


# EXAMINING THE IMPACT OF WORK VALUES ON JOB SATISFACTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS: A STUDY OF FIVE-STAR HOTELS IN ISTANBUL

 **Oğuz TÜRKAY**, Prof. Dr.  
Sakarya University of Applied Sciences,  
Faculty of Tourism,  
Sakarya, Türkiye  
Phone: +90 264 616 0010  
E-mail: turkay@subu.edu.tr

## Abstract

*Purpose* –The attitude-behavior relationship between job satisfaction and OCBs in hotels were defined previously. However the role of work values simultaneously on attitudes and behaviors is unknown. The purpose of this research is to determine the role of work values in organizational attitudes and behaviors.

*Methodology/Design/Approach* – It was tested how the intrinsic and extrinsic dimensions of work values influence job satisfaction, organizational citizenship behaviors (OCBs) and mutual interaction within a model drawn by considering the value-attitude-behavior pattern. Data were gathered from 548 employees of 28 five-star hotels in Istanbul. LISREL was used to test the structural model.

*Findings* – Intrinsic work values have positive effects on job satisfaction, OCB-I and OCB-O while job satisfaction positively influences each of the two factors of OCBs. The effect of extrinsic work values on job satisfaction and on OCB-I were not supported. Extrinsic work value dimension has a positive effect on OCB-O.

*Originality of the research* – Because of its exploratory nature, this study was focused on the pattern of value-attitude-behavior. Although the influence of work values on job satisfaction and OCBs have been separately considered in related literature, the interaction between three structures was analyzed together.

**Keywords** Work values, job satisfaction, organizational citizenship behaviors (OCBs), five-star hotels, Istanbul.

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## INTRODUCTION

Because of its labor-intensive structure, the tourism sector has the power to create employment at a very high rate. However, it is quite difficult to maintain the labor force in this sector due to its poor working environment, low-paid jobs and high personnel turnover (Voumik et al., 2023). The high turnover prevents employees from working in the enterprise for a long time and gaining experience, makes investing in personnel meaningless and negatively affects the competitiveness of the industry (Guzeller & Celiker, 2020; Dogru et al., 2023). Therefore, it is necessary to understand the critical role of tourism workers and how their personal skills can be advanced in order to develop productivity and quality in the tourism industry and control employee turnover (Fisher et al., 2010). One of the important factors in understanding employee attitudes and behaviors in tourism is work values (Li et al. 2023). Work values appear to have an impact on employees' meaning of their work, workplace behavior and job satisfaction (Chan et al., 2019; Le et al., 2023). Therefore, investigating the work values of tourism and hospitality employees will provide an empirical basis and contribute to solutions that will guide the control of high employee turnover and increase sectoral efficiency.

Work values have been defined as the beliefs, assumptions and internal standards that employees use to evaluate work-related factors (Li et al., 2023) and indicate desired end-states in working life (Van Quaquebeke et al., 2014). Thus, it is suitable to consider work values as pre-acceptances, prerequisites, and expectancies of work. Therefore, knowing the functions of work values may enable prediction of critical attitudes and behaviors, such as job satisfaction and organizational citizenship behaviors (OCBs). Job satisfaction is a critical phenomenon because of its deep effect on employee attitudes and firm success through the mediation of employee performance (Hemsworth et al., 2024). Although job satisfaction has been researched by considering different premises such as employee satisfaction with management and coworker relations (Laškarin Ažić, 2017), organizational justice (Nadiri & Tanova, 2010), role ambiguity, role conflict, burnout, socialization, and work autonomy (Yang, 2010), employee empowerment (Pelit et al., 2011) research focusing on work values as predictors of job satisfaction is scarce in the literature on tourism. Considering the effects of job satisfaction on employee performance and the fact that job satisfaction among tourism employees is lower compared to other service industries (Lillo-Bañuls et al., 2018), it seems that investigating the antecedent role of work values will provide an important perspective.

OCBs are concrete patterns in which employees act to the advantage of all members of the enterprise. These behavioral patterns are not a part of employees' daily formal tasks, but require extra effort to act voluntarily in parallel with the social context of the business (Nadiri & Tanova, 2010). The determination of job satisfaction in OCBs has been illuminated before (Paille,

2010), and value systems are anticipated to have an effect on OCBs (Arthaud-Day et al., 2012). Thus, testing the interactions among work values, job satisfaction, and OCBs is of interest, especially since limited literature exists on culture and values in the tourism industry (Watson, 2008). Contrary to the stated importance of defining causalities among work values, however, much prior research relies on lists of value items instead of operationalizing theoretical dimensions, related concerns and inter-variables relations (Lyons et al., 2009). Therefore, to consider value systems in terms of influences on job satisfaction and OCBs may accelerate the understanding of the causal framework among values and their subsequent relations with attitudes and behaviors. Moreover, many studies addressing the determinants of OCBs for tourism employees have focused on variables such as internal corporate social responsibility (Liu et al., 2024), green performance (Pham et al., 2021), tourism involvement and organizational commitment (Yeh, 2019), work centrality (Uçanok Tan, 2023). However, investigating the effects of work values on OCBs points to a gap in the literature.

