

The Effect of Organizational Citizenship Behavior on Subjective Well-Being

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Abstract

The adoption of the high degree of organizational citizenship behavior and subjective well-being of its employees is desirable from a business perspective. In this research, the effect of the employees' organizational citizenship behavior dimensions on subjective well-being was examined. Data was collected from 2051 employees who work at 50 five stars hotel in the zone of Belek\Kadriye connected to the centre of Antalya Province and its district, Serik. Oxford Happiness Inventory (OHI) questionnaire and Organizational Citizenship Behavior Scale was used to collect data from employees. For the analysis of the data collected, the data about the demographic variables was analyzed by using frequencies and percent values. Besides, factor analysis, correlation and linear regression analysis were drawn upon. The findings indicated that; three dimensions of organizational citizenship behavior: altruism, sportsmanship and civic virtue had a significant positive effect, whereas conscientiousness dimension had a negative effect on the employees' subjective well-being.

Keywords: Organizational Citizenship Behavior, Subjective Well-Being

1. Introduction

Today, the dynamic structure of the environmental conditions present some disadvantages for the businesses in competitive edge and sustainability. To be able to adapt the changing environmental conditions, it has been a must for the businesses to be open to change, team-oriented, proactive and learning organizations. In the process, businesses, especially service industries, need to give enough significance to human, which is the main capital of the businesses, to be able to achieve success. The feeling that the staff belongs to the organization and they act as they know that they are one of the most important parts of the organization rather than their knowledge, abilities and experiences, is appraised as the most significant factor for the success of the organizations. From this aspect, organizational citizenship behavior concept has taken an important place in the literature from past to present. Organ (1988:4) defines organizational citizenship behavior as the voluntary effort and extra role behavior of the individual; far beyond the official standards, tasks and responsibilities defined for him in the workplace. The greatest power of the tourism industries which take place in the service industry is their employees. The voluntary/devoted behaviors of the tourism employees beyond the defined job descriptions in the relationship with their guests will increase the competition power of the businesses.

Human beings from past to present desire to feel good. It's proved that individuals with high subjective well-being have effective problem solving abilities, display altruist behaviors and are more resistible to stressful life events (Veenhoven, 1991). The desire of all the individuals and the present countries is to provide a long term and sustainable well-being. It is thought that the realization of the factors which increase subjective well-being plays an important role for the individual to live a more privileged life. There are lots of researches in the literature review on subjective well-being and organizational citizenship behavior (Diener, 1984, Diener, 2009, Güven, 2008, Diener, et al. 2003, Malkoç, 2011, Rehdanz and Maddison, 2003, Oktan, 2012, Doğan and Eryılmaz, 2013, Bolat and Bolat, 2008, Köksal, 2012, Gürbüz, 2006), however, there are no researches encountered which analyze both terms together and which are about tourism organizations.

According to this, organizational citizenship behavior and subjective well-being concepts, which are thought to be very significant in the works and lives of the employees, are analyzed together in this research. The aim of this research is to put forth the impact of the expected organizational citizenship behaviors of the tourism employees on their subjective well-beings.

2. Organizational Citizenship

Together with the fact that organizational citizenship concept has been one of the most investigated subjects recently, it was first defined by Dennis Organ in the early 1980s as the individual's discretionary effort and extra role behavior, far beyond the standards and job descriptions defined for the himself/herself. Organizational citizenship behavior is defined as extra role behavior displayed far beyond the standards and job descriptions which are defined for the individual (Organ, 1988, 4), the behaviors displayed discretionally by going beyond the necessities defined by the organization formally (Schnake and Dumler, 2003), and the fact that the individual does more than asked (Greenberg and Baron, 2000, 212), or the behaviors that increase the performance of the individuals in the social or psychological places where he/she performs his/her tasks (Organ, 1997, 86). When the definition the organizational citizenship behavior is taken into account, three features attract the attention; first the behavior is voluntary and beyond the job description and the roles that the work necessitates. Second, when considered from the organizational perspective, it should provide benefit for the organization. And third, organizational citizenship behavior has a multidimensional structure (Somech and Drach-Zahavy, 2004: 282). The display of discretionary behaviors, which is a part of organizational citizenship behavior, the practice of these behaviors voluntarily by the employees bring with the work place peace and happiness (Borgonovi, 2008).

