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The effects of stress and managers' behaviour on the job satisfaction and organisational citizenship behaviour of hotel employees

Abstract

Hotel business' organizational success depends heavily on the employees' performance because of its labor-intensive structure. In the industry, levels of employees stress and manager behaviors directly affect the employees' behaviors. These effects could be either negative (turnover intentions, absenteeism, deteriorated performance etc.) or positive (job satisfaction, organizational commitment and organizational citizenship behavior etc.). This study, performed in hotel businesses, delved into investigation of managers' support and feedback behaviors to employees; perceptions of hindrance and challenge stress; job satisfaction and organizational citizenship behavior of the employees. The purpose of this study was to determine the impacts of hindrance and challenge stress and managers' support of employees, feedback and self-serving leadership behaviour on employees' job satisfaction and organisational citizenship behaviour. The study collected data on a sample of 410 employees in a five-star hotels in Turkey. By using structural equation modelling to test the hypotheses, the results revealed that employees' job satisfaction is negatively affected by managers' support and self-serving leadership behaviour. However, employees' job satisfaction is positively affected by managers' feedback. It was also determined that, although organisational citizenship behaviour is positively affected by managers' support, this behaviour is negatively affected by managers' self-serving leadership behaviour.

Key words: hindrance stres; challenge stress; self-serving leadership; organisational citizenship behaviour; job satisfaction; Turkey

Introduction

The success of organisations depends on the feelings of the employees regarding their jobs. Since job satisfaction is considered to mean feeling positively about one's job, it is accepted that it has significant effects on job-related behaviours, such as productivity, absenteeism, turnover rate, and employee relationships. It has these effects because it contributes to the physical and mental wellbeing of the employees (Meyer, Becker & Vanderberghe, 2004). Ketchain (2003) suggests that organisations in which employees have higher job satisfaction levels also have greater levels of efficiency.

In hotels, the customer demands may vary during service time. For this reason, in order to ensure customer satisfaction in hotels, employees need to show behaviours that are beyond their expected service levels. This extra role is expressed as organisational citizenship behaviour (OCB) and is influential in increasing job efficiency and decreasing costs, thus causing the organisation to gain a superior and advantageous position in competitive market conditions. For these reasons, determining and managing

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the factors which affect the job satisfactions and OCB of employees is of vital importance for organisations (Aronson, Laurenceau, Sieveking & Bellet, 2005).

In this context, by accepting the job satisfaction and OCB in hotels as dependent variables, the aim of this study is to determine the effects of managers' behaviours: i.e. the independent variables (the feedback, support, and self-serving leadership behaviour of the manager) and the stress (hindrance and challenge stress) on the dependent variable. Therefore, after theoretical explanations of the dependent variables, the hypotheses have been explained using social exchange theory, conservation of resources theory, and Herzberg's two-factor theory. Then the method and findings of the study, which was based on the hotel employees in tourism-heavy Antalya, Turkey, are given. In the last section, the contributions of the study to the hypotheses, suggestions for applications of results, and the limitations of the study are discussed.

This study contributes to the tourism literature in several ways. In this study, a model with which the concepts such as self-serving leadership, hindrance stress, and challenge *stress*, *OCB* and *job satisfaction* are integrated and explained is formed and explained. In addition, although studies were conducted in the past to explain the OCB, job satisfaction, hindrance stress and self-serving leadership relations separately; in this study conducted in the tourism sector, the relation between these variables have been collected together with the same model and are explained. Moreover, it is considered that the results of the study will be beneficial for the practitioners by explaining how the OCB and job satisfaction are influenced by the other variables and will be an antecedent in ensuring that the customer satisfaction and, consequently, the profitability of the business are increased.

Literature review and hypothesis development

Job satisfaction and the OCB

The ever-improving technology of the present day, the increase in the quality of people's lives, the increase in the variety and quality of education are all influential in individuals' selecting their jobs. For this reason, the job satisfaction of the employees depends on the degree to which their needs are met by the job (Davis, 1982, p. 96). It is widely accepted that job satisfaction is a factor contributing mainly to the physical and mental wellbeing of the employees, and therefore it is considered that it has an important effect on the job and job-related behaviors such as productivity, absenteeism, employee turnover rate and the relations among the employees (Becker, 2004).The most widely-known definition of job satisfaction is developed by Locke (1976) as the emotional satisfaction status of an employee stemming from the evaluation of his/her work experience. This definition consists of cognitive (the evaluation of the work of an employee by him/herself), and emotional (emotional status) elements (Mohammad, Habib & Alias, 2011, p. 153).

Hackman and Oldham (1975, p. 2) see the job satisfaction as the happiness of the employees about the work they are doing. In addition, job satisfaction is also considered as the general attitude of the employees towards the work, and the positive or negative evaluations about the various aspects of the working environment (Iverson & Maguire, 2000, p. 53). Job satisfaction may also be defined as the emotion felt upon the awareness by the employee in terms of his/her job, and his/her acquisitions overlapping with his/her needs and individual values or the possibility of this overlapping (Barutçugil, 2004, p. 388).

Luthans (1995, p. 3) claimed that job satisfaction had three important dimensions. These are: 1) job satisfaction as the reply to a job status. Because of this characteristic, it cannot be observed, it can only

be expressed; 2) job satisfaction may generally be evaluated with the level of the expectations having been met and 3) job satisfaction represents various attitudes that are interrelated. These attitudes are the job itself, the payment, promotion opportunities, management style, colleagues, etc.