Shedding light on the attitudinal and behavioral effects of work values means exploring new and deeper relationships between individual and organizational life. Therefore, an exploratory research design may help in determining the roots of relationships between values-attitudes and behaviors. Because of its specific conditions, the tourism industry is compromised by high turnover rates and employee retention in tourism firms is extremely difficult. Thus, determining the roots of attitudes, behaviors, and perceptions of tourism employees toward the organization is extremely important (Kara et al., 2012).

While work values reflect the culture-specific dimension of employees, the research on values and their roles in organizational behavior is more significant when operationalized in a specific cultural context. Considering that theory on work values has focused on Western contexts (Cheung & Scherling, 1999), it is meaningful to research the roots of these behaviors in the changing economic conditions and cultural context of Turkey. The Turkish economy, which is emerging as a new form of development, and its fast growth rate are capturing attention. At the same time, tourism has been studied in recent years because it is one of the most competitive and key contributing industries in the Turkish economy (Bahar & Çelik İlal, 2021). As a part of the fast-changing environment, the Turkish private sector is seeking to adapt to a new agenda drawn by globalization and competition. For example, Çakmakçı and Karabatı (2008) emphasized the necessity of transforming from a traditional paternal approach to management to a more professional model by using training and strategic HR projects.

In this study, we aimed to test how work values influence job satisfaction and OCBs and to detect which interactions are significant within a developed structural model. This study explored following theoretical facets in order to fill knowledge gap in related literature:

1. The effects of values on attitudes and behaviors by using as examples work values and focusing on organizational processes;
2. Validation of the value-attitude-behavior pattern by testing the mediating role of job satisfaction;
3. Understanding these relationships in a specific sector of tourism in which employees are highly mobilized and whether job-related factors determine individual performance; and
4. Illuminating these relationships in the specific context of Turkish culture.

## 1. LITERATURE REVIEW

### 1.1. Work Values in the Value-Attitude-Behavior Model

Although the close relationship between attitude and behavior has been widely acknowledged, whether values predict attitudes or not has been discussed mostly in the theory of reasoned action and planned behavior (Ajzen & Fishbein, 2000). In recent years, some researchers have tested the hierarchy among values, attitudes, and behaviors. For example, Wang et al. (2022) discussed how pro-environmental value and consumption value affect the intention to purchase a green car, according to the value-attitude-behavior model and the theory of planned behavior. Kim and Hall (2021) investigated the crowdfunding behavior of Korean consumers based on the value-attitude-behavior model, found that values have an impact on personal norm and social norm, and these variables have an impact on participation. Vaske and Donnelly (2010) focused on biocentric/anthropocentric value orientation modes and found that value orientation determined the attitude toward the preservation of wildlands, while attitude toward preservation of wildlife fully mediated the relationship between value orientation and voting behavior regarding wildlife preservation.

Work values were discussed frequently in the tourism literature by emphasized diverse features. Generational differences in work values (Gursoy et al., 2013; Li et al., 2023; Doğan & Buyruk, 2024), work value perceptions of students and school leavers (Ross, 1992; Saltık, 2022), comparison of practitioners' and students' work values (Chen & Tesone, 2009), work values of professionals such as hotel managers, food service managers (Mok et al., 1998; Wong & Chung, 2003), relationship between culture and work values (White, 2005), validation of work value structure (Chu, 2008), and interactions of work values with the organizational processes such as burnout, job response, OCBs, organizational commitment and career satisfaction (Cheng et al., 2013; Liang, 2012).

The verification of value-attitude-behavior pattern rather in alternative areas may be associated with the role of work values in organization. Work values may be able to have effects on creating attitudes and behaviors in organizational life. They may consider as work-related reinforcement preferences and were discussed in two dimensions of intrinsic and extrinsic (Vansteenkiste et al. 2007). Although they are also considered through different sub-dimensions such as cognitive, affective and instrumental work values (Elizur & Sagie, 1999) and intrinsic, extrinsic, social and prestige work values (Ros et al. 1999), in measuring values, two-

dimensioned classification that has been used frequently in the current literature was preferred in this study. Intrinsic work values are desires for personal development, success, achievement, and responsibility. Extrinsic work values are material values with direct concrete or practical consequences, such as pay, work conditions, and security (Liang, 2012).

### 1.2. Job Satisfaction under the Determination of Work Values

Job satisfaction is the conceptualization of an employee's feelings on the job and self-evaluation of his or her work (Paille, 2010), defined as a pleasurable emotional state and a positive final judgment of the working environment. Therefore, it involves the pleasantness of work for an employee and is considered an attitude of an employee toward his or her job (Abdelrazek, 2020).

Job satisfaction has been defined as an emotional state but one that facilitates the achievement of job values (Yang, 2010). While there is limited consensus on the determinants of job satisfaction for tourism and hospitality employees (Sibanyoni et al., 2024), Kalleberg (1977) considered work values as a nearly "lost bangle" to explain job satisfaction. Tepeci and Bartlett (2002) also focused on person-organization fit by considering individual and organizational values and offered evidence that congruence of values explains variances in job satisfaction. The factors creating job satisfaction defined by Yang (2010) consist of factors important for employees because of their intrinsic and extrinsic meaning. Gunlu et al. (2010) also treated job satisfaction within the determinations of intrinsic and extrinsic factors, and job satisfaction was processed as the average value measured from the composition of both these factors. Based on their empirical findings from employees in the Turkish hospitality sector, Pelit et al. (2011) stated that the relationships with colleagues, physical conditions, conditions about wages, and payment are key aspects of job satisfaction. Considering the impact of both motivational and instrumental factors, it is expected that both intrinsic and extrinsic job values will have an impact on job satisfaction. Choi (2017) reveals that all sub-dimensions of work values in Korean hotels affect job satisfaction. Similarly, Doğan and Buyruk (2024) found that both intrinsic and extrinsic work values explained the job satisfaction of employees of hotels located in Mersin/Turkey. Therefore, we state our first set of hypotheses as follows:

H1a: Intrinsic work values positively influence job satisfaction.

