

The Relationship between Psychological Capital, Job Satisfaction and Subjective Happiness in Recreational Businesses

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Abstract

In today's dynamic workplace environment, great efforts are made for a sustainable competitive advantage. Therefore, organizational managers are more interested in the psychological state of the employees to get high efficiency and increase their job performance. By the reason of its importance in the organizational context, this study aimed to examine the relationship between subjective happiness, job satisfaction and psychological capital. The data in the study were collected from totally 387 people working in enterprises that provide recreational sports services and determined according to the convenience sampling method. The data were tested using structural equation modeling (SEM) analysis of covariance. Results demonstrated that psychological capital had a direct positive effect on job satisfaction and subjective happiness. In addition, job satisfaction influenced subjective happiness. Lastly, psychological capital indirectly and positively affected subjective happiness because of a partial mediating effect of job satisfaction. As a result, it can be said that being able to stand up to the difficulties encountered in the work environment, to realize oneself and to direct one's strength and psychology towards work (psychological capital) is very important in the formation of the general satisfaction of the personnel working in the recreation services towards life. Also, it could be interpreted that the more job satisfaction increases, the more the employee's subjective happiness level improve.

Keywords: Job satisfaction, Psychological capital, Recreational business, Subjective happiness

Rekreasyonel İşletmelerde Psikolojik Sermaye, İş Tatmini ve Öznel Mutluluk İlişkisi

Öz

Günümüz dinamik iş ortamında, sürdürülebilir bir rekabet avantajı için büyük çaba harcanmaktadır. Dolayısıyla örgüt yöneticileri yüksek verim alabilmek ve iş performanslarını yükseltebilmek adına çalışanların psikolojik durumları ile daha yakından ilgilenmektedir. Örgütsel bağlamdaki önemi nedeniyle bu çalışmada psikolojik sermaye, iş tatmini ve öznel mutluluk arasındaki ilişkinin incelenmesi amaçlanmıştır. Araştırmada veriler rekreasyonel amaçlı özel spor hizmeti sunan işletmelerinde çalışan ve kolayda örneklem yöntemine göre belirlenen toplam 387 kişiden toplanmıştır. Katılımcılardan elde edilen veriler kovaryans yapı analizi (*Yapısal Eşitlik Modeli: YEM*) kullanılarak test edilmiştir. Analiz sonuçlarında psikolojik sermayenin iş tatmini ve öznel mutluluk üzerinde doğrudan pozitif yönde bir etki yarattığı gözlemlenmiştir. Ayrıca, iş tatminin öznel mutlu üzerindeki etkisinin de doğrudan anlamlı olduğu tespit edilmiştir. Araştırmanın kapsamında elde edilen son bulguda ise iş tatminin kısmi aracılık etkisi yaratarak psikolojik sermayenin öznel mutluluğu dolaylı ve olumlu bir şekilde etkiledi keşfedilmiştir. Sonuç olarak kişinin iş ortamında karşılaştığı zorluklara karşı ayakta durabilme, kendini fark edip iş karşı olan gücünü ve psikolojisini yöneltebilmesinin (psikolojik sermaye) rekreasyon hizmetlerinde çalışan personellerin yaşama karşı duydukları genel memnuniyettin oluşmasında oldukça önemli olduğu söylenebilir. Ayrıca, işten elde edilen memnuniyetteki bir artış, çalışanın öznel mutluluk düzeyini de artıracak olduğu şeklinde yorumlanabilir.

Anahtar kelimeler: İş doyum, Öznel mutluluk, Psikolojik sermaye, Rekreasyonel işletme

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INTRODUCTION

An enterprise needs to use its available resources effectively and efficiently to maintain its existence successfully. Among these resources, human resources are the most confusing, problematic, and demanding of managerial attention, making the act of management more difficult (Chelladurai & Kim, 2022). Thus, the business management such as sports and recreation services, which focus more on intangible benefits such as services rather than tangible benefits, especially those whose producers and consumers are human beings, is also very complex (Funk et al., 2016). Human resources have become a necessity for such businesses, although services sector organisations may prioritise their financial interests (Bayarçelik et al., 2019). Research has acknowledged that human resources are also very important for commercial sport and recreation service organisations because of higher level of communication between customers and staff (Widawska-Stanisiz, 2021). Human resource management, therefore, has played a key role in overcoming the challenges organisations faced for such sectors whose organisations were expanding and becoming more competitive (Mahapatro, 2022). After a while, organisations have begun to think chronologically from economic capital to human capital (education, experience, skills), then beyond human capital to social capital (networks, connections, friends) and finally to employees' positive psychological capital (resilience, confidence, self-efficacy, optimism, hope, and self-efficacy) in addition to human resources management (Luthans et al., 2021).