When the literature is reviewed, it can be seen that nearly 30 different Organizational Citizenship Behavior dimensions are defined. However, the dimension made by Organ (1988) is more and commonly accepted by the researchers. Organ (1988) investigated organizational citizenship behavior in 5 groups. Although different dimensions of organizational citizenship behavior are made by different researchers later (Podsakoff et al., 2000, Spector and Fox, 2002:269), the five-stage dimension of Organ (1988) - altruism, courtesy, conscientiousness, sportsmanship and civil virtue - is the most common used dimension (Organ and Konovsky, 1989; Farh et al., 1990; Moorman, 1991; Vey and Campbell, 2004; Keleş and Pelit, 2009; Bolat and Bolat, 2008, Bolat et al., 2009). Altruism refers to displaying behaviors in order to increase the performance and efficiency of the employees by obviously helping other employees discretionally. The employee who displays altruism behavior tends to help others in tasks at work (Yeşiltaş et al., 2011:176). Courtesy describes the behaviors which help other employees avoid problems that can affect the tasks in the organization negatively (Gürbüz, 2006, Köse et al., 2003). According to Organ (1990), sportsmanship refers to avoiding negative behaviors that can cause trouble and tension among employees in the organization (Gürbüz, 2006:56). Organ (1988) defines conscientiousness as being volunteer to display behaviors far beyond the minimum formal role behaviors expected from the members of the organization (Karaman and Aylan, 2012:40, Gürbüz, 2006). Civil virtue is a concept which includes total commitment to the organization (Podsakoff et al., 2000). It includes the behaviors, by ultimately looking after the benefits of the organization, that socially and occupationally support the functions of the organization, the behaviors of discretionally inclusion in the organization and being interested in the organization (Gürbüz, 2006).

3. Subjective Well-Being

It is observed that recently, research about subjective well-being has increased significantly (Diener, 1984; Diener, 2009; Güven, 2008; Diener et al. 2003; Malkoç, 2011; Rehdanz and Maddison, 2003; Oktan, 2012; Doğan and Eryılmaz, 2013). Together with the fact that there are lots of definitions related to subjective well-being concept, it's regarded that the most recognized definition is of Diener's (1984). Diener (1984) describes subjective well-being as a concept like an umbrella including positive emotions, negative emotions and life satisfaction. According to Diener (1984), subjective well-being is "a subjective judgement of the individual related to his/her positive and negative emotions, and life satisfaction". This judgement includes the individual's reactions to various events, his/her emotional mood, his/her thoughts about life satisfaction, and satisfactions about various life zones such as work, friendship, school and marriage (Diener et al., 2003). Subjective well-being stands for the individual evaluating and judging his/her own life. Subjective well-being reflects a subjective point of view as it concentrates on the evaluations and judgements of the individual related to his/her life (Oktan, 2012:121, Demirtaş, 2010:2).

Subjective well-being has two components as emotional and cognitive (Diener, 2000). While life satisfaction represents the cognitive element of well-being, positive-negative emotions refer to the emotional one (Timur, 2008:21). Emotional components are composed of positive and negative emotions. As positive emotion expresses the constitution of such emotional situations as eagerness, being energetic and decisive, negative emotion includes such unpleasant emotions as sadness, anxiety, anger, guilt and humiliation. Cognitive component is the individual's life satisfaction and includes his/her general judgements about the quality of life related to life zones such as work, marriage and health (Oktan, 2010:121).

4. Methodology

4.1. Population and Sample

The population of the study is composed, according to data of Antalya Provincial Directorate of Culture and Tourism, of the employees in five-star hotels in Antalya Province central district and Serik borough Belek/Kadriye district. According to Antalya Provincial Directorate of Culture and Tourism, in the centre of Antalya there are 26, in Belek/Kadriye district there are 40 (totally 66) hotels. For the study, with a 95% reliability level, 18 hotels from the centre of Antalya, 32 hotels from Belek/Kadriye district are detected. As the certain number of employees in those 50 hotels couldn't be figured out, during the survey period the population of the study is composed of totally 21.030 employees indicated by the human resources department. For the selection of the sample, simple random sampling method is used. During the application process, from 21.030 hotel employees, a volume of 2.051 employees were reached.