There are five main components of job satisfaction (Byars & Rue, 2004): attitudes toward working groups, general working conditions, and attitudes toward one's company, financial benefits, and attitudes toward management. Health, age, request status, social status, and political and social activities can also affect job satisfaction (Byars & Rue, 2004). The level of job satisfaction may be influenced by the many variables. According to Mullins (1999) these are:

- individual factors - personality, education, intelligence and abilities, age, marital status, and job orientation.
- social factors - relationships with colleagues, teamwork and norms, opportunities to interact, and non-formal organisations.
- cultural factors - basic attitudes, beliefs, and values.
- organisational factors - an organisation's nature and size, formal structure, employee policies and procedures, employee relations, the nature of a business, technology and work organisation, supervision and leadership styles, management systems, and operating conditions.
- environmental factors - economic, social, technical, and state-dependent effects.

In many studies, it has been determined that employees' job satisfaction affects positively their OCB (Nadiri & Tanova, 2010; Zeinabadi & Salehi, 2011), job performance (Peng, 2012; Zopiatis, Constanti & Theocharous, 2014), mental health (Lee, Lee, Liao & Chiang, 2009), service quality (Gazzoli, Hancer & Park, 2010; Snipes, Oswald, LaTour & Armenakis, 2005), commitment (Rayton, 2006; Schyns & Croon, 2006), change perception (Karabiyik & Korumaz, 2014), life satisfaction (Vansteenkiste, Neyrinck, Niemiec, Soenens, Witte & Den Broeck, 2007; Zhao, Qu & Ghiselli, 2011), work outcomes (Larsen, Marnburg & Øgaard, 2012; Vansteenkiste et al., 2007), values change (Daehlen, 2008; Srivastava, 2011). In addition, it has been determined that employees' job satisfaction affects negatively their absenteeism (Ulleberg & Rundmo, 1997; Ybema, Smulders & Bongers, 2010), burnout and intention to leave (Kim, Leong & Lee, 2005; Lee & Ok, 2012; MacIntosh & Doherty, 2010) and turnover rate (Jang & George, 2012; Nadiri & Tanova, 2010; Shaw, 1999; Zopiatis et al., 2014).

The success of organisations depends largely on employees' willingness to undertake voluntary behaviours beyond their expected service levels (DiPaola & Tschannen-Moran, 2001). Organ (1988), who brought the OCB concept to the literature after being inspired by Katz's (1964) idea of extra role behaviours, defined OCB as behaviours that are beneficial, voluntary, and go beyond the employees' expected roles of the employees. OCB is behaviour that cannot be forced with a job contract, that is not defined directly or indirectly by the formal reward system, and that is beneficial for the activities of an organisation.

OCB is a matter of individual preference, and the failure to exhibit these behaviours is usually not considered to be cause for punishment (Zeinabadi, 2010). In addition, OCB is attributed to all voluntary and useful behaviour that employees exhibit to colleagues, managers, and customers (DiPaola & Tschannen-Moran, 2001). OCB can affect customer loyalty (Nadiri & Tanova, 2010) depending on the development of the service climate and employee-customer interaction (Armario, Valles, Dal-Zotto, Marquez & Belda, 2004). The relationship between OCB and customer loyalty are related to the quality of service developed in the context of the hospitality industry (Suh & Yoon, 2003).

OCB is becoming an extremely important topic regarding employees who are in direct communication with customers. This is because quality service leads to more favourable customer evaluation (Bienstock, DeMoranville & Smith, 2003). OCBs are useful and desired behaviours for organisations, but since these behaviours are on a voluntary basis, managers have some difficulty eliciting these behaviours through contractual arrangements and formal rewards or imposing a penalty when these behaviours are not shown (Moorman & Blakely, 1995).

Hypotheses development

Although leaders are expected to behave responsibly, some leaders use organisational resources to obtain individual gains (Decoster, Stouten, Camps & Tripp, 2014). These types of leaders, who do not fulfil their responsibilities toward their subordinates, who act in a selfish manner (Rosenthal & Pittinsky, 2006), and who display self-serving leadership behaviours are described as leaders who put their own interests above the needs, targets, and interests of the organisation (Decoster et al., 2014). If subordinates perceive the behaviours of their leaders as fair, they will be less influenced by these behaviours (Camps, Decoster & Stouten, 2012).

The relationship between managers who adopt self-serving leadership styles and the job satisfaction and OCB levels of the employees may be explained with social exchange theory. This theory is based on actions which occur due to interpersonal interactions and inter mutations and was developed by sociologists (Blau, 1964). The basic assumption of the theory is that people's continued interaction in social relationships is founded on the expectation of being respected, receiving honour and friendship, being noticed, and of other similar rewards (Gefen & Ridings, 2002; Lambe, Wittmann & Spekman, 2001). These relationships are, in fact, the "processes"through which people "exchange"bilateral conditions or rewards (Emerson, 1976). The theory defines the behaviours in terms of changes (Fredline, 2006). The social change observed among the accommodation sector may be classified under three groups as the Leader-Member Exchange (LMEX), the Co-Worker Exchange (COEX) and the Customer-Employee Exchange (CEEX) (Ma & Qu, 2011, p. 683). The LMEX refers to the quality of the relations between the managers and the employees (Dansereau, Graen & Haga, 1975). The basic assumption of the LMEX is that the efficiency of the leader may be understood by examining how the managers and the employees influence each other in time (Kim, O'Neill & Cho, 2010, p. 531). According to this theory, the leader will develop different relations with different group members. In this process, the employees who perceive high-quality relation will show preferred behaviours towards their leaders (Kim, Lee & Carlson, 2010, p. 591). In this context, the employees who perceive that their leaders have the self-serving leadership style will have a low-quality relation and will not or cannot show the desired behaviours. As a result, the self-serving leadership style of the managers and the job satisfaction of the employees and the OCB will be in interaction.

