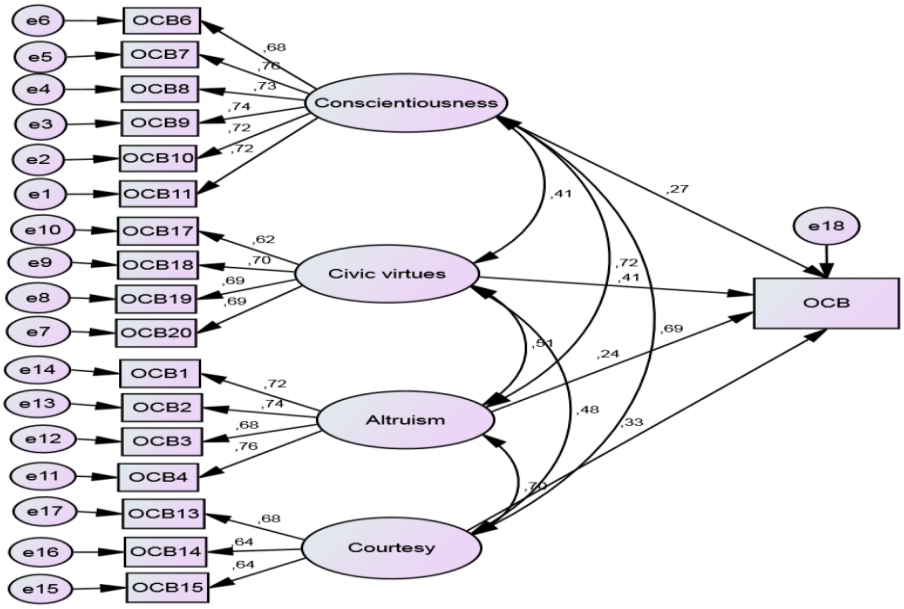

Figure 2. *Four Factor Analysis for OCB*

The relationships between OCB, JS and SWB

The mean values for the scales, standard deviations, and correlations among variables are shown in Table 1.

Table 1. *The Relationship between OCB/ Its Dimensions, JS and SWB.*

	n	Mean	St.	1	2	3	4	5	6	7
1.OCB	2051	4.2619	0.52							
2.JS	2049	3.8958	0.71	0.444*						
3.SWB	2048	3.4947	0.69	0.283*	0.500*					
4.Conscientiousness	2051	4.5981	0.59	0.785*	0.302*	0.105*				
5.Civic virtues	2045	3.9122	0.91	0.706*	0.337*	0.234*	0.328*			
6.Altruism	2051	4.4152	0.68	0.789*	0.360*	0.235*	0.594*	0.400*		
7.Courtesy	2051	4.2890	0.75	0.731*	0.369*	0.226*	0.529*	0.348*	0.514*	

*Correlation is significant at the 0.01 level (2-tailed).

The relationship between OCB/its dimensions, JS, and SWB is analyzed using Pearson's correlation coefficient formula. The relationship between OCB and JS is found to be positive and significant (r= 0.444, p<0.01). The relationship between OCB and SWB is positive and significant (r= 0.283, p<0.01). Similarly, the relationship between JS and SWB is positive and significant (r= 0.500, p<0.01). For the relationship between JS and conscientiousness, a positive relationship was found (r= 0.302, p<0.01). The relationship between JS and civic virtues is positive and significant (r=0.337, p<0.01). Likewise, the positive relationship was between JS and other dimensions, i.e. JS and altruism (r=0.360, p<0.01), JS and courtesy (r=0.369, p<0.01). The relationships between SWB and the dimensions of conscientiousness (r= 0.105, p<0.01), civic virtue (r=0.234, p<0.01), altruism (r=0.235, p<0.01) and courtesy (r=0.226, p<0.01) are all respectively positive. According to these results, there was a positive correlation between OCB, SWB and JS, as the OCB increases, it can be said that JS and SWB will also increase. In this context, H1a is supported.

The influence of JS on OCB and its dimensions and SWB

In order to test the mediating variable effect of JS on OCB/its dimensions and SWB, a three-level regression model which was suggested by Baron and Kenny (1986) was used. To further determine the direct and indirect effects together, three different structural equation models were tested (Meydan & Şeşen, 2015). The fit indices resulting from the model test (Table 2) were found to be within the tolerance limits.