Psychological capital and positive organisational behaviour have emerged with the positive psychology theory and some research covering this theory (Singhal & Rastogi, 2018). Positive psychology was first included in Maslow's book "Motivation and Personality" in the chapter titled "Towards Positive Psychology" (Kutanis & Oruç, 2014). Luthans et al., (2007) defined positive organisational behaviour as "the examination and application of human resources in terms of their strengths and psychological capacities that can be measured, developed and effectively managed to improve employee performance". Positive psychological capital enables organisations to continuously restructure their resources to maintain their competitiveness in rapidly changing environments, while at the same time providing information about "who you are" now and "who you can be" in the future in a developmental sense instead of focusing only on traditional sources (Luthans et al., 2015).

Positive psychology aims to contribute to the development of positive qualities along with overcoming the worst things in life (Seligman & Csikszentmihalyi, 2001). Positive psychological capital, which is defined as the positive psychological development of individuals, is analyzed by observers on four bases. These are *optimism*, which is having positive thoughts about succeeding now and in the future, *self-efficacy*, which is undertaking the necessary effort and self-confidence to succeed in challenging tasks, *hope*, which is persevering towards goals in order to achieve them and, when necessary, re-planning paths towards goals in order to achieve success, *resilience*, which is surviving and recovering to achieve success when faced with problems and difficulties respectively (Luthans et., 2007; Luthans et., 2021).

Some research has revealed that the improvement of psychological capital in an organisation leads to organisational commitment and increases the level of job satisfaction of employees

(Avey et al., 2011; Luthans et al., 2007; Luthans et al., 2010). Judge et al., (2017) defined job satisfaction, which is known to be related to psychological capital and will be discussed in this study, as “the general evaluation that a person has about his/her job”. Kwok et al. (2015) addressed job satisfaction with two approaches: cognitive and emotional. The emotional approach shows the emotion of employees from different perspectives such as co-workers, supervisors or subordinates and wages, while the cognitive approach reveals to what extent the physical and psychological needs of the person are met at work and to what extent they are perceived by the employees. Research has also proved that not only happiness from work, but also happiness from life are key components of both psychological and physical health and work-life balance (Choi & Lee, 2013; Wozencroft & Hardin, 2014).

For instance, Darvishmotevali (2020) identified that psychological capital, achieved through the success and well-being of employees, as one of the factors that will determine the existence, development, and prosperity of an enterprise. In this way, businesses can continue their existence for a long time. Research on the well-being levels of individuals has revealed that all characteristics and resources valued by society are directly related to the concept of happiness (Lyubomirsky et al., 2005). Diener (1994) stated that happiness is a low level of aroused positive emotion and a general assessment of well-being. Indeed, studies have shown the relationship between subjective job satisfaction and happiness (Uysal et al., 2014), job performance and career satisfaction.

The motivated, loyal, and competent personnel, who are identified with the company's mission or goals, is a crucial factor for the commercial sports and recreation services sector (Widawska-Stanisiz, 2021). For such businesses, service providers' quality relations are very important because customers rely heavily on the expertise and behaviour of the staff for their psychological and physiological well-being (Theodorakis et al., 2014; Tsitskari et al., 2014). From this point of view, the psychological capital of employees is very important for the sustainability of profitability in businesses that provide recreational sports services. This study aims to test the relationship between subjective happiness, job satisfaction and psychological capital in individual who work at enterprises providing recreational sports services.

The Research's Structural Equation Model

In the study, a structural model was created to determine the relationship between subjective happiness, job satisfaction and psychological capital in business employees who provide sports services for recreational purposes. We hypothesised that psychological capital would directly positively affect both subjective happiness (H1) and job satisfaction (H2), and job satisfaction would directly positively affect subjective happiness (H3). Then, another hypothesis mentioned that psychological capital may have an indirect and positive effect on subjective happiness (H4) by creating a partial mediation effect of job satisfaction. Each of the hypotheses was tested in the study. Figure 1 presents the structural equation model proposed for the research.

