



The Role of Job Satisfaction on Organizational Citizenship Behaviours: A Preliminary Study from Ordu Hotel Sector/Turkey

Doç. Dr. Mustafa DAŞKIN¹
Öğr. Gör. Kenan PALA²

ABSTRACT

With the increase in competition in the accommodation sector, the most desired employee type of enterprises are qualified employees who work voluntarily, do their job lovingly, have high communication power, are patient, honest, and are in harmony with the goals of the business. Because employees with these characteristics are very important for the efficiency, effectiveness and future of the organization. So it stays critical to investigate the organizational citizenship behavior, which is seen as an organizational goal that will make a big difference if achieved for businesses, and the drivers that are thought to positively affect organizational citizenship behavior. In this regard, the current study aimed to examine the organizational citizenship behaviors and the role of job satisfaction as an important driver of these behaviours. Random sampling technique was used for data collection. A total number of 100 usable questionnaires were obtained in the research location, Ordu-Turkey. A quantitative method was used in this study and SPSS 20 version was applied for the study analyses such as descriptive statistics, factor analysis, correlation and regression. The findings depict that job satisfaction was found significant and positive driver of organizational citizenship behaviors. There is paucity of research in this context, so the current work sheds light on the recent literature and provides implications for the industry role players. Since this research is a preliminary one and due to the research restrictions, this study has some limitations such as the accommodation service work setting was included only. Various service settings may be included in the future study with more sample size. The other dimensions of organizational citizenship behaviors may also be included in the next study with different antecedents.

Key Words: Job satisfaction, Organizational citizenship behaviours, Hotel sector.

ÖZET

Konaklama sektöründe rekabetin artmasıyla birlikte işletmelerin en çok arzu edilen çalışan tipi, gönüllü çalışan, işini severek yapan, iletişim gücü yüksek, sabırlı, dürüst, işletmenin amaçlarına uygun nitelikli çalışanlardır. Çünkü bu özelliklere sahip çalışanlar örgütün verimliliği, etkinliği ve geleceği için çok önemlidir. Bu nedenle, işletmeler için gerçekleştirilmesi durumunda büyük fark yaratacak bir örgütsel hedef olarak görülen örgütsel vatandaşlık davranışının ve örgütsel vatandaşlık davranışını olumlu yönde etkilediği düşünülen itici güçlerin araştırılması kritik önemini korumaktadır. Bu bağlamda, mevcut çalışma örgütsel vatandaşlık davranışlarını ve bu davranışların önemli bir itici gücü olarak iş tatmininin rolünü incelemeyi amaçlamaktadır. Verilerin toplanmasında rastgele örnekleme tekniği kullanılmıştır. Araştırma lokasyonu Ordu Türkiye'de toplam 100 adet kullanılabilir anket elde edilmiştir. Bu çalışmada nicel bir yöntem kullanılmış ve betimsel istatistik, faktör analizi, korelasyon ve regresyon gibi çalışma analizleri için SPSS 20 versiyonu uygulanmıştır. Bulgular, iş tatmininin örgütsel vatandaşlık davranışlarının önemli ve olumlu bir itici gücü olduğunu göstermektedir. Bu bağlamda çok az araştırma vardır, bu nedenle mevcut çalışma son literatüre ışık tutmakta ve sektördeki rol oyuncuları için çıkarımlar sağlamaktadır. Bu araştırma bir ön araştırma olduğundan ve araştırma kısıtlamaları nedeniyle bu çalışmanın yalnızca konaklama hizmeti çalışma ortamına dâhil edilmesi gibi bazı sınırlılıkları vardır. Gelecekteki çalışmalara daha fazla örneklem büyüklüğü ile çeşitli servis düzenleri dahil edilebilir. Örgütsel vatandaşlık davranışlarının diğer boyutları da farklı öncüllerle bir sonraki çalışmada yer alabilir.

Anahtar Kelimeler: İş tatmini, Örgütsel vatandaşlık davranışları, Otelcilik sektörü.