Table 2. *The Fit Indices of the Models*

Model	$\Delta\chi^2$	*p*	*df*	$\Delta\chi^2/df$	RMSEA	CFI	IFI	NFI
Model 1	246,96	0.000	126	1.96	0.06	0.92	0.92	0.92
Model 2	141,12	0.000	126	1.12	0.06	0.92	0.92	0.92
Model 3	318,4	0.000	160	1.99	0.06	0.93	0.93	0.92

The results suggest that OCB influences JS (β=0.60; p<0.01) and SWB (β=0.37; p<0.01) at a statistically significant level. Likewise, JS influences SWB (β=0.48; p<0.01). With this finding, the hypothesis H1b is supported (Table 6).

In Model 1, the dimensions of OCB were found to influence SWB at a statistically significant level: conscientiousness (β=-0.24; p<0.01), civic

virtues (β=0.17; p<0.01), altruism (β=0.17; p<0.01), courtesy (β=0.24; p<0.01). Based on this, it can be said that the hypotheses H2a, H2c, H2d, and H2e are supported. The path coefficients in Model 1 are given in Table 3.

Table 3. *The Path Coefficients of Model 1*

Path	Standardized β	Standard Error
Conscientiousness →SWB	-0.24*	0.05
Civic virtues → SWB	0.17*	0.02
Altruism → SWB	0.17*	0.05
Courtesy →SWB	0.24*	0.05

*p<0.001

In Model 2, the influence of conscientiousness, a dimension of OCB, on JS is found to be statistically insignificant (β=0.05; p>0.05). However its influence on other dimensions is significant; civic virtues (β=0.19; p<0.01), altruism (β=0.14; p<0.01), courtesy (β=0.28; p<0.01). Thus, it can be said that the hypotheses H3a, H3d, and H3e are supported while H3c is not. The path coefficients in Model 2 are given in Table 4.

Table 4. *The Path Coefficients of Model 2*

Path	Standardized β	Standard Error
Conscientiousness →JS	-0.05	0.05
Civic virtues → JS	0.19*	0.02
Altruism → JS	0.14*	0.04
Courtesy → JS	0.28*	0.05

*p<0.001

In Model 3, which considers JS as a mediating variable, it can be seen that the influence of OCB on JS does not change (β=0.44; p<0.01 while it decreases in SWB (β=0.08; p<0.01). Likewise, the influence of JS on SWB decreases (β=0.47; p<0.01). When JS is introduced as a mediating variable in the model, the dimensions of OCB influence SWB at a statistically significant level but at a lower level: conscientiousness (β=-0.07; p<0.01), civic virtues (β=0.11; p<0.01), altruism (β=0.06; p<0.01), courtesy (β=0.09; p<0.01). In such a model, JS is influenced by the same dimensions at a statistically significant level; conscientiousness (β=0.12; p<0.01), civic

virtues (β=.18; p<.01), altruism (β=.10; p<.01), courtesy (β=0.14; p<0.01). The statistically insignificant and negative effect of conscientiousness on JS changes considerably and significantly as the mediating variable of JS is introduced to the model. Based on the results, it can be said that JS partially mediates the effect of OCB and its dimensions on SWB. Hence, H1c is supported. The path coefficients are shown in Table 5.

Table 5. *The Path Coefficients in Model 3*

Path	**Standardized β**	**Standard Error**
OCB→JS	0.44*	0.02
JS→ SWB	0.47*	0.02
OCB→SWB	0.08*	0.02
	Indirect Effect	
Conscientiousness →SWB	-0.07*	0.01
Civic virtues → SWB	0.11*	0.03
Altruism → SWB	0.06*	0.02
Courtesy →SWB	0.09*	0.02
Conscientiousness →JS	0.12*	0.01
Civic virtues → JS	0.18*	0.03
Altruism → JS	0.10*	0.02
Courtesy → JS	0.14*	0.02

*p<0.001

In Figure 3, the influence of the dimensions of OCB on SWB for Model 1 is shown.