In many studies, it has been determined that the managers who act with self-serving leadership detrimentally affect the job satisfaction (Breaux, Munyon, Hochwarter & Ferris, 2009; Camps et al., 2012) and the OCB of the employees (Decoster et al., 2014; Harris, Harvey & Kacmar, 2011). However, servant leadership style, which is the opposite of a self-serving leadership style, has been found to positively affect the OCB and job satisfaction of employees (Ehrhart, 2004; Washington, 2007). At the same time, it has been observed that the following styles of leadership also positively affect OCB and job satisfaction: transformational leadership (Nguni, Sleegers & Denessen, 2006; Nielsen, Yarker, Randall & Munir, 2009; Jiao, Richards & Zhang, 2011; Walumbwa, Wang, Lawler & Shi, 2004; Walumbwa, Orwa, Wang & Lawler, 2005; Whittington, Goodwin & Murray, 2004), charismatic leadership (Babcock-Roberson & Strickland, 2010; DeGroot, Kiker & Cross, 2000; Johnson, 2008;

Rowold & Heinitz, 2007), transactional leadership (Nguni et al., 2006; Morrison, Jones & Fuller, 1997; Riaz & Haider, 2010; Rowold & Heinitz, 2007; Tai, Chang, Hong & Chen, 2011). The laissez-faire leadership style (liberal leadership), which is another leadership style the effect of which on work has been studied, negatively affects both OCB and job satisfaction (Chen, Beck & Amos, 2005; Obasan & Hassan, 2014). Based on the studies conducted so far and based on social exchange theory, the following hypotheses are proposed:

H1: Managers' self-serving leadership behaviour has a significant negative effect on employees' job satisfaction.

H2: Managers' self-serving leadership behaviour has a significant negative effect on employees' OCB.

The feedback can be defined as a rather realistic and incontrovertible statement about job performance or as information about job behaviours (Dodd & Ganster, 1996). Feedback may be divided into positive and negative feedback and is considered to have motivational and informative value for employees (Chakrabarty, Oubre & Brown, 2008). In addition to these, Jaworski and Kohli (1991) classified the positive and negative feedbacks according to outputs and behaviors and examined those under four headings. The positive feedback of the manager may be beneficial *in terms of behaviour* in an instructive manner and in increasing the levels of the skills of the instructors and employees; and *in terms of outputs* could be beneficial in explaining and solving the existing problems (Sommer & Kulkarni, 2012, p. 179). The negative feedbacks are results of the stress on the employees and their low motivation. For this reason, negative feedback may be an important barrier for learning and success of the employees (Hon, Chan & Lu, 2013, p. 418). When considered in a general sense, the feedback decreases the uncertainty of the nature of the proper behaviors that are needed to achieve a target. In addition, since the feedback emphasizes the importance of the job and its targets, it provides the possibility of evaluating the personal competence of the employees who work at a specific work (Larson, 1989, p. 409), emphasizes the responsible behaviors on the personal weaknesses, states the performance standards clearly, and provides clear strategies for eliminating bad performance (Sommer & Kulkarni, 2012, p. 179). On the other hand, it has been defined in the Goal Setting Theory that managers must set goals that are at a level which can be achieved by the employees and must be clear. In understanding and increasing the performance standards of the employees, in explaining the goals and trying to reach them, and in receiving the positive outcomes of the job, the "feedback"is considered as an important component in this theory (Locke & Latham, 1994). The feedback of the manager has an effect on the job satisfaction, motivation, and performance of the employees (Jaworski & Kohli, 1991). When employees get feedback that causes them to improve their performance, skills and self-proficiencies, or foci on the job, they believe that the organisation and managers are supporting them; however, if managers' feedback lacks constructive elements, it may also cause stress and low job satisfaction (Brown & Peterson, 1993; Sommer & Kulkarni, 2012). The feedback (Griffin, Patterson & West, 2001) and information from managers for employees should provide support for the employees (Boonstra, 2013). The behaviors of the managers towards the employees may cause sensory reactions (Griffin, Patterson & West, 2001, p. 538). On the other hand, the manager who is cared for by the organization will also be perceived as being valuable for the employees (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002, p. 566). In this context, the employees will identify the organization with the manager, and as a result, they will perceive the support of the manager as the support of the organization (Lapalme, Tremblay & Simard, 2009, p. 1136). For this reason, employees see the support of the managers as being important because they know that the support is given to the manager by the organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002,

p. 566). In addition, it has been stated in the Organizational Support Theory - an important theory in organizational support - that the socio-emotional needs of the employees being covered by the organization, and enhancing the awards system to increase the performances will increase the emotional devotion of the employees. Meanwhile, being in constant interaction and communication with the employees is considered as important for them to feel better about themselves (Rhoades, Eisenberger & Armeli, 2001). Many studies have suggested that employees' perception that their managers are interested in them and are supporting them socio-emotionally and by giving feedback affects their job satisfaction (Aslan, Shaukat, Shaha & Mahfar, 2014; Babin & Boles, 1996; Gazzoli et al., 2010; Jaworski & Kohli, 1991; Rayto, 2006; Skaalvik & Skaalvik, 2011) and their OCB (Norris-Watts & Levy, 2004; Sommer & Kulkarni, 2012). The following hypotheses are proposed, based on Goal Setting Theory, Organizational Support Theory and on Social Exchange Theory:

H3: Managers' feedback has a significant positive effect on employees' job satisfaction.