¹Amasya University, Tourism Department, e-mail: daskinmus@hotmail.com, ORCID: 0000-0002-2453-490X

²Amasya University, Tourism Department, e-mail: kenan.pala@amasya.edu.tr, ORCID: 0000-0003-4903-1433

INTRODUCTION

The tourism industry still maintains its feature of being an industry that draws great attention from both developed and developing countries from past to present. The most important reason for this is that it is one of the fastest growing sectors in the world. This situation has highlighted the contribution of the tourism sector to the national economy (Yıldız, 2011). In this context, according to the data announced by the Turkish Statistical Institute (2021); the third quarter tourism incomes consist of the months of July, August and September 2021 increased by 181.8% compared to the same quarter of the previous year and amounted to 11 billion 395 million 117 thousand dollars. The number of visitors within the third quarter of the year 2021 is 13 million 640 thousand 672 persons increased by 143.4% compared to the same quarter of the previous year. It is understood that the average overnight stay of the visitors in the quarter is 11.4. Again, based on the aforementioned data, it is seen that the most income from tourists is obtained from accommodation expenditures (Turkish Statistical Institute, 2021). This situation reveals the importance of the accommodation sector in the tourism industry. Accommodation businesses are included in the group of businesses that make up tourism attractions. It can be said that the development of tourism in any destination largely depends on the accommodation capacity, which is one of the main elements and supply sources in tourism activities (Okuyucu and Akgiş, 2016).

With the increase in competition in the accommodation sector, the most desired employee type of enterprises are qualified employees who work voluntarily, do their job lovingly, have high communication power, are patient, honest, and are in harmony with the goals of the business. Because employees with these characteristics are very important for the efficiency, effectiveness and future of the organization. In this context, voluntary behaviors such as organizational citizenship behaviors, which are not included in the job descriptions but affect the effectiveness and efficiency of the organization as a whole, gain importance (Nayır, 2020). The expression of organizational citizenship behavior is defined as the role behaviors that are not part of the official job needs of the employees, are not directly considered in the formal reward systems, are beneficial for the business, are done voluntarily and help the businesses to operate effectively (Bove, Pervan, Beatty and Shiu, 2009).

Human factors are of great importance in the economic, social and political development of societies, in the efficiency and effectiveness of organizations. In order for these organizations to be successful in constantly changing conditions; The need for employees who are not limited to formal job descriptions and who are willing to contribute to development and impact outside of their duties is increasing day by day. For this reason, it is very important to encourage organizational citizenship behaviors and to provide determinants that will affect and contribute to the development of these behaviors (Çelikel, 2021). Organizational citizenship behavior; in addition to affecting the performance of employees in relation to concepts such as organizational commitment, job satisfaction, and organizational justice, it also has a great importance in terms of its effect on organizational outputs such as productivity. It is a situation that every organization dreams of having employees who work for the organization spontaneously, voluntarily and willingly apart from the formal assignments given to them by the organization (Erdoğan, 2019). So it stays critical to investigate the organizational citizenship behavior, which is seen as an organizational goal that will make a big difference if achieved for businesses, and the drivers that are thought to positively affect organizational citizenship behavior.

Against this backdrop, the current study aims to investigate the role of job satisfaction on organizational citizenship behaviours in a Turkish hotel service context. At this point, it has

been emphasized in this study that the element of job satisfaction is extremely important in the hotel work environments. Because the employee with job satisfaction is a happy employee and can fulfill the task assigned to him or even more than what is given. There is a direct and strong relationship between job satisfaction of employees and service quality perceived by customers, especially in organizations operating in the service field (Erdoğan, 2019). The current work shed light on the recent literature and provides implications for the industry role players.

LITERATURE REVIEW

Tourism in Ordu City

Ordu is a province and the twenty-ninth most populous city in Turkey. According to 2020 data, its population is 761400. It is located in the Eastern Black Sea Region of the Black Sea Region. The province is surrounded by the Black Sea in the north, Tokat and Sivas in the south, Samsun in the west and Giresun in the east. Ordu, which has a metropolitan status, consists of 19 districts. It is the 57th largest province in terms of surface area. Ordu is an emerging tourism destination in Turkey. In the city of Ordu and its surroundings, there are many attractions that can be a source for coastal tourism, nature tourism, mountain-highland tourism and thermal tourism, as well as history, culture, business, shopping and entertainment tourism. 'Yason Burnu-Cape Yason' is the center of attention of local and foreign tourists (see Image 1)

Image 1. A view from Ordu



Visitors' accommodation, eating, other facilities to meet their needs are important investments in the development of tourism. It can be said that the development of tourism in any area largely depends on the accommodation capacity (Yılmaz, 2018). In this context, there are many tourism certified facilities in Ordu, such as, There are seven 2-star hotels, fifteen 3-star hotels, seven 4-star hotels, three 5-star hotels, as well as many motels and hostel-style accommodation establishments. The total number of beds is 3398. The number of tourists visiting Ordu was 967,741 in 2019, of which 849,695 domestic tourists and 118,046 foreign tourists were recorded (Turkish Ministry of Culture and Tourism, 2021).