H1b: Extrinsic work values positively influence job satisfaction.

### 1.3. OCBs under the Effects of Job Satisfaction

OCB is a construct that defines a set of discretionary behaviors, performed to help customers and co-workers, that is not formally required or defined in job descriptions (Nye et al., 2022). These are the behaviors defined as extra-role behaviors and are sometimes considered under the name of prosocial organizational behavior and organizational spontaneity (Gonzalez & Garazo, 2006). Employees' helping behaviors have been positively related to customer satisfaction as well as employee productivity and organizational effectiveness (Walz & Niehoff, 2000).

These behaviors include volunteering for extra tasks, providing suggestions for improvement, and optimizing the time needed to complete tasks, as well as refraining from exhibiting negative behaviors such as complaining, wasting time, arguing with co-workers, and slacking off work (Testa, 2009). Some extra-role behaviors directed at the organization can be separated from others directed at the individual, such as citizenship behaviors related to the organization, and refer to the personal involvement with the organization as a whole (OCB-O). Other behaviors refer to the adaptation of oneself to others and reflect warm, altruistic, and courteous behaviors toward co-workers (OCB-I).

Although the direction and volume of the interaction are unclear, there is a positive relationship between the job satisfaction and OCBs (Paille, 2010), and it is mostly accepted that job satisfaction has determination effects on OCBs; some research has demonstrated this role empirically in the hospitality context (e.g., Jung and Yoon, 2015; Dewi et al., 2021). In parallel with the literature, our second set of hypotheses is as follows:

H2a: Job satisfaction positively influences OCB-I.

H2b: Job satisfaction positively influences OCB-O.

### 1.4. Direct and Indirect Effects of Work Values on OCBs

Despite the limited literature, work values are found to have effects on OCBs (Azila-Gbetteor et al., 2023). Some researchers have defined OCBs within the view of the affective state, as it might be understood that OCBs are mainly based on emotions and according to Feather and Rauther (2004), OCBs may be expressed as more positively related to intrinsic values. According to Liang's (2012) study of hotel employees in Taiwan, both intrinsic and extrinsic work values have a significant positive impact on OCBs.

The estimated effects of work values on job satisfaction and of job satisfaction on OCBs were necessitated that considering job satisfaction as a mediator of work value-OCBs relationship. There are already many studies investigating the mediating effect of job satisfaction on OCBs. For example; job satisfaction, plays a mediating role in the effect of transformational leadership (Ahmad & Jameel, 2020), distributive justice and procedural justice (Kharismasyah et al., 2017), servant leadership (Wahyu et al., 2019), transformational leadership and organizational culture (Aldrin et al., 2019), and work-life balance (Erdianza et al.,

2020) on OCBs. No study has been found on the mediating role of job satisfaction in the effect of work values on OCBs. Thus, we present our last set of hypotheses as follows:

- H3a: Intrinsic work values have significant impact on OCB-I mediated by job satisfaction.
- H3b: Extrinsic work values have significant impact on OCB-I mediated by job satisfaction.
- H3c: Intrinsic work values have significant impact on OCB-O mediated by job satisfaction.
- H3d: Extrinsic work values have significant impact on OCB-O mediated by job satisfaction.

## 2. METHODOLOGY

This study aimed to test the effects of work values on job satisfaction and organizational citizenship behaviors. Within this framework, data were gathered from a sample consisting of individuals working for five-star hotels. A questionnaire was employed to gather data. To address facets of mutual interaction, structural equation modeling (SEM) was conducted. Nusair and Hua (2010) emphasized that SEM is appropriate for testing the relationships between latent variables of multiple constructs. SEM is frequently used in tourism research to simultaneously test numerous relationships between theoretical structures consisting of latent variables measured by various indicator expressions and to detect the moderation and mediation effects of some of these variables (Mikulić & Ryan, 2018). LISREL was used to measure the predicted structural model and direct and indirect effects. LISREL is a software that is frequently used in testing complex models in different scientific disciplines such as psychology, sociology and management, and also allows the determination of direct and indirect effects (Cavusoglu, 2012).

### 2.1. Instrument for Measurement

The work values scale developed by Elizur (1984) was used by adapting it from Selmer and Waldstrøm (2007). The scale covered 21 items related to work values. To measure job satisfaction, generic job satisfaction scale of Macdonald and McIntyre (1997) was used; it covers 10 items that define critical job dimensions to determine workers' level of satisfaction. OCB scale was adapted from Liang (2012). This 13-items scale was used to measure two dimensions of OCBs which the behaviors directed at the individual (OCB-I) and at the organization (OCB-O). The ultimate scale was translated into Turkish and, to ensure cross-linguistic comparability, re-translated into English by different bilingual (Turkish-English) scholars. The results were evaluated and corrected by three academicians studying business management.