H4: Managers' feedback has a significant positive effect on employees' OCB.

H5: Managers' support has a significant positive effect on employees' job satisfaction.

H6: Managers' support has a significant positive effect on employees' OCB.

Stress, which is commonly encountered as a negative effect on many occasions in work life, is an unwanted situation that occurs due to many organisational and personal reasons and results in physiological, psychological, behavioural, and social outcomes (Pearsall, Ellis & Stein, 2009). Stress is divided into two classes: hindrance stress and challenge stress (Boswell, Olson-Buchanan & LePine, 2004).

Hindrance stress is defined as the type of stress that hinders the success of individuals or the job-focused demands that make individual gains harder to achieve (Pearsall et al., 2009). Hindrance stress causes negative results and is brought about by factors like role conflict, role ambiguity, and some organisational policies (Zhao & Yamaguchi, 2008). The effect of hindrance stress on job satisfaction and OCB of employees may be interrelated with the Conservation of Resources Theory (CRT). This theory suggests that human beings have many motives, some of which are innate and some of which are learned afterward, to create their own resources, develop them, and protect them (Hobfoll, 2001). The resources are objects (cars, etc.), situations (stable jobs, etc.), personal properties (high self-respect, etc.), and energies (money, etc.) (Barnett, Brennan, Gareis, Ertel, Berkman & Almeida, 2012). When human beings are in danger of losing these resources, when they actually lose them, or when they make investments using these resources and do not gain any assets in turn, stress may be observed (Hobfoll, 2001; Zeidner, Ben-Zur & Reshef-Weil, 2011). The fact that hindrance stress affects the job satisfaction (Cavanaugh, Boswell, Roehling & Boudreau, 1998; Lepine, Podsakoff & LePine, 2005; Webster, Beehr & Christiansen, 2010) and the OCB (McInroe, 2013; Ozer, Chang & Schaubroeck, 2014) of employees has been suggested in various studies. Based on the explanations and the conservation of resources theory, the following hypotheses are suggested:

H7: Employees' hindrance stress has a significant negative effect on their job satisfaction.

H8: Employees' hindrance stress has a significant negative effect on their OCB.

Challenge stress is composed of job responsibility and the burden of job variables. Job responsibility is the amount of the responsibility involved in a certain job (Karatepe, Beirami, Bouzari & Safavi, 2014). This responsibility also reflects the contributions of the employees to job-related events and their

consequences (Britt, 1999). It is possible to explain the effect of job responsibility on job satisfaction and on the OCB of employees with Herzberg's two-factor theory (Herzberg, Mausner & Snyderman, 1959; Herzberg, 1966). According to Herzberg (1966) factors that cause job dissatisfaction of the employees are the hygienic factors, policy and administration, supervision, work conditions, relations with the superiors and relations with peers; and the factors that are considered as being related with the job satisfaction are the motivation factors like achievement, recognition, responsibility, advancement and the work itself. In later years, Herzberg (1971) added some factors that affected job satisfaction to the theory. Reward systems, salaries, interpersonal relations etc. were added to the hygiene factors; and the task completion was added to the motivation factors. In addition, Herzberg (1976) made some deductions by considering various situations about job enrichment. Among these deductions, the finding which tells that the hygienic factors do not cause full unhappiness and the one which tells that the motivation factors do not make the employees happy are the most important findings. When considered in a general sense, the hygienic factors are the company policy and administrative practices, supervision (technical quality), physical working conditions, interpersonal relations (especially with the supervision), job security, salary and benefits. The motivation factors appear to be the outgrowth of the achievement, recognition (verbal), advancement (promotion), responsibility and the work itself (Miner, 2005).In this context, job responsibility, as one of the motivating factors, can increase employee motivation and, thus, the job satisfaction and OCB of employees are positively affected. Based on the explanations and the two-factor theory, the following hypotheses are proposed:

H9: Job responsibility has a significant positive effect on employees' job satisfaction.

H10: Job responsibility has a significant positive effect on employees' OCB.

Methodology

Measures

Job responsibility was measured via four items. These items came from the Job Diagnostic Survey (Hackman & Oldham, 1975). A sample item for job responsibility is "Whether or not this job gets done right is clearly my responsibility". Utilizing job responsibility to operationalize challenge stressors is consistent with the works of Cavanaugh et al. (1998), Karatepe et al. (2014), and Rodell and Judge (2009) (e.g. Whether or not this job gets done right is clearly my responsibility). For the OCB 20 items scake from the study of Wei, Qu and Ma (2012) was used, and a sample item for OCB is "Helping other employees when workload is heavy". Employees' hindrance stress was measured with three items created by LePine et al. (2005). An example item is "Working to fulfil my job jobs thwarts my personal growth and well-being".

The manager support was measured with a three-item scale adapted from House (1981). A sample item for manager support is "My manager is very concerned about the welfare of those under him/her". Self-serving leadership was assessed with four items (Camps et al., 2012). Example items are "My superior does not show consideration for his/her followers, only for him/herself"and "My supervisor would forge a document when this could improve his/her position". To measure manager feedback three items scale adapted from Zhou and George (2001) was used. A sample item for manager feedback is "My manager gives me sufficient information about work goals".