Organizational Citizenship Behavior and Its Dimensions

The definition of organizational citizenship behavior was first conceptualized by Organ and Konovsky in 1989, and it was expressed as an organizational behavior that is not clearly stated within the reward systems determined within the organization, and that does not have any appreciation process and enables the employees of the organization to work effectively (Organ and Konovsky, 1989). According to Jahangir, Akbar, and Haq (2004), organizational citizenship behavior is generally referred to as a set of discretionary workplace behaviors that exceed the job requirements of the employee. It is generally defined as behaviors that go beyond the job description. Organ and Konovsky (1989) proposed organizational citizenship behavior dimensions in five categories; thinking others, being gentlemanly and voluntarily, being courteous, high sense of duty and supporting the development of the organization. Podsakoff, Mackenzie, Paine, and Bachrach (2000) looked at the studies in the literature holistically and examined organizational citizenship behaviors on the basis of seven dimensions: benevolence, civic virtue, sportsmanship, organizational loyalty, organizational obedience, individual initiative and individual development. Yılmaz (2010) reported that organizational citizenship behaviors include helping one's friends to solve work-related problems, accepting orders without causing problems, fulfilling suddenly emerging tasks without complaining, helping to keep the working environment clean and orderly, behaviors such as speaking positively towards organizations, creating a work climate where conflicts and distractions are absent or minimized, and protecting organizational resources. The common point of these behaviors is that they are not defined by employment contracts, that is, they are similar to extra-role behavior (Acar, 2006).

Although organizational citizenship behavior is not in the formal role definitions of the person, but is stated as voluntary behaviors that he or she does, in the emergence of the behavior; leadership behaviors, organizational commitment (loyalty), organizational obedience, self-development, member and organization integration, job satisfaction, task characteristics, personality traits, organizational silence and organizational justice factors seem to be effective (Judge, Thoresen, Bono and Patton, 2001). Kaya (2013) contended that organizational citizenship behavior is formed by the employees' feeling of belonging to the organization. From this point, employees who see the goals of the organization as their own goals and internalize organizational success as their own success, adopt the work they do more, put more effort into their work, and as a result, they are happy to exist in the organization. Therefore, in order to maintain their existence, organizations always need employees who behave outside of the formally determined duties in the job description and who can make a significant contribution to the organization in this respect.

Job Satisfaction and Organizational Citizenship Behavior

Recently, the concept of job satisfaction, which expresses the happiness of the personnel from their job, has been one of the subjects that researchers and practitioners have been very interested in. Many companies dedicate large amounts of resources to increase employee satisfaction. The reason for this is the thought that an increase in the level of satisfaction will increase the motivation of the employees and their commitment to the organization. This situation is the main factor both in the determination and effectiveness of the employees and in the production of quality products and services (Okumuş, Mete, Bakiyev and Kaçire, 2013). Özkalp, Varoğlu, Varoğlu, Kirel, and Acar (2013) stated that there are many factors that affect the job satisfaction of employees. These factors are classified as individual factors (needs, wishes, interests), organizational factors (working conditions, wages, nature of the job, career opportunities) and group factors (co-workers, managerial attitudes).

The effect of job satisfaction on employees is generally based on three reasons. Firstly, employees with low job satisfaction intend to move to another job by seeking ways to avoid work as much as they can. Secondly, those who have a high level of satisfaction are free from negative effects that will primarily affect their physical and mental health due to work. These individuals who do not experience work stress are healthier and more productive. Thirdly, individuals with job satisfaction are employees who arrive on time, do not have absenteeism, have a low desire to leave the job, and take their motivation and desire of working to a higher level (Özkalp and Kirel, 2016). According to Çavuş and Develi (2015), an employee with positive job satisfaction provides more satisfaction from his job and has a positive relationship with other employees. Individuals with positive job satisfaction often tend to be helpful and altruistic. This situation results in an increase in organizational citizenship behavior outputs. Yoon and Suh (2003) revealed in their studies that the job satisfaction of the personnel and the trust in the employer are significantly related to the organizational citizenship behavior and their active participation in the organizational citizenship behavior has a positive effect on the service quality. Yen and Teng (2013) said that “in today’s struggling global economy, it is not enough for employees to merely do their jobs. Many businesses expect organizational members not only to complete their required duties but also proactively assist their colleagues.” A research study conducted by Nadiri and Tanova (2010) in hospitality industry reported a significant relationship among job satisfaction and citizenship behaviours. Recently, Ocampo, Tan, and Sia (2018) supported this relationship in the hospitality industry in Philippines. So the organizational citizenship behaviors are extra-role behaviours and mostly expected by hotel organizations. Based on the aforementioned discussion above, the current study proposes the following hypothesis;