Items that measuring work values was scored on a scale ranging from 1 (very unimportant) to 5 (very important) and items that used to measure job satisfaction and OCBs were scored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

### 2.2. Sample

The study was conducted in Istanbul with the aim of reaching extended populations. Istanbul is one of the most important tourism centers in the world with its tourism attractions, infrastructure and facilities. According to Euromonitor International (2024), it was the most visited city in the world in 2023. As of 2024, Istanbul has 1,292 of the 21.2 thousand accommodation establishments located in Turkey and approximately 266,000 of the 1.96 million beds throughout the country (Turkish Ministry of Culture and Tourism, 2024). Of the 49.2 million tourists who came to Turkey in 2023, 17.3 million came to Istanbul (Istanbul Provincial Directorate of Culture and Tourism, 2024). Istanbul was chosen as the study area due to its wide tourism potential and hosting all types of businesses and employees with different qualifications. The questionnaire was distributed to hotels in main tourism locations in Istanbul, such as Sultanahmet, Beyoglu, Kadikoy, and Maslak. These were locations in which many tourism businesses were agglomerated. Data were gathered during January-June 2016 and analyzed by using LISREL 8.80.

In a purposive selection, only five-star hotels were selected due to the smaller hotels' low capacity and their targeting and supplying services only to inbound tourists. In five-star hotels, the number of employees is high and more institutionalized HR practices are implemented and higher employee satisfaction was achieved (Yurtseven & Halici, 2012). Therefore, it is possible to obtain a more standard and open appearance in the context of value-attitude-behavior. On the other hand, in most of small hotels the behaviors that we mentioned as extra-role behavior may be requested by managements as a part of their daily routines because flexible structure of these hotels. Employees in small hotels were thought that they would percept especially extra role behaviors as a part of their daily in-role routines.

Researchers visited HR members in the aforementioned regions and distributed questionnaires if they agreed to participate in the study. Some hotels were reached by telephoning to ask their administrators whether they would participate in the study or share the on-line survey link with their staff. In some hotels, some contact people appointed by the administrator helped in collecting the questionnaires. Questionnaires were collected at a later time agreed upon by each hotel's HR members or they were filled up on-line. So, data were gathered from 28 five star hotels.



### 3. RESULTS

The demographic characteristics of participants are shown in Table 1. The research population of the sample included workers from five-star hotels. The data were collected from 548 individuals, 40.9% female and 57.1% male. Of the participants, 46.5% was married and 52.4% was single. According to the age categories, 17.0% was under 24, 52.4% was 25-34 years old, 23.4% was 35-44 years old, and 6.8% was 45 or older. Regarding education, 10.8% had a secondary school education, 26.3% had a high school education, 16.1% had a two-year degree, 41.6% had a university education, and 3.3% had a master's or doctoral degree. The majority of participants had no education in a tourism-related educational institute (46.4%), while 7.3% had a mid-level tourism degree and approximately 40% had an undergraduate, graduate, or higher tourism degree. Of the participants, 30.7% worked in food & beverage, 14.8% worked in marketing, 18.7% in front office, 9.2% in housekeeping, 9.4% in accounting & finance, 4.6% in HRM, and 10.4% in other departments such as maintenance, security, SPA, etc. while 2.2% indicated no departmental affiliation. To evaluate whether the data represent the population or not, some proof can be mentioned. First, the ratios of women working in Turkey were relatively lower than in the developed countries (Okumus et al., 2010). Participants are mostly young workers, which is consistent with the fact that tourism employment is intensively young (Richardson, 2010).

Table 1: Demographics of sample

	Traits	%		Traits	%
<b>Gender</b>	Female	40.9	<b>Marriage</b>	Married	46.5
	Male	57.1		Single	52.4
	Missing	2.0		Missing	1.1
<b>Age</b>	15-24	17.0	<b>Education</b>	Secondary school	10.8
	25-34	52.4		High school	26.3
	35-44	23.4		Two-year degree	16.1
	45+	6.8		Undergraduate	41.6
	Missing	0.4		Master & Doctorate	3.3
				Missing	2.0
<b>Department</b>	Food & Beverage	30.7	<b>Tourism Education</b>	Mid-level	7.3
	Front Office	18.7		Under graduate	9.9
	Marketing & Sales	14.8		College	27.9
	Accounting & Finance	9.4		Master, Doctorate	1.5
	Housekeeping	9.2		Certificate	3.8
	HRM	4.6		None	46.4
	Others	10.4		Missing	3.2
	Missing	2.2			

As an option to test the hypotheses on how sets of variables define constructs and how these constructs are related each to other, SEM was implemented in two stages: a measurement model that ties a set of observed variables to a few latent variables and structural modeling that tests cause-effect relationships between variables (Schumacker and Lomax, 2004). Confirmatory factor analysis (CFA) is usually used to test measurement models. Therefore, CFA was conducted to determine construct validity and to ensure structural congruence before the model was tested in tandem with the two-step modeling approach proposed by Anderson and Gerbing (1988). In assessing the model's ability to represent the data, certain measures have been developed. As goodness-of-fit indices, chi-square value ( $\chi^2$ ),  $\chi^2$  distribution with 1 degree of freedom, the root mean square error of approximation (RMSEA), comparative fit index (CFI), incremental fit index (IFI), normed fit index (NFI), and relative fit index (RFI) are mostly recommended. To ensure an acceptable model fit, the  $\chi^2/df$  ratio must be under 3; the RMSEA value should be lower than 0.08 (Schreiber et al., 2006), and CFI, IFI, NFI, and RFI values should be greater than 0.90 and close to 1 (Hair et al., 2019; Yaslioglu & Toplu Yaslioglu, 2020).