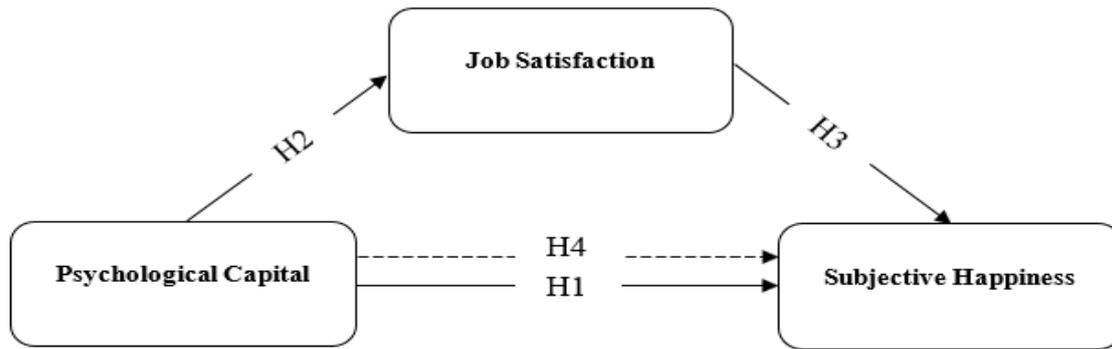


Figure 1. Structural equation model

Notes: Straight line means direct effect, dashed line means indirect effect

METHOD

Study Design and Sampling

In this study conducted with quantitative research model, participants were selected from private businesses that provide recreational sports services. These sport enterprises in Ankara were selected based on criteria such as (I) having at least 50 employees or more, (II) having a full-time and part-time working system, (III) assigning employees to various positions within the enterprise. By paying attention to some criteria such as (I) working in the enterprise for one year, (II) having work experience in a different enterprise before, the sample participants were selected from these enterprises by convenience sampling method. The questionnaire was administered to a total of 387 participants, but the responses of 40 participants were not included in the analysis because they did not fill in the information on the scale form completely (missing data). Table 2 provides an overview of the demographic characteristics of the participants.

Research Publication Ethics

The scales and personal information form in the study was confirmed by Bartın University Social and Human Sciences Ethics Committee which is a recognized review board or ethics committee on December 14, 2022 (Approval no:2022-SBB-0576). The scale form was applied to 387 participants after approval decision of Ethics Committee.

Data Collection Tools

A structured cross-sectional scale form was developed by utilizing three different measurement tools in this study using survey research design. In addition, various demographic questions (e.g., marital status, gender, age) were given in the last part of this questionnaire form with personal information form. Table 2 provides information about Turkish scale form applied to the participants.

Table 1. The information of Cross-sectional scale form

S.N.	Factor	Source	Number of Items
1 ^a	Self-efficacy	Oruç (2018)	3
2 ^a	Hope		4
3 ^a	Resilience		3
4 ^a	Optimism		2
5 ^b	Job Satisfaction	Başol and Çömlekçi (2020)	5
6 ^c	Subjective Happiness	Doğan and Totan (2013)	4
7	Demographic Questions	Authors	8

Notes: a= Sub-dimensions of the Psychological Capital Scale (PCS); b= Job Satisfaction Scale (JSS); c= Subjective Happiness Scale (SWS)

The participants were asked to indicate the degree of the statements in the scale form in “6-point Likert” type for the items in the psychological capital scale sub-factors, “5-point Likert” type for the items in the job satisfaction scale factor and “7-point Likert” type for the items in the subjective happiness scale factor.

Data Collection and Analysis Process

Participants were asked to voluntarily fill in the prepared scale form. It was not possible to reach all employees simultaneously, as the staff in the existing enterprises worked full or part-time during the data collection phase. Additionally, the presence of participants who refused to participate in the study posed a problem for the researchers in reaching a sufficient sample size since participation in the study is voluntary. Thus, some random sampling strategies (*e.g., collecting data seven days a week and especially during the busiest days/hours of the business*) were also included in the data collection phase of the research since it was thought that the sample would not be representative enough. According to Tabachnick and Fidell (2012), the appropriate sample size can be calculated with the formula ($n > 50 + 8 \times \text{Total Number of Scale Items}$). For this reason, we thought that participants $n > 218$ and above would be sufficient for the data collection process, and later we have started the process of analysing the data.