***Hypothesis 1:** There is a positive relationship among job satisfaction and organizational citizenship behaviors*

METHOD

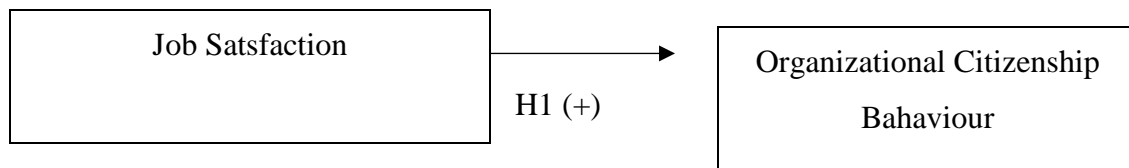
Sampling and Data Collection

This study, which was conducted to determine the effect of job satisfaction on organizational citizenship behavior, applied to employees working in 4 and 5 star hotels in Ordu Province/Turkey. The universe of the research consists of personnel working in 4 and 5 star hotels in Ordu. There were seven 4-star hotels and three 5-star hotels in Ordu. Because of research restrictions, a few hotels organizations could not be included in the survey. Simple random sampling method was chosen as the sampling method. In this method, everyone in the universe has an equal chance of entering the sample. In order to obtain a higher return rate in the research, the data was mostly collected by face-to-face basis. As a result, the majority of the questionnaires were collected on a face-to-face basis with voluntary participants. Out of a total of 130 questionnaires, 100 were completed. And it was ready for advanced data analysis. Therefore, the total response rate was calculated as of 76.92% for the current work.

Research Model and Measures

In the creation of the research model, studies on organizational citizenship behaviors and job satisfaction were used. The model of the research is given in Figure 1.

Figure 1. Conceptual Model



The survey instrument used in the current study was composed of two parts. The first part consisted of 16 questions that related to job satisfaction and organizational citizenship behaviors. Based on an extensive literature review, measurements for the related constructs were adopted from existing measures. For the current study, only two dimensions of organizational citizenship behaviors (7 items from altruism and 3 items from conscientiousness) adopted from Basım and Şeşen (2006) was selected to measure organizational citizenship behaviors. Six items were used to measure job satisfaction as found in Babin and Boles (1998). All measures used 5-point Likert-type scale that ranged from ‘strongly disagree’ to ‘strongly agree’. The second part is a six-item scale; It consists of the age of the employees, their tenure in this business, their gender, educational status, and their marital status. Analysis elements were measured using a 2-point scale and a 5-point scale. On the other hand, gender and marital status were coded as binary variables. (1= male and 2= female, 1= married and 2= single).

Data Analysis

SPSS version 20 package statistical version was used to analyze the study data. According to statistical techniques, reliability (Cronbach's alpha) and validity values were measured first. As a next step, descriptive analyses were performed to observe the average respondent responses (Mean score) participating in the study. Then, explanatory factor analysis, correlation and regression analyses were performed, respectively.

RESULTS

Descriptive Statistics

Frequency analysis was performed in order to understand the percentages for each demographic variable explained below.

Demographical data was presented in Table 1. In the light of these data, 44 of the 100 participants are female and 56 are male. Table 1 shows that the more than 90% of the respondents are highly young under 39 years old. Table 1 shows the distribution of ‘education level’ among demographic characteristics. Importantly, more than half of the employees (56%) are not well-educated. Table 1 shows the ‘marital status’ factor distribution among the demographic characteristics. Accordingly, 30% of the 100 participants are married and 70% are single. Finally Table 1 shows that nearly 80% of the employees have less than 5 years of experience that may be due to young generation are employed mostly in the sector.