Modifying the interactions defined among items and latent variables in the value-attitude-behavior model resulted in a better fit. Standardized loadings of latent variables on each item were considered and these quotas must not be lower than the critical threshold of 0.50 (Hair et al., 2019). The items that loaded under the critical value were eliminated. After the elimination, factor loadings were separated between the values of 0.54 and 0.81. To provide good discriminate validity and improved fit for the items, correlations between the latent variables and average variance extracted (AVE) measures were considered. It was especially ensured that correlations between latent variables were significant but also not equal to 1. After eliminating items that did not significantly match any of the latent variables because their factor loadings were low, an appropriate factor construct was procured with 19 items. Modification was made by establishing a relationship between the variables for which covariance was detected among the error terms. The relationship is between the variables "job interest, to do work which is interesting to you" and "meaningful work" and the variables "assists supervisor with his/her work" and "i get along with my supervisors". CFA results revealed that factors are significant to assess together, and the measures are absolutely suitable for advanced tests. The goodness-of-fit measures shown in Table 2 were found acceptable, with values of  $\chi^2=376.45$  ( $p<0.01$ ),  $df=139$ ,  $\chi^2/df=2.70$ , RMSEA=0.056, CFI=0.97, IFI=0.97, NFI=0.96, and RFI=0.95. These values indicate model fit at an acceptable level.

Item and construct reliability were tested after assessment of the model's goodness of fit. Standardized loadings of 15 items were higher than 0.70, reflecting good item reliability. The loading values of the other four items were higher than the acceptable level of 0.50. Measures of construct reliability ranged from 0.79 to 0.91, and no value was under the threshold of 0.70. These findings were accepted as evidence of high reliability (Nusair & Hua, 2010).

Table 2: **Measurement model results**

Construct	Variables	Standard- ized loadings	t-value <sup>a</sup>	s.e.	Cronbach alpha	Construct reliability <sup>b</sup>	AVE <sup>c</sup>
Intrinsic Values	Job interest, to do work which is interesting to you	0.74	18.94	0.033	0.88	0.91	0.64
	Meaningful work	0.80	21.38	0.033			
	Opportunity for personal growth	0.81	21.45	0.033			
	Use of ability, and knowledge in your work	0.72	18.27	0.028			
	Responsibility	0.69	17.43	0.029			
	Company, to be employed by a company for which you are proud to work	0.71	18.22	0.035			
Extrinsic Values	Benefits, vacation, sick leave, pension, insurance, etc.	0.71	16.49	0.025	0.78	0.91	0.78
	Convenient hours of work	0.81	19.09	0.026			
	Work conditions, comfortable and clean	0.70	16.34	0.024			
Job Satisf.	I feel good about working at this company	0.69	17.24	0.037	0.84	0.85	0.60
	I believe management is concerned about me	0.79	20.70	0.040			
	I get along with my supervisors	0.73	18.87	0.033			
	I feel good about my job	0.79	20.81	0.036			
OCB-I	Helps others who have been absent	0.79	19.78	0.036	0.80	0.79	0.57
	Helps others who have heavy workloads	0.80	20.28	0.043			
	Assists supervisor with his/her work	0.68	16.89	0.042			
OCB-O	Gives advance notice when unable to come to work	0.54	11.95	0.036	0.71	0.80	0.59
	Conserves and protects organizational property	0.77	17.58	0.033			
	Adheres to informal rules devised to maintain order	0.71	16.10	0.035			

<sup>a</sup> All factor loadings are significant at  $p < 0.05$

<sup>b</sup> Construct reliability  $= (\sum \text{Standardized loadings})^2 / [(\sum \text{Standardized loadings})^2 + \sum e_j]$ .

<sup>c</sup> Average variance extracted (AVE)  $= \sum (\text{Standardized loadings})^2 / [\sum (\text{standardized loadings})^2 + \sum e_j]$ , where  $e_j$  is the measurement error.

To assess convergent and discriminant validity, AVE values were measured. AVE values of 0.50 and higher denote that the indicators are representative of the latent construct (Hair et al., 2019). The values for all constructs were between 0.57 and 0.78, thus proving convergent validity. Discriminant validity was tested by comparing AVE with the squared multiple correlations of constructs. AVE measures of each construct were higher than the multiple squared correlation values, indicating no discriminant validity problem (Fornell & Larcker, 1981). Results are shown in Table 3.

Table 3: **Discriminant validity matrix**

	1	2	3	4	5
Intrinsic Work Values (1)	<b>0.64</b>				
Extrinsic Work Values (2)	0.17	<b>0.78</b>			
Job Satisfaction (3)	0.46	0.09	<b>0.60</b>		
OCB-I (4)	0.41	0.04	0.46	<b>0.57</b>	
OCB-O (5)	0.39	0.21	0.50	0.53	<b>0.59</b>

Factors associated with work values were found in the two-dimensional structure of intrinsic and extrinsic values. When we look at the items, some judgments expressed intrinsic desires while others related to extrinsic values that directly indicated the material dimension of the job. The variables of job satisfaction and OCBs were perceived by participants as clearly as theoretically anticipated.