In the analysis phase, more than one analysis was conducted. Firstly, the demographic profiles of the participants were analysed with descriptive statistics in SPSS-23. We did not include 40 missing data in the study and determined final sample number as $n = 347$. Cronbach Alpha coefficients of the measurement tools were determined for the internal reliability of the study. The relationship test was also used to determine the level of relationship between the sub-dimensions of the scales used. To confirm the structure of the factors in the study and to assess the fit of the measurement model, Confirmatory Factor Analysis (CFA) was conducted in Mplus version 8.3. The research hypotheses were then tested using structural equation modelling (SEM). The "Maximum Likelihood: (ML)" estimation method, which is the most widely preferred among the estimation methods, was preferred because of the multiple normality of the total data. The analysis of the research model was named as (Model 1) the measurement model and as (Model 2) Testing the structural model. The two models tested were evaluated using a set of goodness-of-fit indices (X^2/df , Comparative Fit Index: CFI, Root Mean Squared Error of Approximation: RMSEA, Standardised Root Mean Residual: SRMR, Tucker-Lewis Index: TLI). Finally, the construct reliability of the measurement tool was calculated with “Composite Reliability (CR)” and convergent validity and discriminant validity were calculated with “Average Variance Extracted (AVE)”. We accepted the level of all hypotheses’ significance as $p < 0.001$.

RESULTS

Descriptive Analysis

Table 1 presents that 57.3% of the 347 participants were male, 88.8% had university education, 59.7% worked full-time, 61.7% were single and 57.9% worked as trainer. In addition, the mean age of the participants was ($M_{(age)}= 34.14$, $SD=6.60$) and the mean number of months of professional experience was ($M_{(monthly)}= 68.58$, $SD= 35.39$), the mean number of working days in a week was ($M_{(day)}= 4.93$, $SD= 1.34$).

Table 2. Participants' demographic information

Characteristics	($n=347$)
Gender (%)	
Female	42.7
Male	57.3
Age (M, S.)	34.14, 6.60
Education Level (%)	67.1
High School	11.2
University	88.8
Working System (%)	
Full-time	59.7
Part-time	40.3
Marital Status (%)	
Married	38.3
Single	61.7
Occupational Experience _(month) (M., SD)	68.58, 35.39
Working Title (%)	
Manager	30.3
Trainer	57.9
Others	11.8
How many days a week do you work _(day) (M., SD)	4.93, 1.34

Notes: M= Mean score, SD= Standard Deviation

Evaluation of the Measurement and Structural Model

In the structural model of the study, the "self-efficacy" factor in the PCS was associated with three indicators, the "hope" factor was associated with four indicators, the "resilience" factor was associated with three indicators, the "optimism" factor was associated with two indicators, the JSS factor was associated with five indicators, and the SHS factor was associated with four indicators. Figure 2 presents the structural model. Firstly, we tested the structural model with the measurement model's analysis. At this stage, we used Confirmatory Factor Analysis (CFA) to evaluate the extent to which the hypothetical factor structure is appropriate for the data obtained. As a result of the CFA analysis, we did not remove any parameters from the model, and we determined the final model with 6 factors and 21 items because we did not encounter any insignificant parameters. Table 3 presents that the internal consistency coefficients for all sub-dimensions in the model were high ($\alpha \geq 0.80$), and Table 4 shows indices for the measurement model, which fit the data satisfactorily in model ($X^2/df= 2.81$, $p < 0.00$; $RMSEA= 0.07$; $CFI= 0.93$; $TLI= 0.92$; $SRMR= 0.04$). In addition, $CR \geq 0.70$ for each dimension in Table 3 was accepted as evidence of the reliability of the measurement results, while an $AVE \geq 0.50$ for all dimensions revealed that convergent validity was achieved (Fornell & Larcker, 1981). Secondly, we tested the structural model using covariance structure analysis, and determined the significance levels of the research hypotheses (Table 6). The fit indices of the structural model were $X^2/df= 2.74$, $p < 0.00$; $RMSEA= 0.07$; $CFI= 0.93$; $TLI= 0.92$; $SRMR= 0.04$, respectively (Table 4).