4.2. Data Collection

In the study, questionnaire is used as the data collection method. The question form built up in order to collect the data of the study is composed of 3 sections. Demographic variables (age, sex, educational status, marital status, occupational affection, work position, the length of period in tourism sector, the length of period at the same workplace, status of income) take place in the first section; Organizational Citizenship Behavior Scale takes place in the second section; and Subjective Well-being Scale takes place in the third section. Data is collected in June-August, 2013, which is also called "high season" for tourism.

4.3. Scales Used in the Study

Organizational Citizenship Behavior Scale is the scale which was developed by Organ (1988), used by Ehrhart (2004), Evans and Davis (2005), Love and Forret (2008), Liao and Deborah (2005) in their studies, and Turkish language adaptation of which was made by Bolat et al. (2009). So as to put forth the employees' general subjective well-being levels, 29-statement Oxford Happiness Inventory was used (Hills and Argyle, 2002).

4.4. Data Analysis

The data collected is analyzed and interpreted by SPSS 18 statistical data analysis package program. The data about demographic variables are evaluated by using frequency and percent values. In order to measure the reliability of Organizational Citizenship Behavior Scale and Subjective Well-being Scale, Cronbach Alpha Reliability Analysis was used. To be able to determine if the data in multi-variable analyses distributed normally or not, Kolmogorov-Smirnov test was done and as a result of this test it's realized that the data doesn't have a normal distribution. So as to test the construct validity of Organizational Citizenship Scale, factor analysis was used. In order to determine the relationship between Organizational Citizenship Behavior and Subjective Well-being, Spearman Correlation Analysis; so as to determine the affects of variables on each other, linear regression analysis was used.

4.5. Research Hypotheses

H₁: There is a positive relationship between the dimensions of Organizational Citizenship Behavior and subjective well-being.

H₂: The dimensions of Organizational Citizenship Behavior positively affect subjective well-being.

H_{2a}: From the dimensions of Organizational Citizenship Behavior, altruism affects subjective well-being positively.

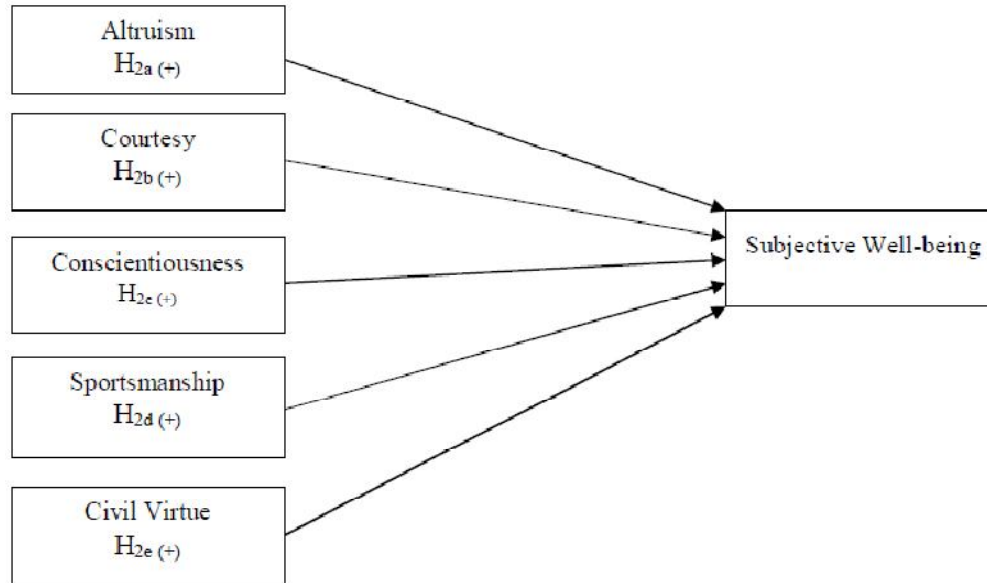
H_{2b}: From the dimensions of Organizational Citizenship Behavior, courtesy affects subjective well-being positively.