OCB-O obviously indicates behaviors in which workers actively participate in working life. OCB-I, as the means of the desire to help others in a self-denying manner and congruence with the rest of one's working life, is another OCB factor found in the study.

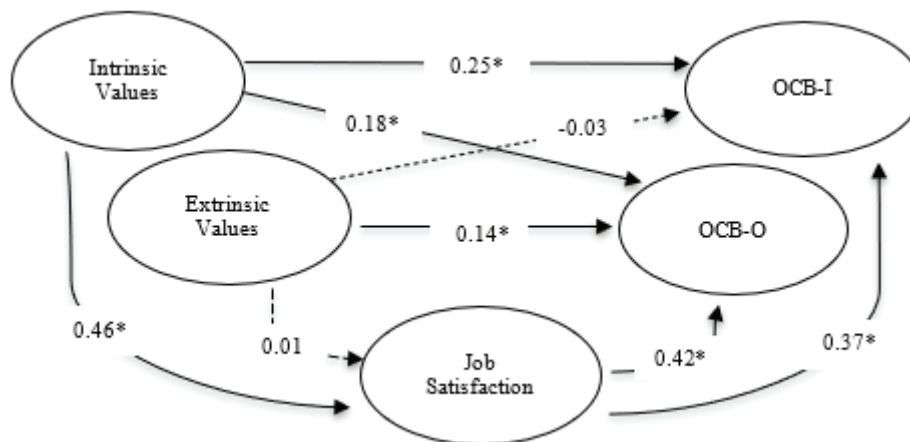
Mutual interactions were tested by building a structural model. The model tested the work values' direct influence on job satisfaction and OCBs and also job satisfactions' influence on OCBs. In testing the structural model, some paths with a lower t-value than the critical point must be taken out of the model. The critical t-value is 1.96 (Schumacker & Lomax, 2004). Therefore, the structural path that recommended testing the effects of extrinsic values on job satisfaction was eliminated because it produced a lower t-value than the critical value and the model was tested repeatedly. The t-values produced in the nested model were between 2.72 and 8.83.

Goodness-of-fit indices showed that acceptable congruence and significance were reached, with  $\chi^2=407.35$  ( $p<0.01$ ),  $df=141$ ,  $\chi^2/df=2.88$ ,  $RMSEA=0.059$ ,  $CFI=0.97$ ,  $IFI=0.97$ ,  $NFI=0.95$ , and  $RFI=0.94$  (Hair et al., 2019; Yaslioglu & Toplu Yaslioglu, 2020). The structural model – which demonstrated the relationships among work values, job satisfaction, and OCBs – has acceptable model fit indices.

Intrinsic work values positively influence job satisfaction while extrinsic work values have insignificant effects. The explained variance ( $R^2$ ) in job satisfaction was 0.21, in OCB-I was 0.28 and in OCB-O was 0.32. The path coefficients for the path from intrinsic work values to job satisfaction was 0.46 ( $p<0.05$ ). Therefore, H1a was supported but H1b was not supported. Job satisfaction positively influences OCB-I and OCB-O. The path coefficient from job satisfaction to OCB-I was 0.37 ( $p<0.05$ ) and from job satisfaction to OCB-O was 0.42 ( $p<0.05$ ). So, the hypotheses that have discussed the effects of job satisfaction on OCB-I (H2a) and OCB-O (H2b) were supported. Intrinsic work value and job satisfaction have explained together 0.28 of the variances in OCB-I, while 0.32 of the variance in the OCB-O were explained by work values and job satisfaction.

On the other hand, only intrinsic work values have significant effects on two dimensions of OCBs. OCB-O was influenced by intrinsic and extrinsic work values. The path coefficient for the path from intrinsic work values to OCB-O was 0.18 ( $p<0.05$ ) while the path coefficient for the path from extrinsic work values to OCB-O was 0.14 ( $p<0.05$ ), reflecting lower effects. OCB-I was affected by intrinsic work values. The path coefficient for the path from intrinsic work values to OCB-I was 0.25 ( $p<0.05$ ), while extrinsic work values had no effect in contrast to expectations. Values for relationships between variables are shown in Figure 1.

Figure 1: Structural model with significant relationships



\* Path coefficients are significant at the 0.05 level ( $p<0.05$ ).

The sufficiency of indirect effect of work values on OCBs were analyzed by using SEM approach that associated to the comparison of estimated model being with and without the direct path from the independent and dependent variables constrained to zero (Ro, 2012). Direct effect model fit indices were reflected the worse fit than overall model with  $\chi^2=282.19$  ( $p<0.01$ ),  $df=84$ ,  $\chi^2/df=3.35$ ,  $RMSEA=0.06$ ,  $CFI=0.96$ ,  $IFI=0.97$ ,  $NFI=0.95$ , and  $RFI=0.94$ . Therefore, job satisfaction was contributed to the model as a mediator. Job satisfaction partially mediated the direct effect of intrinsic work values on OCBs. The significant indirect effects of intrinsic work values on OCB-I was  $\beta=0.17$  ( $p<0.05$ ) and on OCB-O was  $\beta=0.19$  ( $p<0.05$ ) while job satisfaction has no mediation effect between extrinsic work values and OCBs. Therefore, H3a and H3c were supported while no significant support was found for H3b and H3d. The indirect and total effects of work values on OCBs have shown in Table 4.