Table 3. CFA analysis result of the measurement model

Psychological Capital Scale (PCS) ^a		λ	t-value	M	SD
Self-Efficacy ($\alpha=0.92$, $CR=0.92$, $AVE=0.79$)				4.37	0.77
S1	I feel confident when talking about my area of expertise in meetings with managers at my workplace.	0.91	-	4.39	0.85
S2	I feel confident in contributing to the process of determining the strategies of my workplace.	0.93	26.71	4.34	0.82
S3	I feel confident when giving information about a subject to my colleagues.	0.84	22.11	4.38	0.82
Hope ($\alpha=0.85$, $CR=0.85$, $AVE=0.59$)				4.33	0.65
H1	When I face a problem at work, I can find many ways to overcome it.	0.87	17.14	4.38	0.86
H2	At the moment, I consider myself quite successful at work.	0.80	13.38	4.29	0.81
H3	I can find many ways to achieve my goals in my work.	0.66	15.52	4.21	0.71
H4	Recently, I have been achieving the business goals I set for myself.	0.74	-	4.44	0.71
Resilience ($\alpha=0.82$, $CR=0.83$, $AVE=0.62$)				4.31	0.61
R1	I can be self-sufficient when I have to be at work.	0.87	13.34	4.30	0.67
R2	I do not dwell on stressful situations I encounter at work.	0.69	15.51	4.25	0.72
R3	I can overcome difficulties at work because I have faced many challenges before.	0.81	-	4.37	0.72
Optimism ($\alpha=0.89$, $CR=0.89$, $AVE=0.80$)				4.26	0.78
O1	I always try to look on the bright side of things in my work.	0.91	-	4.27	0.78
O2	I think optimistically about the situations I will face in the future related to my work.	0.88	12.51	4.24	0.86
<i>Job Satisfaction Scale (JSS)^b</i>		λ	t-value	M	SD
Job Satisfaction ($\alpha=0.91$, $CR=0.91$, $AVE=0.68$)				4.23	0.46
JS1	I love my job.	0.73	-	4.25	0.50
JS2	I find happiness in my work.	0.88	16.54	4.19	0.55
JS3	I am satisfied with my current job.	0.80	15.02	4.26	0.55
JS4	I find my job enjoyable.	0.86	16.19	4.22	0.54
JS5	Time at work is well spent.	0.85	16.13	4.25	0.55
<i>Subjective Happiness Scale (SHS)^c</i>		λ	t-value	M	SD
Subjective Happiness ($\alpha=0.92$, $CR=0.91$, $AVE=0.73$)				4.55	0.85
SH1	I usually assess myself in the following way.	0.80	-	4.76	1.01
SH2	When I compare myself with my peers (peers), I evaluate myself according to most of them as follows.	0.81	17.56	4.48	0.89
SH3	Some people are generally very happy, enjoying everything, regardless of what is going on." To what extent does such a statement describe you?	0.90	20.09	4.47	0.94
SH4	Some people are often not very happy and do not look as happy as they should." To what extent does such a statement describe you?	0.92	20.79	4.48	0.95

Notes: ^a= All items of the PsyCap were measured with (1= Strongly disagree, 6= Strongly Agree);

^b= Measured with all items of the JSS (1= Strongly disagree, 5= Strongly agree);

^c= Measured with item 1 (1= Not very happy, 7= Very happy), item 2 (1= Less happy, 7= Happier), items 3 and 4 (1= Not at all appropriate, 7= Completely appropriate) of the SHS; (λ)= Standard Factor Load

Table 4. Summary of the model testing procedure

Model ^a	χ^2	df.	RMSEA	CFI	TLI	SRMR
<i>Basic model (general sample)</i>						
Measurement model	489.458*	174	0.07	0.93	0.92	0.04
Structural model	500.143*	182	0.07	0.93	0.92	0.04

Notes: ^a= $\chi^2/df < 4.00$; $RMSEA \leq 0.06$; $SRMR \leq 0.08$; $TLI/CFI \leq 0.90$ for acceptable model fit (Sources: Tabachnick & Fidell, 2006; Wheaton et al., 1997). * = $p < 0.05$.

Table 5 presents information on the discriminant validity obtained from the correlations between the dimensions and the square root of the AVE values. According to the calculated AVE score, discriminant validity and convergent validity were achieved in the structural model (≥ 0.50).

Table 5. Result of the discriminant validity test

	1	2	3	4	5	6
1. Self-Efficacy	0.88					
2. Hope	0.45	0.76				
3. Resilience	0.38	0.39	0.78			
4. Optimism	0.37	0.29	0.29	0.89		
5. Job Satisfaction	0.35	0.26	0.35	0.23	0.82	
6. Subjective Happiness	0.35	0.27	0.36	0.22	0.37	0.85
AVE (≥ 0.50) ^a	0.79	0.59	0.62	0.80	0.68	0.73

Notes: ^a=Acceptable level of reliability or validity; AVE=Average Variance Extracted; Bold letters on the diagonal are the square root of AVE.