To assess job satisfaction, the Job Satisfaction Subscale of the Michigan Organisational Assessment Questionnaire (MOAQ-JSS; Cammann, Fichman, Jenkins & Klesh, 1983) followed by a Faces-Scale

(Kunin, 1955) was used. The MOAQ-JSS consists of three items (e.g. "In general, I like working here"). All scales were a 5 point Likert-type ranging from 1 standing for Strongly Disagree to 5 for Strongly Agree.

Sample

The population of this study was defined as employees of five-star hotels. As, in Turkey, it is almost impossible to obtain a list of the employees in a five-star hotels. Thus, the quota sampling technique, which is one of the non-random sampling techniques, was used. The proportional distribution of the employees in a five-star hotels according to the departments was taken as a basis for the quotas. For this purpose, the employee distribution rates determined by Olalı and Korzay (1993) were used, and the sampling group was determined as follows: the administrative staff: 3.7% (14 people); the front office staff: 10.3% (40 people); the food and beverages staff: 53.4% (205 people); the house-keeping services staff: 26.8% (103 people), and the maintenance staff: 5.8% (22 people).

Data analysis

The current empirical study used a two-step approach (Anderson & Gerbing, 1988). The first step included the assessment of the overall measurement quality in terms of convergent and discriminant validity through confirmatory factor analysis (Anderson & Gerbing, 1988; Fornell & Lacker, 1981). Internal consistency reliability was checked through composite reliability (CR) using the cut-off value of 0.70 (Hair et al., 2010). In the second step, hypothesized relationships were assessed through structural equation modelling. Model fit was assessed using overall χ^2 measure, CFI (comparative fit index), IFI (incremental fit index), RMSEA (root mean square error of approximation), and SRMR (standardized root mean square residual). The abovementioned analyses were conducted using LISREL 8.80 (Joreskog & Sorbom, 1996).

Results

Profile of respondents

A total of 600 questionnaires were distributed, and 411 were returned. One questionnaire was eliminated because it was returned only partially completed. Thus, 410 valid questionnaires were collected for a response rate of 68%. In the high return rates of the collected questionnaires, the corporate and personal relations established with the hotel managers, who constitute the sampling, the frequent visits by us to the hotels and reminding them of the questionnaires, and the data collection time continuing for two months have been effective.

The number of employees from each department, which was determined after the field study and the quota sampling method are given in Table 1. Of total, 11% (45 employees) of the respondents were from the front office department, 25% (104 employees) from house-keeping, 52% (217 employees) from food and beverages department, 6% (23 employees) from the maintenance, and 5% (20 employees) from the administrative department. By using these results, it is possible to suggest that the targeted quota was reached. There were slightly more males (54%) and most were younger, with 77% aged 30 or below. Participants' education levels were mostly college (47%) or university (28%). Most employees had served in the hotel industry for more than five years.

Table 1
Participants' profile

	Sample (n=410)	Percent-age
Gender		
Male	219	54
Female	190	46
Period working in the hotel industry		
5 year and below	220	55
6 year and above	178	45
Education		
Junior high	25	6
Senior High	59	15
College	178	47
University	109	28
Master-PhD	9	2
Department		
Front Office	45	11
Housekeeping	104	25
Maintenance services	23	6
Administration	20	5
Food & Beverage	217	52
Age		
30 and below	309	77
31 and above	90	23

Confirmatory factor analysis

The means, standard deviations, and correlations among the variables are presented in Table 2. The first step in analyzing the data was the analysis of the measurement model through a CFA. Several items were dropped in light of the initial results of CFA (e.g. items with standardized loading below 0.50). Specifically, four items from organizational citizenship behavior were removed from further analysis. The final results of CFA revealed the following fit statistics: χ^2=1,636.52; df=507; χ^2/df=3.28; CFI=0.95; IFI=0.95; RMSEA=0.074; SRMR=0.083).

Table 2
Means, standard deviations, and correlations of correlations of observed variables

	Mean	SD	1	2	3	4	5	6	7
1. OCB	4.057	0.638	1						
2. JS	3.985	0.921	0.438**	1					
3. JR	3.478	0.723	0.107*	0.119*	1				
4. HS	2.563	1.270	-0.233**	-0.210**	0.396**	1			
5. SSL	2.340	1.285	-0.375**	-0.233**	0.283**	0.683**	1		
6. MF	3.083	0.903	0.341**	0.500**	0.174**	-0.231**	-0.140**	1	
7. MS	3.889	0.910	0.475**	0.691**	0.207**	-0.239**	-0.296**	0.680**	1

Notes: Correlations ≥ 0.107 are significant at the 0.05 level or better (two-tailed test).

OCB: Organizational Citizenship Behaviour, JS: Job Satisfaction, JR: Job Responsibility, HS: Hindrance Stress, SSL: Self-Serving Leadership, MF: Manager' Feedback, MS: Manager' Support.

Table 3 indicates that all the measures' coefficient were higher than 0.51, therefore confirming that all measures are sufficiently reliable. Also, composite or construct reliabilities varied from 0.78 (manager' feedback) to 0.93 (self-serving leadership). The factor loading of all measures were significant ($p<0.01$),

as well as within the acceptable limits. Since the results revealed high values of construct reliabilities and significant factor loadings, the convergent validity of the model was confirmed (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988). Moreover, the average variance extracted (AVE) values were recorded greater than 0.50 and composite reliabilities were recorded greater than AVE values. Hence, these results again confirmed the convergent validity model (Hair et al., 2010).