Table 4: **Total and Indirect Effects of Work Values**

	Total effects	s.e.	Indirect effects	s.e.	Mediation
IWV→JS→OCB-I ( <i>H3a</i> )	0.42*	0.05	0.17*	0.03	Partially mediated
EWV→JS→OCB-I ( <i>H3b</i> )	-0.02	0.05	0.00	0.02	Not mediated
IWV→JS→OCB-O ( <i>H3c</i> )	0.37*	0.06	0.19*	0.04	Partially mediated
EWV→JS→OCB-O ( <i>H3d</i> )	0.14*	0.05	0.00	0.02	Not mediated

\*  $p < 0.05$

## 4. CONCLUSION AND IMPLICATIONS

The findings demonstrate that the effects of values as a more basic and substantial notion than the concept of attitude, and values' effects on behavior are concrete actuality. Thus, it is meaningful to investigate the determinants of behaviors from the deeper point of values, and it is rational and valid to consider values and attitudes together as a premise for behaviors. Specifically, intrinsic work values were positively associated with job satisfaction and it has an indirect effect on dimensions of OCBs. These results are partially consistent with studies emphasizing work values as the roots of attitudes and behaviors on the job (Selmer & Waldstrøm, 2007; Yang, 2010; Fute et al., 2022). In terms of the high importance of intrinsic dimensions such as job interest, meaningful work, opportunity for personal growth, use of ability and knowledge in workplace, responsibility and company that someone would proud to work, the results gathered from five-star hotels were consistent with previous studies stating the relative importance of intrinsic dimensions (Chuang et al., 2009; Kim & Jogaratnam, 2010).

The mediation role of attitudes contributes to the significance of the model. This validates the argument regarding the mediating role of attitudes between values and behaviors that Milfont et al. (2010) suggested. Job satisfaction re-formed the influences of intrinsic work values on OCBs as a mediator variable. Therefore, job satisfaction is a basic factor in creating OCBs, consistent with Organ and Ryan (1995), Gonzalez and Garazo (2006), and Nadiri and Tanova (2010), while work values contribute to the level of OCBs directly and positively, consistent with Feather and Rauther (2004) and Liang (2012).

### 4.1. Theoretical Implications

This study contributes to the literature on work values in hotel businesses. The role and effects of work values in hotels are highlighted and especially the value-attitude-behavior pattern is brought out as a real path for further research by creating proof of the sequential role of work values in the model. The findings support the robustness and generalizability of the value-attitude-behavior model for tourism workers. Therefore, to explain the behavior, the value-attitude-behavior model, which focuses on values and attitudes, should be submitted for further studies. By providing a new approach to the mostly discussed phenomena, such as job satisfaction and OCBs, this study may inure to the benefit of philosophies and techniques developed in the management of tourism businesses.

The findings revealed that one's value system has homogenous effects on attitudes and behaviors. If an employee is more focused on intrinsic dimensions – such as meaningfulness of job, opportunity for personal growth, etc. he or she will display more job satisfaction and more OCBs. Although there is generally agreement on the positive effects of both intrinsic and extrinsic job-related factors on job satisfaction (Liang, 2012), the insignificant effects of extrinsic values on job satisfaction may reflect the fact that extrinsic values are secondary to fulfill, they may be realized as consequences of the success in intrinsic dimensions and, extrinsic expectations are more related to the industrial conditions. This kind of value creates a more expansive expectation based on advancement in the job. The offerings in the workplace related to employees' extrinsic plane may be defined as realized over time. An employee – especially a young one – in the given duration of his or her working life may be less likely to perceive the realization of extrinsic expectations than intrinsic expectations. In this regard, new generations tend to attach higher value to elements such as freedom in the workplace, personal development, subjective career success and mobility, rather than traditional values such as salary raises, titles and security (McGinley et al., 2017).

The intrinsic factors may play a critical role beyond some key extrinsic factors being present. Herzberg (1971) suggested that the motivation factors arising from the intrinsic conditions of the job may affect employees' attitudes when the hygiene factors encompassing salary, job security, and work conditions have been ensured. If the level of offerings related to extrinsic values is absolutely acceptable, job satisfaction may be aroused by the intrinsic benefits of the job. The structure of hospitality industry and the "sheltered" position of five-star hotels may be the basic determinant of this consequence. Extrinsic factors offered by five-star hotels may be broadly accepted by employees and were not diversified hotel by hotel in high rates. Although tourism was familiar with universal characteristics of poor wages, weak bundles of benefits, busy working hours exceeding the regular hours, unskilled labor and seasonality, high mobility in the industry making it difficult to retain qualified personnel, and jobs in tourism being taken as temporary "ports in a storm" in difficult times (Szivas et al., 2003; Richardson, 2010), five-star hotels were revealed as a mostly institutionalized part of tourism. Their personal policies and HR applications specifically determined, broadly steady and they mostly employ more advanced management techniques (Kilic & Okumus, 2005). In the sample there



were many employees from international chain hotels in which more preferential policies and treatment were implemented than their indigenous counterparts as a specialty cited by Pine and Qi (2004) for the international chain hotels in China. Therefore, employees of five-star hotels may tend to be more oriented to intrinsic factors than extrinsic factors.