H_{2c}: From the dimensions of Organizational Citizenship Behavior, conscientiousness affects subjective well-being positively.

H_{2d}: From the dimensions of Organizational Citizenship Behavior, sportsmanship affects subjective well-being positively.

H_{2e}: From the dimensions of Organizational Citizenship Behavior, civil virtue affects subjective well-being positively.

Table 1: The Effect of Organizational Citizenship Behavior Dimensions on Subjective Well-being



5. Findings

5.1. Validity and Reliability Findings

For the reliability analysis of the scale used, Alpha (α) model (Cronbach Alpha Coefficient) was used. Cronbach Alpha coefficient in the analysis of the validity and reliability of the scale used is 0, 90. Cronbach Alpha coefficient of Organizational Citizenship Behavior Scale is 0, 86; Cronbach Alpha coefficient of Subjective Well-being is 0,90. This shows that the scale is highly reliable.

5.2. Factor Analysis of Organizational Citizenship Behavior and Scale Validity

In order to test the construct validity of Organizational Citizenship Behavior Scale, factor analysis was used. To test the sufficiency of the sample size, Kaiser-Meyer-Olkin (KMO) test; to be able to determine if the variables have a normal distribution or not, Barlett Sphericity test was done. KMO value of the Organizational Citizenship Behavior was 0,904, and Barlett Sphericity test results were meaningful. After factor analysis and varimax turning gear operation was done, four dimensions of Organizational Citizenship Behavior Scale eigenvalue more than one was determined and these four dimensions explain 61,503% of total variance. In the table below, it's shown under which factors Organizational Citizenship Behavior is collected.

Table 2: Factor Analysis of Organizational Citizenship

Variables	Statements	Factor Loads	Factor Validity	Factor Variance
Conscientiousness	OCB6: I come to work on time.	,696	,86	21,638
	OCB7: I pay attention to complete the given tasks on time.	,759		
	OCB8: I obey the company rules word to word.	,694		
	OCB9: I avoid behaviors that may give harm to my colleagues.	,766		
	OCB10: I try hard not to be a problem for my colleagues.	,672		
	OCB11: I avoid damaging the rights of my colleagues.	,741		
Civil Virtue	OCB17: I follow the goings-on about my company.	,660	,77	14,426
	OCB18: I give positive advices for the development of my company.	,770		
	OCB19: I actively attend company meetings.	,790		
	OCB20: Promotional materials about my company attract my attention.	,758		
Altruism	OCB1: I help people who've just started working in my company in their adaptation to workplace environment.	,697	,80	14,176
	OCB2: I help my colleagues in solving their problems about their work.	,754		
	OCB3: I do my colleagues' tasks whenever they need.	,731		
	OCB4: I help my colleagues to do their jobs in a better way.	,674		
Sportsmanship	OCB13: I don't overstate trivial events in the company.	,727	,68	11,263
	OCB14: I generally try look on the bright side of the events.	,649		
	OCB15: I avoid making trivial events a matter of compliment.	,723		
KMO:0,90 P:.,000 (Barlett's Test)			Total Variance: 61,503	

As factor structure couldn't be formed, courtesy dimension, which is one of the dimensions of Organizational Citizenship, remained out of the analysis.

5.3. Findings Related to Demographic Variables

Data, related to attendants' demographic variables, is clarified in Table 3.

Table 3: Demographic Variables

Variables		Frequency f	Percent%	Versions	Frequency f		Percent%	
Age	Under 18 years of age	113	5,6	Placement Year	1-5	916	45,5	
	18-26	783	38,7		6-10	619	30,8	
	27-35	650	32,2		11-15	284	14,1	
	36-44	368	18,2		16-20	117	5,8	
	45 and over 45 years of age	107	5,3		21-25	57	2,8	
Gender	Male	1105	59,1	Time in the Same Work Place	26-over	20	1,0	
	Female	766	40,9		1-5	1447	75,8	
Education	Primary education	370	18,1		6-10	327	17,1	
	High school	1002	49,1		11-15	89	4,7	
	Associate degree	299	14,7		16-20	41	2,1	
	Bachelor	307	15,0		21-25	1	0,1	
	Master	60	2,9		26-over	4	0,2	
	Phd	2	0,1		Income Status	500 and under 500	63	3,2
Marital Status	Married	896	44,3			500-1000	781	39,1
	Single	1127	55,7			1001-1500	831	41,6
Occupation Interest	Yes	1786	89,7	1501-2000		196	9,8	
	No	205	10,3	2001 and over		128	6,4	
Tenured Situation	Permanent	1078	54,0					
	Temporary	919	46,0					