Table 6 presents t-values, unstandardized coefficients, standardized coefficients, and the structural paths. The significance of the estimated regression coefficients was analyzed to evaluate the hypotheses of the proposed theoretical framework. Results presented that psychological capital had a direct positive and significant effect on both job satisfaction (H1 $\beta = 0.50$, $p < 0.000$) and subjective happiness (H2 $\beta = 0.43$, $p < 0.000$), respectively. Similarly, job satisfaction had a direct positive and significant effect on subjective happiness (H3 $\beta = 0.16$, $p < 0.000$). Finally, psychological capital had an indirect positive effect on subjective happiness (H4 $\beta = 0.08$, $p < 0.000$).

Table 6. Path coefficients

Path Diagrams	t-value	(b)	β	Result
H ₁ = Psychological Capital \rightarrow Job Satisfaction	9.46	0.05	0.50***	Accepted
H ₂ = Psychological Capital \rightarrow Subjective Happiness	6.21	0.06	0.43***	Accepted
H ₃ = Job Satisfaction \rightarrow Subjective Happiness	2.59	0.06	0.16***	Accepted
H ₄ = Psychological Capital \rightarrow Job Satisfaction \rightarrow Subjective Happiness	2.62	0.03	0.08***	Accepted

Notes: (b)= Unstandardized coefficient, β = Standardized coefficient, *** $p < 0.001$

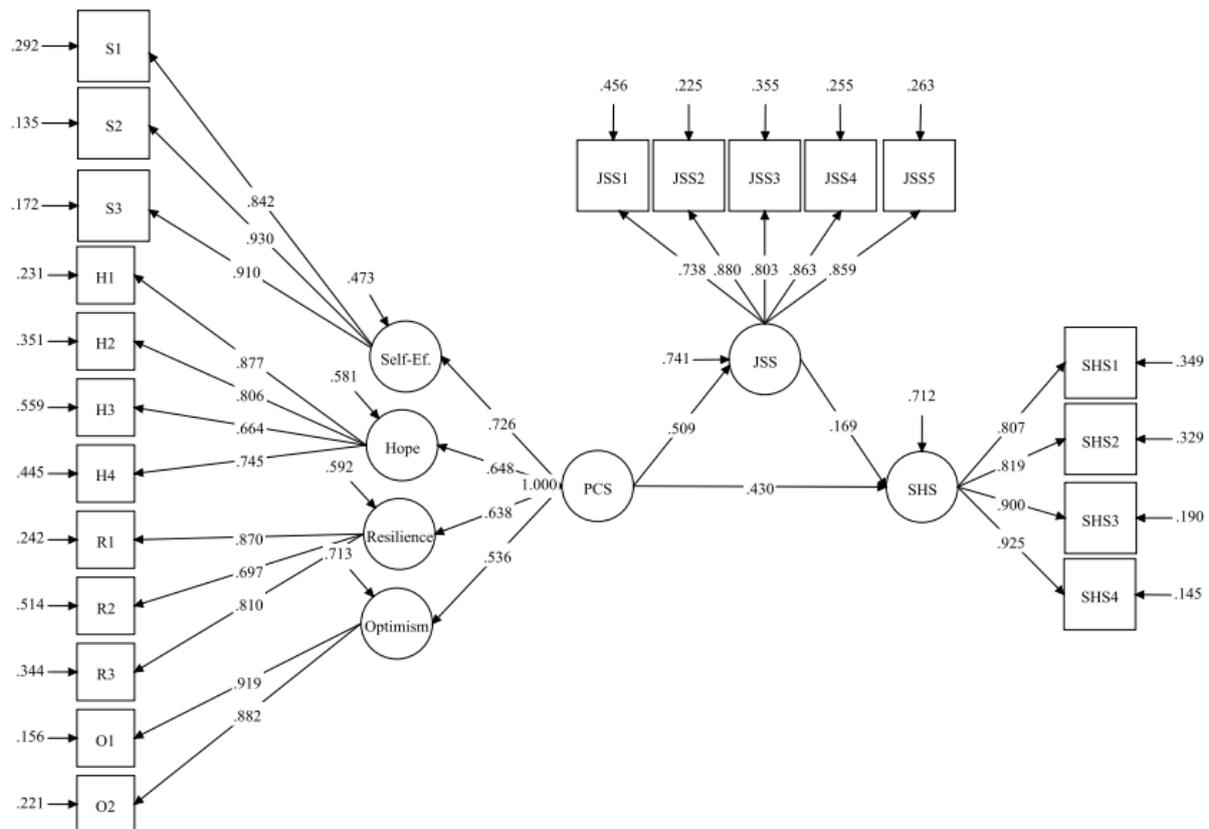


Figure 2. Structural model of the study

Notes: PCS= Psychological Capital Scale; JSS= Job Satisfaction Scale; SHS= Subjective Happiness Scale