While job satisfaction is a well-known antecedent of OCBs, a theoretical contribution of this study is that job satisfaction has a higher effect on OCB-O than OCB-I. More satisfied employees display more organization-oriented extra-role behavior. This finding was disclosed in Paille's (2010) statement that employees' job satisfaction may influence their desire to express gratitude toward the organization. In the tourism context, being more aware of the organization than the individual is realistic because of the difficult, frustrating, rigorous, and disciplined work environment. Working conditions must be strictly identified and applied. Many employees may have no time to be part of helping behavior for their co-workers, but they must be aware of behaviors toward the organization.

One other noteworthy result is the significant influence of intrinsic values on OCB-I while extrinsic values have no impact. This means that sensitivity to intrinsic values gives workers extra motivation to display citizenship behavior directed at individuals. Although each dimension of intrinsic and extrinsic motivators of the job-related phenomenon were taken into consideration as strongly related with OCB-I (Williams & Anderson, 1991), the findings of this study were separated. These results may be based on the fact that OCBs were related more closely to internal objectives than externals as it was found by Finkelstein (2011).

As a last evaluation related to the role of cultural context in the value-attitude-behavior pattern may be mentioned. This study was conducted in the Turkish culture to differentiate it from previous research conducted in Western cultures, and some relationships especially on the roles of work values may be expected to realize differently. The relative importance of extrinsic factors may be supposed as more strongly affected because of more collectivist and pragmatist facets of Turkish culture (Hofstede, 2001). Although the effects of extrinsic factors are stronger in some eastern countries (Kong et al. 2015), the Turkish context have revealed as a part of Western case. A similar reasoning may be based on generational diversifications. According to Solnet and Hood (2008), as a result of new economic and cultural conditions, the job-related values and attitudes of Generation Y should differ from those of earlier generations. Technology, increasing work opportunities, and level of economic development, for example, are directing the younger generations to hold more hedonistic, self-oriented, independence-sensitive attitudes. In parallel, we found that intrinsic factors are still more influential than extrinsic factors on job-related attitudes.

#### **4.2. Practical Implications**

Based on the findings of this study, clearer solutions can be put forward regarding employee turnover and the inability to retain qualified personnel, which are common in tourism enterprises. First of all, it is necessary to develop opportunities that will satisfy employees' intrinsic work values. In fact, the effect of intrinsic motivation elements on work engagement has been determined before (Putra et al., 2017). Therefore, hotel managers should focus on creating satisfactory working condition and especially intrinsic benefits for employees. As intrinsic aspects creating job satisfaction and OCBs, opportunities for personal growth and use of ability and knowledge must be ensured, employees' job interests and perceptions on meaningfulness of work must be taken into consideration, responsibilities must be enlarged, and image of company among workers must be empowered. These elements may be required because, as a key function, human resource managers must constitute an efficient training system that supporting personal growth of employees, job enrichment that it would satisfy employee with his/her job by creating opportunity to use abilities and knowledge and by giving responsibilities more in the job, a right job placement that would necessary to put right people in the right job. HRM need to create a favorable image and a powerful employer brand among stakeholders that would support the employees' perception about the meaningfulness of job and the uniqueness of company; this is a necessity for the hospitality industry. Strengthening its employer brand may increase the perceptions of the company as more satisfactory and thus support job satisfaction and OCBs, consistent with Hughes and Rog's (2008) suggestion that doing so minimizes turnover and positively influences service quality, productivity, sales, profitability, and customer satisfaction.

Although internal factors need to be further developed in order to retain qualified personnel, conditions related to external/instrumental work values should also be improved in order to develop citizenship behavior towards the organization. In this context; payment limits need to be increased, appropriate working hours should be arranged and working environment and conditions should be improved.

Managers can estimate the job satisfaction and OCB levels of employees by recognizing the value orientations of their subordinates. An employee who has higher levels of value orientation may achieve more job satisfaction and OCBs. This provides a new tool for managers to use in the employee selection stage. At the employee selection level, HR professionals can organize a test to assess the mental, physical, and psychological values of candidates to become aware of and follow reflections of the value combinations in job-related attitudes and behaviors. The results of these tests may also be used as input for HR functions (e.g., employee training, motivation development, performance appraisals). In tandem with the necessity to develop employees in tourism to increase quality, values must be taken into consideration to organize the context of development applications. Designing training activities, motivating through factors such as giving money, and planning new opportunities are possibilities to consider, but it is important to remember that the effects of all these actions are tied to the personal value-attitude-behavior frameworks of workers.

### 4.3. Limitations and Future Research

This study has some shortcomings affecting the generalizability of the findings. First, the total sample of employees is not overly large and does not include members of all hospitality and tourism areas in Istanbul. More balanced sampling can be employed in future studies. Second, some limitations may also exist in relation to the location. Similar research can be implemented in various locations across the world.

Further research is needed on different interactions among work values to detect individual, self-oriented, and cognitive determinants of job satisfaction versus materialistic dimensions in different samples. In addition, researchers should consider the effects of strict conditions, low wages, shift work, and disciplined behaviors in tourism. Some personal characteristics can be considered as a premise for work values, such as age, education, culture and religion, and other variables can be studied as consequences that are critical for organizational life. In addition, since this study was conducted by obtaining data only from five-star hotels, there are limitations in generalizing the results to other types and classes of hotels. It is recommended that future research address different types and classes of hotel facilities.

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