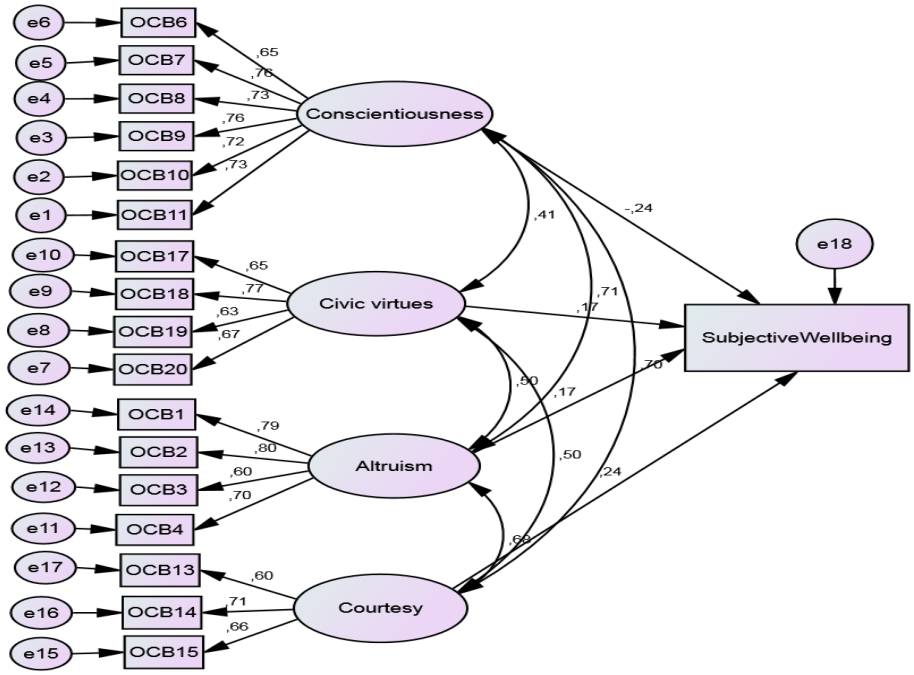

Figure 3. *The Influence of OCB Dimensions on SWB in Model 1*

In Figure 4, the influence of the dimensions of OCB on JS for Model 2 is shown.

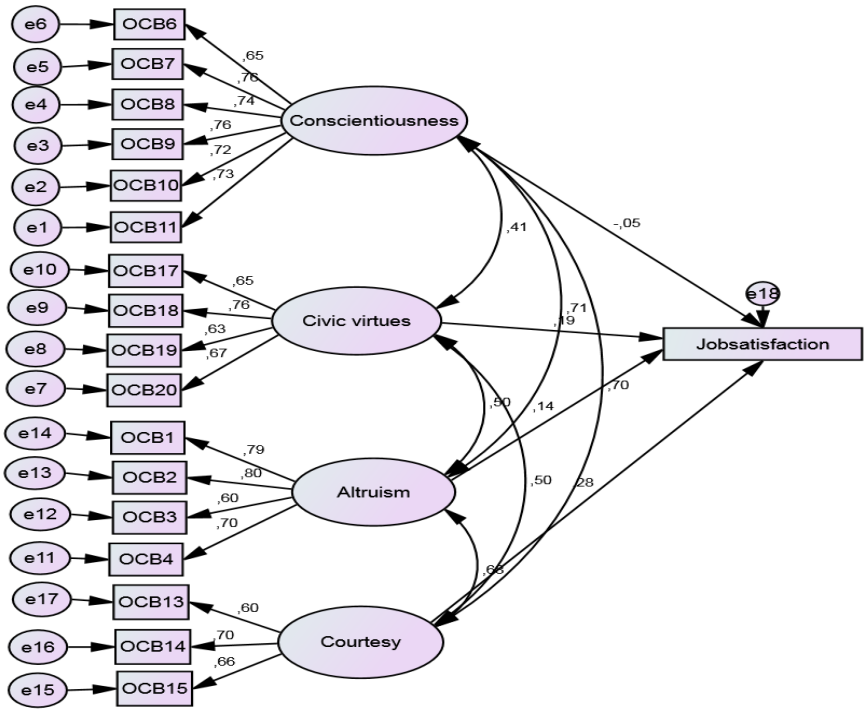

Figure 4. *The Influence of the Dimensions of OCB on JS*

Following the introduction of the JS as a mediating variable in the model, the influence of OCB on SWB under the mediation effect of JS is shown in Figure 5.