Table 3
Confirmatory factor analysis results

Scale items	Stadard-ized loading	t-Value	AVE	CR
Organizational citizenship behaviour			0.53	0.906
Help to finish the jobs of absent employees	-	-		
Help to orient new employees	-	-		
Help other employees when workload is heavy	-	-		
Serve guests even it is beyond your job requirements	-	-		
Provide customized services to guests	0.61	13.40		
Serve guests proactively	0.77	16.79		
Satisfy guests' urgent needs	0.75	17.30		
Always arrive at work on time in the morning, after lunch or breaks	0.73	16.81		
Give advanced notice if cannot come to work	0.79	16.74		
Give positive feedbacks for others' good performance	0.74	17.72		
Try to avoid creating problems to others	0.65	14.38		
Consult with the person who might be affected inconveniently by your actions	0.74	15.24		
Make efforts to build good relationships with co-workers	0.78	14.53		
Accept temporary inconvenience for the betterment of the hotel	0.81	16.83		
Work overtime when needed	0.51	10.32		
Cherish and protect the hotel's assets and belongings	0.67	15.07		
Report potential safety concerns	0.79	16.58		
Offer suggestions for ways to improve operations	0.72	16.45		
Show proud of working for the hotel	0.71	16.12		
Participate in social responsibility activities organized by the hotel	0.82	17.32		
Job satisfaction			0.58	0.802
In general, I don't like my job	0.72	-16.23		
All in all I am satisfied with my job	0.86	17.61		
In general, I like working here	0.69	15.75		
Job responsibility			0.55	0.822
I feel a very high degree of personal responsibility for the work I do on this job	0.71	10.79		
I feel I should personally take the credit or blame for the results of my work on this job	0.69	8.95		
Whether or not this job gets done right is clearly my responsibility	0.74	12.74		
It is hard, on this job, for me to care very much about whether or not the work gets done right	0.79	13.03		
Hindrance stress			0.75	0.791
Working to fulfil my job jobs thwarts my personal growth and well-being	0.84	20.26		
In general, I feel that my job goals hinder my personal accomplishment	0.89	22.41		
I feel that my job goals constrain my achievement of personal goals and development	0.86	20.99		
Self-serving leadership			0.75	0.922
My supervisor would forge a document when this could improve his/her position	0.84	20.66		
My superior is selfish and thinks he/she is very important	0.87	21.70		
My superior does not show consideration for his/her followers, only for him/herself	0.91	23.36		
My superior uses resources of the company for him/herself	0.84	20.68		

Table 3 **Continued**

Scale items	Stadard-ized loading	t-Value	AVE	CR
Manager' feedback			0.55	0.785
My manager gives me sufficient information about work goals	0.58	12.13		
My manager gives me feedback on my performance	0.82	18.99		
My manager gives me feedback on how I can improve my performance	0.81	18.50		
Manager' support			0.65	0.848
My manager is very concerned about the welfare of those under him/her	0,83	19.91		
My manager is willing to listen to work-related problems	0.83	19.61		
My manager can be relied upon when things get difficult at work	0.76	17.41		

Model fit statistics: χ^2=1,636.52; df=507; χ^2/df=3.28; CFI=0.95; IFI=0.95; RMSEA=0.074; SRMR=0.083.
Notes: All loadings are significant at the 0.01 level. (-) Dropped during confirmatory factor analysis.
In this study, the discriminant validity was also assessed. Fornell and Lacker (1981) suggested that the AVE value of every construct should be greater than the squared correlation coefficient with other constructs. Table 4 confirmed the discriminant validity.

Table 4
Discriminant validity

	1	2	3	4	5	6	7
1. OCB	0.530						
2. JS	0.192	0.580					
3. JR	0.011	0.014	0.550				
4. HS	0.054	0.044	0.157	0.750			
5. SSL	0.141	0.054	0.080	0.466	0.750		
6. MF	0.116	0.250	0.053	0.053	0.020	0.700	
7. MS	0.226	0.477	0.057	0.057	0.088	0.462	0.650

Note. The numbers in the cells of diagonal line are AVE

The numbers in the cells of off-diagonal line are squared correlation coefficients of one factor with another factor. Denotes significance level of 0.01.