When Table 3 is analyzed, 38,7 percent of attendants are 18-26, 32,2 percent of them are 27-35, 18,2 percent 36-44, 5,6 percent of them are under 18 years of age, 5,3 percent of them are 45 and over 45 years of age. Attendants are generally observed in 18-35 ages group. Employees, attending to research, are 59,1 percent males and 40,9 percent females. Rations of male and female's attention are almost close to each other. When analyzed educational status of attendants, most of them (49, 1 percent) are observed as high-school graduate. 18, 1 percent of them have primary education degree, 14, 7 percent of them have associate degree, 15 percent of them have bachelor degree, 2, 9 percent of them have master degree, and 1 percent of them has phd. 55, 7 percent of attendants are single, 44, 3 percent of them are married. Many attendants (89, 7 percent) asserts that they love their occupation however, 10, 3 percent of them don't. Because data are collected in June and August named as high season periods, 54 percent of them work permanently, 46 percent of them work temporarily. When looked the table, related to employees' working years in this occupation, it is observed that 45,5 percent of them have 1-5 years and over, 30,8 percent of them have 6-10 years and over, 14,1 percent of them have 11-15 years and over, 5,8 percent of them have 16-20 years and over, 2,8 percent of them have 21-25 years and over and 1 percent of them has 26 years and over. That most of the attendants start this occupation is observed. To these data, 75, 8 percent of attendants work in the range of 1-5 years, 17, 1 percent of them work in the range of 6-10 years, 4,7 percent of them work in the range of 11-15 years, 2,1 percent of them work in the range of 16-20 years, 2 percent of them work in the range of 26 years and over and 1 percent of them works in the range of 2-25 years. Work spin speed head and experience level of tourism sector are observed in these tables. 41,6 percent of attendants have 1001-1500 TL income, 39,1 percent of them have 500-1000 TL income, 9,8 percent of them have 1501-2000 TL income, 6,4 percent of them have 2001 and over income 3,2 percent of them have 500 and below income.

5.4. Findings Related to Research Hypothesis

There is a correlation table, which show the relation of organizational citizenship behaviour dimensions with the level of subjective well-being, mentioned below.

Table 4: The Relationship between Organizational Citizenship Behaviour Dimensions and Subjective Well-being

	N	Mean	St.		Conscientiousness	Civic Virtue	Altruism	Sportsmanship
Subjective Well-being	2048	3,4947	,683	,273**	-,142** ,000	,190** ,000	,142** ,000	,188** ,000
Conscientiousness	2051	4,5981	,585		1			
Civic Virtue	2045	3,9122	,905		-,073** ,002	1		
Altruism	2051	4,4152	,672		-,106** ,000	-,009 ,714	1	
Conscientiousness	2051	4,2890	,753		-,107** ,000	,032 ,170	,036 ,122	1
OCB	2051	4,2619	,519		,203** ,000	,615** ,000	,354** ,000	,440** ,000

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

Relations among subjective well-being with organizational citizenship behaviour and its dimensions have been analysed with Spearman correlation parameter technique. There is a positive relations between organizational citizenship behaviour and subjective well-being (r= .27, p<.01). There is a negative relation between subjective well-being and conscientiousness (r= - .14, p<.01). There is a positive relation between subjective well-being and civic virtue (r= .19, p<.01). There is a positive relation between subjective well-being and altruism (r= .14, p<.01). There is a positive relation between subjective well-being and sportsmanship (r= .18, p<.01). According to these consequences, there is positive and meaningful relation between organizational citizenship behaviour and subjective well-being that is, it can be said that as organizational citizenship behaviours rise, subjective well-being raises, too. In this direction, *H1 the hypothesis is accepted as “there is a positive relation between the dimensions of organizational citizenship behaviour and subjective well-being.”* However, the negative relation between subjective well-being and conscientiousness show that as conscientiousness rises, subjective well-being will decrease.