DISCUSSION

In this study, we tested the relationship between subjective happiness, job satisfaction and psychological capital. The results supported each hypothesis (H1, H2, H3, H4) formed within the scope of the research, and determined the relationship between the variables. We have parallel results with similar studies in literature.

Firstly, we determined that psychological capital directly positively affected job satisfaction. This situation can be interpreted as individuals who can resist the difficulties in the work environment, realize themselves and manage themselves in this process, have high psychological capital levels, and as a result, an increase in their job satisfaction is observed. This relationship has been supported by various research findings in the literature. Kaplan and Bickes (2013) report that psychological capital plays an important role especially in improving an individual's attitude towards profession/work and improving personal productivity in the work environment. According to Idris and Manganaro (2017), organizational commitment increases with the development of psychological capital, and as a result, job satisfaction is higher. It is also thought to contribute to the development of organizational performance while this situation is mostly due to the motivation and job satisfaction level of the employees. Similarly, Kaplan and Bickes (2013) argue that employees with high psychological capital and high job satisfaction could be highly motivated to make voluntary efforts for the organization. For this reason, it is observed that employees with high psychological capital in their work environment are very optimistic and satisfied about achieving positive results in their work, and thus they are more satisfied with their situation in the organization (Bergheim et al., 2015). According to some authors (Nguyen et al., 2012; Youssef & Luthans, 2007), theoretically, job satisfaction can be assessed in terms of happiness, satisfaction and performance using the self-efficacy, hope, resilience, and optimism components of psychological capital. For example, Youssef and Luthans (2007) stated that if employees have high levels of hope during work, their motivation and satisfaction will also be high. With high levels of psychological capital in this way, individuals are thought to generally have higher hopes of encountering better things in the workplace (optimism), would be more confident in their ability to produce successful work (effectiveness and hope), would have high resistance (resilience) in the face of adverse conditions encountered, and that satisfaction with one's job would then have a positive effect. Therefore, it could be said that psychological capital and job satisfaction are two variables that should be considered together, and psychological capital has a direct and positive effect on the satisfaction with the job (Bergheim et al., 2015; Jung & Yoon, 2015; Kaplan & Bickes, 2013; Kong et al., 2018; Idris & Manganaro, 2017). This explains the hypothesis "Psychological capital has a direct positive effect on job satisfaction".

There is also evidence that psychological capital has a direct positive effect on subjective well-being. This result has revealed that psychological capital gained in the work environment has a significant impact on people's satisfaction with life. According to Cole et al. (2009), psychological capital is one of the characteristics that influence subjective well-being. In the literature, the theoretical relationship between subjective well-being and psychological capital is based on the positive psychological theories of Erickson (1959) and Maslow (1954), and for this reason, subjective happiness has been conceptualized in a multidimensional way by some researchers. For example, Ryff (1989) structured subjective happiness as self-acceptance

(understanding and accepting one's strengths and weaknesses), life purpose (having goals that give meaning and direction to life), personal development (the belief that one's skills and potential are realized and developed), positive relationships with others (close and valuable interactions with others), environmental mastery (feeling in control of one's life and being able to manage one's demands) and autonomy (self-determination and ownership of one's actions). Similarly, Singhal and Rastogi (2018) argued that psychological capital includes the dimensions of “autonomy”, “purpose in life” and “positive relationship with others”, which are considered as components of subjective happiness.

Many studies (Avey et al., 2010; Culbertson et al., 2010) have also directly examined the relationship between subjective happiness and psychological capital, and these studies have tested the relationship between the concepts. For example, Ryff and Singer (2003) reported that psychological capital, which provides positive gains to employees, increases the subjective happiness levels of individuals by providing physical and psychological health. Similarly, Diener and Chan (2011) stated that people can achieve satisfaction in important areas of their lives, cope with stress and increase their personal effort levels because of psychological capital. Afzal et al. (2014) found that individuals with high levels of psychological capital are also more likely to be successful in their professional and general lives, which directly increases their subjective happiness levels by creating a sense of satisfaction. All these findings support the hypotheses that “psychological capital has a direct positive effect on subjective happiness”.