Table 1. Demographic profiles

| <i>Demographic variables</i> | <i>Sample composition</i> | <i>Percentage</i> |
|------------------------------|-------------------------------|-------------------|
| <i>Age</i> | 20 years and less | 14.0 |
| | 21-29 years | 55.0 |
| | 30-39 years | 25.0 |
| | 40 years and over | 6.0 |
| <i>Gender</i> | Female | 44.0 |
| | Male | 56.0 |
| <i>Education</i> | Secondary education and lower | 56.0 |
| | Vocational school | 28.0 |
| | Undergraduate | 15.0 |
| | Masters and over | 1.0 |
| <i>Marital Status</i> | Married | 30.0 |
| | Single | 70.0 |
| <i>Tenure</i> | Less than 1 year | 39.0 |
| | 1-5 years | 42.0 |
| | 6-10 years | 11.0 |
| | 11-15 years | 5.0 |
| | 16 years and over | 3.0 |

Psychometric Properties of the Measures

At the beginning, there are statistical criterias to ensure internal consistency, multivariate normality and convergent validity that is explained below and the details for the measurement items can be seen in Table 2. The Cronbach's alpha (α) was over the minimum value of .70, which depicts that items are representative of the latent constructs and internal consistency was adequate (Hair, Black, Babin, and Anderson, 2010). For further analysis, the Kaiser-Meyer-Olkin (KMO) measure of sampling was checked if the distribution of values was adequate for each construct and as a result each of them exceeded the threshold value of 0.50 as suggested by Field (2000). Moreover, based on the Bartlett's test of sphericity measure, the multivariate normality of the set of distributions was normal for the each study variable, indicating a significant value, $p = 0.000 (< 0.05)$. Consequently, the data was proper for employ the factor analysis (Hair, Anderson, Tatham and Black, 1998). Table 2 presents factor loads test results for each construct. Convergent validity was satisfied in that factor loadings were high over thresold value of 0.40 (Tabachnick and Fidell, 2007).

Table 2. Scale items, reliabilities, and exploratory factor analysis results

| <i>Scale items</i> | <i>Factor loads</i> | <i>α</i> |
|--|---------------------|-------------|
| <i>Job Satisfaction</i> | | 0.73 |
| SAT1: My job is very enjoyable. | ,68 | |
| SAT2: I am very satisfied with my job. | ,72 | |
| SAT3: My job excites me a lot. | ,72 | |
| SAT4: I enjoy my job very much. | ,82 | |
| SAT5: I definitely don't like my job. | ,50 | |
| SAT6: My job is very valuable. | ,68 | |
| <i>Organizational Citizenship Behaviours (Altruism and Conscientiousness)</i> | | 0.85 |
| OCBA7:I do the work of an employee who takes a day off. | ,78 | |
| OCBA8:I assist an employee of an organization dealing with an excessive workload. | ,68 | |
| OCBA9:I help a new hire to learn the business. | ,72 | |
| OCBA10:I do not hesitate to share the materials I have with others in work-related problems. | ,73 | |
| OCBA11:I take the necessary time to help people who encounter problems during work. | ,71 | |
| OCBA12:I respect the rights and laws of other employees. | ,69 | |
| OCBA13:When unexpected problems occur, I warn other employees not to be harmed. | ,70 | |
| OCBC14:I spend most of my time in work-related activities. | ,47 | |
| OCBC15:I would like to participate in all activities that will create a positive image for my company. | ,47 | |
| OCBC16:I don't spend time on my personal work during work. | ,75 | |

Notes: All items are measured on five-point Likert scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*. All internal reliability estimates are above the .070 cut off value.

The current study performed a correlation analysis in order to determine the direction of the correlation between the two variables below and accordingly a regression test was applied to confirm the relationship among the independent and dependent variables. Table 3 shows the correlation analysis result that job satisfaction was found to be positively correlated with organizational citizenship behaviors ($r = 0.422$, $p < 0.01$). This value is indicator for discriminant validity since there was no value higher than threshold value of 0.90 (Tabachnick and Fidell, 2007).