In the table 5, 44,058 F value show that our model is significant as a whole in every level (Sig. =, 000). From statistical values related to parameters, each variant, incorporated to model, can be seen as (%5 significance level) significant. Civic virtue having β value (, 120), altruism having β value (, 105), sportsmanship having β value (126) are relatively important free variances. Conscientiousness variation having β value (-, 016) affects subjective well-being negatively. In other words, as conscientiousness increases, subjective well-being decreases. Among factors, affecting subjective well-being, levels of conscientiousness, civic virtue, altruism and sportsmanship explain the level of subjective well-being in proportion to 0,089 (R2=0,089). To this result, 8 percent of alteration in subjective well-being has been explained by conscientiousness, civic virtue, altruism and sportsmanship that we incorporated into model. Dimensions of organizational citizenship can be accepted as premises of subjective well-being.

Shortly, result of presumption of our model mentioned in the below;

$$y = 3,526 + (-) 0.016x + 0.120x + 0.105x + 0.126x$$

Subjective well-being = 3,526+ (-) 0.016 (conscientiousness) + 0.120 (civic virtue) + 0.105 (altruism) + (sportsmanship).

In this situation, Hypothesis as “H₂“ Dimensions of organizational citizenship behaviour, formed for this study, affect subjective well-being positively.”, H_{2a} “Altruism, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively.

H_{2d} “Conscientiousness, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively.”, H_{2e} “ Civic virtue, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively.”, have been accepted. The hypothesis as H_{2c} “Conscientiousness, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively.” has been rejected. Also, envisaged politeness dimension which has been evaluated as H_{2b} “Politeness, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively” has been extra analysis for not for its factorial structure has not been formed.

Table 5: The Effect of Organizational Citizenship Behaviour Dimensions to Subjective Well-being

Dependent Variable	Independent Variable	Parameter		t	F	R ²
		β	S. Error			
Subjective Well-being	Fixed Value	3,526	,015	229,892	44,058	0,089
	Conscientiousness	-,016	,015	-1,018		
	Civil virtue	,120	,015	7,844		
	Altruism	,105	,015	6,831		
	Sportsmanship	,126	,015	8,183		

6. Conclusion

Tourism businesses have to be in heavy competitive environment and always in development/alternation process. The most important fund of service industry, which support the country’s economy on a large scale, is the human resource that is, employees. Even the least problem, which would occur in human resources, will affect the success of businesses; this situation will damage the country’s economy indirectly, too. Herein, it is very important that employees, who have distinctive effect on the future of businesses especially tourism businesses, should feel themselves on the top of the world. Employees’ good mood is extremely important both in businesses and employees’ own backyard. As World Health Organization asserted by the help of employees’ high general well-being related to physiologic, psychological, and sociologic result in positive consequences in many aspects. As mentioned in studies, (Diener and Seligman, 2002, Lyubomirsky, King and Diener, 2005, Doğan and Eryilmaz, 2013) It is expressed that developed interpersonal communication, enhancing of energy of life, creativity and life quality, long lifetime and successful workplace environment are observed among individuals who have high subjective well-being.

Seeing that research model have been organised for factors as organizational citizenship behaviour and subjective well-being, demographic variances have not been incorporated into research model, have been analysed with descriptive statistics. Employees are mostly 18-35 age groups. This can be thought as the result of dynamic structure of tourism businesses and turnover speed. Advantages and disadvantages of this age group for tourism businesses can be discussed. Employees’ turnout, related to their gender, is almost close to each other. When analysed level of education many employees, being high school graduate, have been come through. Enhancing of level of education and employment of high level educated employees which are cornerstones of tourism are certainly necessary for increasing our country’s tourism incomes. Considering this research has come up in five – star accommodation businesses, educational level of employees, who work in lower star businesses, can be in more druggy situations. Improving in service training, canalising employees to higher level of education and making necessary regulations by government can play important roles for improving educational level. Insufficient employment of qualified personnel can cause not to be able to take important step in the future of tourism. 55,7 percent of employees, who attend to research, are single, 44, 3 percent are married, also 89,7 percent of them assert that they love their job but not 10,3 percent of them. Because data are collected in June – August months, named high season, 54 percent of employees work permanently; 46 percent of them work temporarily. Considering employees’ working years in this occupation, that they are between 1-10 years (%76,3) at most and as for working years in the same work place between 1-5 years (%75,8) have been come through. Turnover speed in tourism businesses is asserted itself in these data. Apart from insufficient qualified employees, short work time of employees show problems of businesses related to human resources.