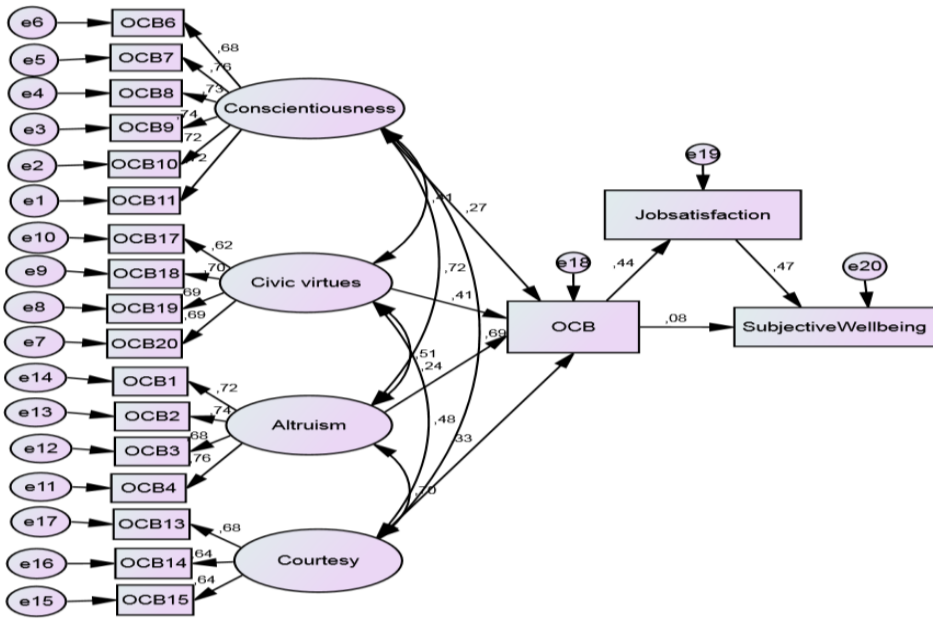

Figure 5. *The Influence of the Dimensions of OCB on SWB in Model 3*

DISCUSSION AND CONCLUSION

In our search for the relationship between OCB, JS, and SWB and for the direction of causality in the literature, we found that JS and SWB in many studies are considered as predictors and OCB is considered as the dependent variable. In line with the model suggested as a theoretical framework, the present study considers OCB as a predictor, and JS as a dependent variable. In this context, we further checked the empirically observed data to ensure that the presumed relationship can be found there as well. The theoretically suggested relationship emerging from the path coefficients analysis, which employed regression analysis, demonstrated that this type of relationship is also supported by the sets of data. In this regard, it should be noted that the model is proposed by researchers and further tested by the confirmatory factor analysis before it is finally confirmed by the data (Table 1). The correlation level among the variables in Table 2 indicates the relationship between OCB and SWB (0.28), OCB and JS (0.44), JS and SWB (0.50). As shown in Table 6, regression analysis

demonstrates that OCB explains SWB at a 37% level, OCB explains JS at a 60% level, and that JS explains SWB at a 48% level.

Table 6. *The Regression Analysis between OCB, SWB, and JS*

Path	Standardized β	Standard Error
OCB→SWB	**0.37***	0.02
SWB→OCB	0.21*	0.01
OCB→JS	**0.60***	0.02
JS→OCB	0.32*	0.01
JS→SWB	**0.48***	0.01
SWB→JS	.051*	0.02