Table 3. Correlation analysis result

| | | totalSAT | totalOCB |
|----------|---------------------|----------|----------|
| totalSAT | Pearson Correlation | 1 | ,422** |
| | Sig. (2-tailed) | | ,000 |
| | N | 100 | 100 |
| totalOCB | Pearson Correlation | ,422** | 1 |
| | Sig. (2-tailed) | ,000 | |
| | N | 100 | 100 |

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

As seen in Table 4, regression analysis was used to test the study working hypothesis. Hypothesis 1 assumes that job satisfaction has a positive and significant effect on organizational citizenship behaviours; A p-value should be at 0.05 significance level and lower ($p < 0.05$), at the same time 0.01 significance level and lower ($p < 0.01$) shows stronger relationship among

independent and dependent variables and t-value over 1.96 are approved as significant value (Tabachnick & Fidell, 2007). A p-value higher than 0.05 (>0.05) is not statistically significant and indicates strong evidence for the null hypothesis. Thus, regression test supported this relationship ($\beta = 0.422$, $t = 4.60$, $p < 0.01$) and hypothesis 1 proposed in this study was accepted. This result contends the study model is accepted and this means the more satisfied employees tend to perform better organizational citizenship behaviours.

Table 4. Regression test result

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2,423 | ,327 | | 7,413 | ,000 |
| | totalSAT | ,422 | ,092 | ,422 | 4,606 | ,000 |

a. Dependent Variable: totalOCB

CONCLUSION

As it is known, people working in the tourism sector may have to fulfill many tasks simultaneously. Especially during the high seasons, for many reasons such as uncertainties in job descriptions, lack of personnel, and the cost of searching and finding a job is higher than the cost of leaving the job. This wears out employees who do not know their place in the organization and cannot clearly distinguish their duties and prevents them from exhibiting voluntary behaviors. The fact that accommodation establishments are especially in the service sector and that customer relations are at the forefront compared to other sectors necessitates a closer examination of employee behavior. In today's intense competitive environment, it is not enough for the businesses to carry out the duties included in the formal job descriptions only. Hotel businesses success depends on employees' exhibiting voluntary organizational citizenship behaviors over formal role definitions (Ma, Qu, Wilson and Eastman, 2013). In this regard, examining the drivers of organizational citizenship behaviors stays critical for the hotel businesses. Therefore, the aim of this study is to address the organizational citizenship behaviors of employees in Ordu hotel context and to investigate the effect of job satisfaction as an antecedent of these behaviors.

In the current study, the effect of job satisfaction on organizational citizenship behaviors was tested. The findings shows that there is a significant positive relationship among job satisfaction and organizational citizenship behaviors. This finding is concordant with that of past research studies (e.g., Arif and Chohan, 2012; Bolat and Bolat, 2008; Li, Crant, and Liang, 2010; Çavuş and Develi, 2015; Yoon and Suh, 2013).

Based on the current result, some implications are provided. Hotel managers need to give importance to job satisfaction in order to have individuals who embrace the business more, try to improve their business, try to facilitate the work and duties of their colleagues as well as their own work and duties, and work with citizenship awareness in the business. In this context, hotel business managers need to increase the job satisfaction levels of their employees in order to increase the efficiency and productivity of their businesses. For this reason, managers should be knowledgeable of recruiting individuals who possess tourism training/education. Thus, employees can increase customer satisfaction by providing better quality service. Mostly it is evidenced that the qualified workforce can be more productive in the business and contributes to the business and this can only be provided by employees who have received tourism training/education. Factors such as working hours, break times, monthly wages, workload,

promotion, responsibility, delegation of authority in an enterprise should be taken into consideration. Because the manager who applies these items correctly in his business will both make a move to increase the job satisfaction of his staff and ensure the long-term sustainability of his business. If the employer does not prepare a proper working environment for his personnel, does not follow them or cannot find a solution to their problems, it does not seem possible to talk about job satisfaction within the organization. For this reason, businesses should carry out their work more devotedly on job satisfaction. They should protect their employees and ensure that the employees become individuals who are committed to their businesses. This will undoubtedly triggers organizational citizenship behaviors and makes a positive contribution to the business.

This study has a few limitations like others. The fact that the current research was carried out only on hotel organizations with limited number of samples and this can be accepted as a limitation of the research. For this reason, the application of the research in different tourism sectors could have produced more generalizable and important results. Since this study is a preliminary study, the two most important dimensions of the organizational citizenship behavior scale was examined, which can be considered as another limitation of the study. In future studies, it may be useful to expand the research for accommodation businesses with different characteristics in different geographical regions in order to generalize the results. Quantitative method was used in this study, and it would be useful to make use of the qualitative research method in order to give more in-depth results. Finally, different drivers that may cause organizational citizenship behaviors can be examined.

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