These problems can be observed as nonconsumation of work education of employees, unobtainable labour productivity and employee's insufficient performance in the point of establishment; also in the point of employee, many problems can be stated as unobtainable loyalty to work and establishment, unobtainable job satisfaction, career equivocality, unobtainable communication between manager and employee, no satisfaction charge and etc. Income states of 80,7 percent of attendants, who claim that they earn 500 – 1500 TL, support data mentioned above. It can be thought that level of job no satisfaction and subjective well-being of tourism employees, whose income state has under Turkey 2014 starvation and poverty line (1300 – 3800), are not sufficient.

The first *H1* hypothesis of research model is about the relation between organizational citizenship and subjective well-being. About this relation, no research could be observed. After the consequence of analysis, made for the relation between organizational citizenship behaviour and subjective well-being, each variance incorporated into model have been found meaningful. At this point, *H1 hypothesis as "there is a positive relation between organizational citizenship dimensions and subjective well-being."* has been accepted. It can be said that as organizational citizenship behaviours increase, subjective well-being will increase, too. However; the negative relation between subjective well-being and conscientiousness show that as conscientiousness increases, employees' subjective well-being will decrease, too.

In consequence of analysing the effect of organizational citizenship behaviour to subjective well-being, it has been come through that dimensions of organizational citizenship behaviour as civic virtue, altruism and sportsmanship affect positively but conscientiousness affects negatively. It is an interesting consequence that subjective well-being degree of employees, who act with conscientiousness factor, will decrease. Dimensions of organizational citizenship behaviour is to explain the level of subjective well-being in proportion to 0,0089. To this consequence, 8 percent variation in subjective well-being is to explain by conscientiousness, civic virtue, altruism and sportsmanship which we added to model. For this study, that organizational citizenship behaviour is effective in the level of subjective well-being is seen from this envisaged relation. Also, dimensions of organizational citizenship behaviour can be accepted as antecedents of subjective well-being. In this situation, Hypothesis as "*H₂ "Dimensions of organizational citizenship behaviour, formed for this study, affect subjective well-being positively."*, *H_{2a} "Altruism, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively."*, *H_{2d} "Conscientiousness, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively."*, *H_{2e} "Civic virtue, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively."*, have been accepted. The hypothesis as *H_{2c} "Conscientiousness, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively."* has been rejected. Also, envisaged politeness dimension which has been evaluated as *H_{2b} "Politeness, one of the dimensions of organizational citizenship behaviour, affect subjective well-being positively"* has been extra analysis for not for its factorial structure has not been formed.

It is thought that this study will be a starting to subjective well-being of employees whose absence felt in tourism businesses in the same way and it will speed up these studies. In this study, subjective well-being has been analysed with organizational citizenship and job satisfaction factors. In the next researches, factor of subjective well-being can be analysed with relations with factors as stress, life quality, recreation facilities, organization culture, organizational commitment, organizational effectiveness and loneliness. Alternative application facilities can be developed on philosophy as "Successful establishment which work happy". In literature review related to study, although percentile explanation of subjective well-being has been accepted low, mostly demographic variations have been come up, from this point of view instead of demographic variations, model has been improved on job satisfaction and organizational citizenship behaviour however; new researches can be presented related to demographic variations. This study has been verified with employees in accommodation businesses. The next researches can be performed in different tourism businesses as travelling management and food and beverage. In this study, quantitative research has been applied, in different researches; employees' subjective well-being can be analysed by the help of qualitative research techniques. Also, subjective well-being and their types of goodness have been studied generally in this research however; types of goodness felt in more specific conditions can be evaluated in different research.

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