*p<0.001

In his study, Ünüvar (2006) indicates that JS positively predicts SWB. According to the results of the study by Tuğcu (2009), the dimensions of motivation as a whole have a positive influence on OCB. It was further found that the dimensions of motivation have a significant influence on the dimensions of OCB determined by factor analysis. In another study, Beşiktaş (2009) found that there is a relationship between OCB and JS, and also that the level of OCB increases as the level of JS increases. In their study to determine the relationship between OCB and JS, Demirel and Özçınar (2009) found that the level of JS increases as the level of OCB rises. In his study, Demir (2015) indicated that OCB has a positive and significant effect on JS. In their study, Bowling, Eschleman, and Wang (2010) found a positive correlation between JS and OCB and that level of influence on OCB is higher depending on the availability of JS. Another study by Sadodin, Daghian, Esmaily, and Hooshmand (2016) detected a positive correlation between OCB and JS. Similarly, a study by Weikamp and Göritz (2016) found that individuals exhibiting OCB are more content with their job. In their study, Baranik and Eby (2016) indicated that OCB is related with satisfaction with life and SWB. The study by Davila and Finkelstein (2013) found that SWB is influenced greatly by OCB. This study also found results confirming the results of the previous studies. More precisely, the relationship between OCB and JS is significant and the correlation is positive. Also, OCB predicts JS at a level as high as 60%. A study by Mert (2011) found that JS positively influences OCB at both the individual and organization level. Serinkan and Erdiş (2014) found that the level of SWB is affected by OCB. Alpaslan (2016) found that SWB makes employees more readily exhibit OCB, and a

higher level of JS is the precondition the availability of OCB. In another study by Hurst, Baranik, and Clark (2016), a positive relationship was found between JS and OCB at the individual and organizational level. The findings of the above studies overlap the findings of this study.

A study by Demirtaş (2016) reports a two-way correlation and found that psychological well-being correlates positively with OCB, and similarly, OCB influences SWB. In that study, differences occur in terms of the findings in the study by Alparslan (2016) and in terms of the relationship between variables and their levels of predictors. More specifically, the studies in the previous literature found that JS predicts OCB at higher levels compared to SWB ($r=0.44$ and $\beta=0.32$) (Demirtaş, 2016) and according to Alparslan (2016) ($r=0.28$ and $\beta=0.21$). The similar conclusions were confirmed by other studies as well.

According to the definitions found in the literature, OCB is defined as voluntary behaviors that are not specified in the job definition but are devoted to accomplish the organizational objectives. An employee with OCB identifies himself with the organization and abstains from harmful acts for the good of the organization. S/he also feels obliged to develop skills and contribute to productivity and efficiency in his/her job for the organization to function smoothly and accomplish its goals.

The current study considers OCB as a predictor and SWB as a dependent variable and JS as a mediating variable, thus making the study original. Most studies in the literature consider OCB as a dependent variable, and other variables are considered as independent variables that are related to and influence OCB. To this end, the study offers ideas and suggestions about the ways of raising employees' OCB because hiring people with SWB and increasing their JS are important for obtaining higher levels of OCB among employees.

Considering the findings obtained from the present study, it can be concluded that there is a positive correlation between OCB, JS, and SWB, and that OCB positively influences JS and SWB. The results of the regression analysis in the study show that OCB predicts both JS and SWB at higher levels. In this regard, it can be said that devotion to the company (with the idea that one has a job as long as the company exists) and prioritizing the goals of the company (with the idea that I will accomplish my goal as long as the company accomplishes its goals) are only possible through hiring employees with higher OCB levels. It can be further concluded that to accomplish the company objectives in a very short time

without bringing extra costs, raising the level of employees' JS and SWB is of crucial importance.

When JS is introduced as mediating variable in the relationship, where OCB is a predictor and SWB is a dependent variable, it was found that JS partly influences OCB as the predictor of SWB. It was also found that conscientiousness, which is a sub-dimension of OCB, negatively influenced SWB before testing JS as mediated variable. However, after the models was tested it was found that when JS was used as mediating variable, this sub-dimension started to positively affect SWB.

As a result, we can conclude that OCB, which is considered as the kind of behavior that helps to accomplish company objectives (Ölçüm, 2004), offers great contributions to the company's success. That is because OCB allows the employees in the accommodation business to voluntarily participate in the organizational structure and keeps them from behaviors that are detrimental to the organization they work for (Köksal, 2012). Based on the study results, it can be further concluded that companies can choose to hire potential employees who report higher levels of JS (0.60) and SWB (0.37) rather than waiting to increase the JS and SWB level of its current employees. This hiring strategy would enable the company to attain its organizational goals in the long run. In addition, a more positive attitude towards strengthening OCB in employees among managers, will in turn lead to higher levels of JS and SWB (Keleş & Pelit, 2009).

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