In the study, we also discovered that psychological capital indirectly and positively influenced subjective happiness by creating a partial mediating effect of job satisfaction. Although job satisfaction, accepted as the most important among the components of happiness in happy-productive employees in organizational studies, has been operationalized in different ways (Wright & Cropanzano, 2000), it is generally accepted as an attitude and does not include aspects of life outside of work because it is specific to one's job (Judge et al., 2017). Therefore, research has proved that job satisfaction can not be equivalent to subjective happiness and its derivatives, but it can clarify one's satisfaction with life in general (Wright & Cropanzano, 2000). Some researchers have aimed to determine people's satisfaction with their jobs while evaluating their general life satisfaction (Baerentzen, 2018; Bishop et al., 1999; Gonzalez et al., 2009; Zisselman & Cutillo-Schmitter, 1999). Likewise, few studies have been conducted to understand the role of job satisfaction in the subjective happiness levels of employees obtained because of psychological capital. For example, Agustini and Wulansari (2020) revealed that the level of satisfaction with the job can also contribute to this process while employees' subjective happiness is affected by the psychological capital formed against the work environment. Esen et al. (2021) similarly stated that the importance of psychological capital as a component of subjective happiness is quite effective, and job satisfaction plays a role in this process. Thus, all this evidence proved to explain the hypothesis that “psychological capital has an indirect and positive effect on subjective happiness because of a partial mediating effect of job satisfaction”.

Lastly, we found that job satisfaction directly affects subjective happiness in a positive way in the study. This reveals that satisfaction with the work environment is effective on personal satisfaction with life in general. Wrzesniewski et al. (1997) stated that individuals will become unhappy if they see their jobs only as a financial job or as a career focused on continuous

advancement, and thus a decrease in their subjective happiness levels may occur. In most research, this relationship has been tested by authors (i.e., Diener, 2000; Warr, 1999). For example, Judge and Hulin (1993) presented the relationship between job satisfaction and subjective happiness in a model and determined that the relationship between the concepts was significant. Tait et al. (1989) revealed the relationship between job satisfaction and subjective happiness in meta-analyzed the data collected from 34 different studies. Judge and Watanabe (1993) found that satisfaction with the long-term work environment has an impact on subjective happiness. Recently, some studies have also examined job performance when evaluating the relationship between the two concepts (Kosec et al., 2022; Salgado et al., 2019; Kumar, 2022). All this clarified that the hypothesis “job satisfaction has a direct positive effect on subjective happiness” was supported.

CONCLUSION

In conclusion, our findings proved that psychological capital is very important in the formation of the general satisfaction of the personnel working in recreation services because of the ability to stand up against the difficulties encountered in the work environment. Also, the study’s results can be interpreted that an increase in job satisfaction will increase the subjective happiness level of the employee. This positive contribution of psychological capital to job satisfaction in Turkish culture reveals more clearly what kind of behavior Turkish employees can exhibit against the problems they face in their work environment at the cultural level. Especially, increasing the ability of individuals to stand up against the difficulties they face in the work environment may increase their job satisfaction and indirectly their level of organizational commitment. Organizational commitment is known to be affected by many factors, one of these factors can be psychological capital (Etebarian et al., 2012; Shahnawaz and Jafri, 2009). Therefore, we thought that the findings obtained will also provide researchers with an idea about understanding the level of attitudinal or behavioral commitment that employees form towards their organizations. This draws attention to the relationship between organizational commitment, job satisfaction and psychological capital in the literature.

LIMITATION AND FUTURE DIRECTIONS

This research has several limitations. Firstly, the psychological capital was evaluated within four components: self-efficacy, hope, resilience, and optimism in terms of individuals’ psychological. This shows that the concept of psychological capital has been limited and examined in the study. Secondly, we have noticed some criterions such as working in the enterprise for one year and having previous work experience in a different enterprise to determine sample group. This indicates the limitations of the study in terms of sample group. For this reason, it is thought that conducting studies that include different variables (e.g., organizational commitment, job performance) that are thought to form the subjective happiness of employees with different sample groups will contribute to fill an important gap in the relevant literature.

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