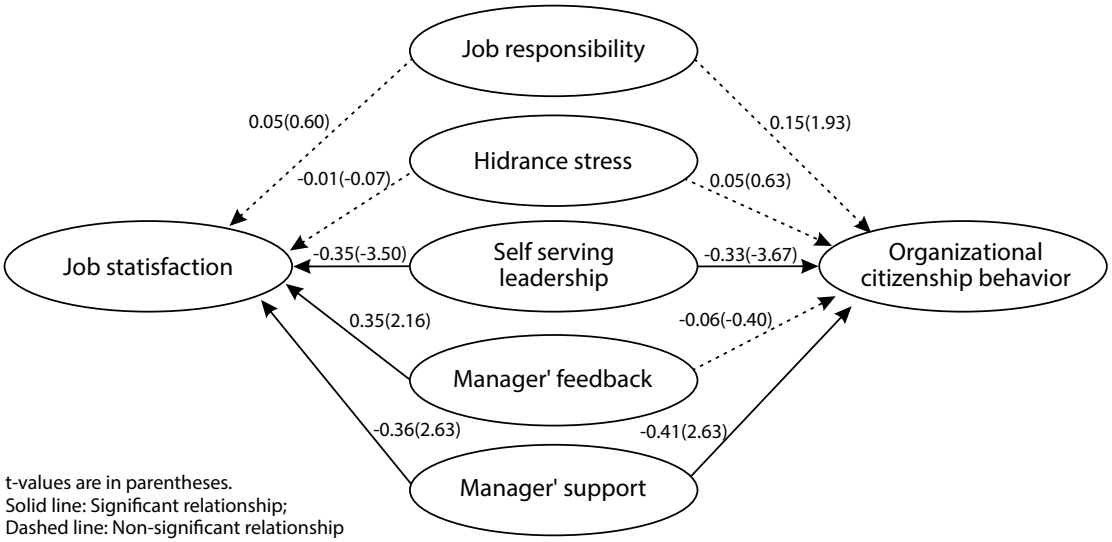
Structural model test results

The study employs a structural equation modelling approach to test the ten hypotheses. Although the chi-square is significant (χ^2=1,640.10, df=508, p=0.00), all the indices suggest a good fit of the final model to the data: CFI=0.95; IFI=0.95; RMSEA=0.074; SRMR=0.083.

According to Figure 1, the self-serving leadership behaviour of the manager (-0.35, p<0.01) and the support of the manager (-0.36, p<0.01) affect job satisfaction, which is one of the dependent variables of the study, in a negative way. Meanwhile, the feedback of the manager (0.35, p<0.01) affects the job satisfaction of the subordinate staff in a positive way. The job responsibility of the employees (0.05, p>0.05) and the hindrance stress perceptions of the employees (-0.01, p>0.05) do not have meaningful effects. According to these results, it may be suggested that although H1 and H3 are supported, H5, H7, and H9 are not supported.

Similarly, it has also been determined that the job responsibility of the employees (0.15, p>0.05), the feedback of the managers (-0.16, p>0.05), and the perceptions of hindrance stress (0.05, p>0.05) do not have meaningful effects on the OCB, which is another dependent variable of the study. The self-serving leadership behaviour of the manager (-0.33, p<0.01) affects the OCB of the employees in a negative way, and the support of the manager affects the OCB of the employees (0.41, p<0.01) in a positive way. According to these results, it may be suggested that although H2 and H6 are supported, H4, H8, and H10 are not supported.

Figure 1
Path results of structural model



t-values are in parentheses.
Solid line: Significant relationship;
Dashed line: Non-significant relationship

Conclusions

The purpose of this study was to determine the effects of stress and the behaviours of managers on job satisfaction and OCB. In this context, stress was divided into the categories of hindrance stress and challenge stress and the behaviours of the managers were divided into the categories of feedback, support, and self-serving leadership behaviour. The theoretical frame of the relationships and the effect of these relationships on the behaviours of the managers were based on Leader-Member Exchange Theory, Social Exchange Theory, Goal Setting Theory, Organizational Support Theory; the effect of hindrance stress on the behaviours of employees was based on Conservation of Resources Theory; and the effect of challenge stress on job satisfaction and OCB was based on Herzberg's Two-Factor Theory.

In this study, it has been determined that the feedback of the managers increases the job satisfaction of the employees. This finding indicates that the job satisfaction levels of the employees who receive feedback about their performances from their managers increase. Especially the employees who receive feedback from the managers whose viewpoints are considered as being objective by the employees care for this feedback. The feedback of the managers provide an opportunity for the employees to improve themselves. Since the feedback of the managers decrease the role stress levels of the employees (Babin & Boles, 1996) and increase the motivation of them (Menguc, Auh, Fisher & Haddad, 2013) it consequently increases the job satisfaction of the employees.

The findings of this study claims that the manager support has a decreasing effect on the job satisfaction of the employees, which is contrary to the expectations. While the manager support increases the job satisfaction of the employees by decreasing the stress of them (Ashill & Rod, 2011); it, on the other hand, decreases the job satisfaction of those employees who perceive the manager support as an intervention to their jobs. This finding is supported with the Job Characteristics Theory (JCT) of Hackman and Oldham (1980) and the CRT of Hobfoll (2001). According to the JCT, when employees feel that they do not have influences on the job they are doing (Hackman & Oldham, 1980); or according to the CRT, when they feel themselves as being insufficient, they will feel that there is the possibility of

losing their resources, and thus their stress levels will increase, and as a result, their job satisfactions will decrease (Hobfoll, 2001). However, when the employee is evaluated not by the manager who has the authority to evaluate his/her performance, but is evaluated by his/her colleagues, the job satisfaction level of them will increase (Menguc et al., 2013). It is possible to suggest that the basic reason of this is their belief in being supported by their managers because of their insufficiencies. For this reason, their interpretation of the manager's support as the intervention to their jobs or their belief that they are supported because of their insufficiencies decrease their job satisfaction.

Another finding of this study is the fact that the job satisfaction of the employees decrease when the managers use the organizational resources to make use for themselves. This finding claims that in case the struggles of the employees and the resources of the organization are used to obtain personal acquisitions for the managers, the job satisfactions of the employees decrease. According to the Social Exchange Theory (SET), the single-sided satisfaction of the managers in mutual relations lead to the escape of the employees from change (Ma & Qu, 2011), and as a result, lead to a decrease in job satisfaction. In different leadership theories e.g. servant leadership, transformational, and authentic leadership, the success of the managers is evaluated with the performances of the employees and their contributions to the job satisfaction level. On the other hand, the purpose of the leader who self-serving is not providing acquisitions to the organization and to the employees, but carrying his/her personal acquisitions to maximum level. For this reason, in organizations where there is a self-serving leader, the job satisfactions of the employees who joined the organization to contribute to the organizational purposes decrease (Breaux et al, 2009; Camps et al., 2012).

The findings of this study claims that when the managers use the organizational resources for their own interests, there is a decrease in the OCB of the employees. This shows that the employees who believe that their managers follow their interests instead of those of the organization are staying away from doing more than their job descriptions. This finding shows similarities with the findings of the past studies (Harris et al., 2011; Decoster et al., 2014). The employees, who receive the price of the duties stated in their job descriptions as the payments and other acquisitions stated in their job contracts, stay away from change if they believe that their behaviors that are beyond the expected roles will not bring any profits to them or to the organization.

The findings of this study claims that the employees who are supported by their managers show behaviors that are beyond the expected roles. According to the *SET*, the employees who are supported by their managers, in return, act in a way that are not stated in their job descriptions but that will be beneficial for the organization. This finding shows similarities with the findings of the past studies (Norris-Watts & Levy, 2004; Nyadzayo, Matanda & Ewing, 2015).

In the tourism sector, where low-wage working and seasonal jobs are very common, the *employee turnover rate* being high is a problem both for the employees and for the organizations (Kennedy & Berger, 1994; Yang & Wan, 2004). This leads to the more devotion of the employees to the organizations which provide job guarantee. Especially in countries like Turkey where alternative job opportunities are limited and unemployment rate is 10%, voluntary turnover may be in low rates. The employees may ignore the managers when they use the resources of the organization for their own benefits if they are given their legal rights such as salaries and permissions. In other words, giving responsibilities to the employees who work in a sector where the legal rights are hard to obtain, the manager support, their feedbacks or their leadership behaviors may lose their effects on the job satisfaction and the OCB.

The self-serving leadership behaviors of the managers decrease the job satisfaction of the employees. However, when the employees perceive an fit and positive link between them and the society due to

the job they are doing, or when they think that resigning from their jobs will require sacrifices, their intentions for voluntary turnover decreases (Karatepe & Ngeche, 2012; Mitchell, Holtom, Lee, Sablynski & Erez, 2001). Therefore, the self-serving leadership behaviors of the managers may decrease the effects of the fit, link, sacrifices and devotion of the employees on the job satisfaction. As a result, the acquisitions obtained directly or indirectly by the employees due to their jobs may decrease the sensitivity levels of the employees towards the use of the organization resources by the managers for their interests (Decoster et al., 2014).

The findings of this study claims that although the manager's support affects the job satisfaction of the employees, it affects the OCB of them in a positive way. Although it has been accepted in the previous studies that, as an antecedent of the OCB, the job satisfactions influential on the variables in the same direction; in this study, it has been determined that the effect of the manager's support on the job satisfaction and the OCB is in a different direction. The reason for this difference may be that the employees who are supported by their managers interpret this support as being due to the insufficiency of themselves. The employees who think that they are supported because of their insufficiencies feel decreased job satisfaction because of their insufficiencies; however, they may do extra jobs that are not stated in their job descriptions to compensate their insufficient ways and in order not to lose their jobs. In addition, contrary to the expectations from this study, it has been determined that the job responsibility and hindrance stress, which are examined in the scope of challenge stress, do not have a meaningful effect on the job satisfaction of the employees and the OCB. This finding contradicts the findings of the study that examined the effect of stress on the job satisfaction of employees (Schyns & Croon, 2006; Sledge, Miles & Coppage, 2008) and the findings of the study that examined the effect of stress on OCB (Barbuto & Story, 2011; Kim & Jogaratnam, 2010; Kim, Leong & Lee, 2013; Sledge et al., 2008; Teck-Hong & Waheed, 2011). The reason for this contradiction may be found by taking into consideration the high unemployment rates in Turkey and the properties of the exemplification group.

Practical implications

Voluntary organisational actions, such as OCB, are very valuable for organisations. The support of hotel managers affects the organisational behaviours of employees in a positive way. For this reason, when managers indicate interest in the problems of employees and encourage them to cope with their problems, this may cause the employees to contribute to the efficiency and productivity of the organisation beyond the expected levels. When the contrary is considered, i.e. when hotel managers do not support employees or when the employees have the perception that this is the case, they may only do their regular work and no more. For this reason, hotel managers have to consider the fact that employee behaviours that are beyond the expected levels are very important in the success of organisations. The support of managers for employees is helpful in encouraging employees to display behaviours beyond the expected levels and thus in bringing customer satisfaction and helping the organisation to reach its targets. It may be helpful if hotel managers establish efficient communication with the executive managers of their organisations and delegate authority/responsibility in order to ensure the improvement of the employees.

Although the support given to the employees by the hotel managers increases the OCB, the same support decreases the job satisfaction of them. For this reason, in order to remove the negative effects of the support of the managers on the job satisfaction, the evaluation of the employees of the support as the intervention to their jobs must be avoided. If the managers intervene even in the decisions or duties that the employees can handle individually, the employees may take it as a negative intervention and their job satisfaction will decrease. For this reason, the support of the managers must not be

turned into an intervention in their jobs. Otherwise, the job satisfactions will be negatively affected by this situation.

Feedback from hotel managers to their employees increases the job satisfaction levels of the employees. It may also be helpful in increasing the job satisfaction if the managers use constructive methods of feedback, depending on the requirements of the job, instead of disdain, degradation, and punishments. Moreover, determining the factors that cause negative effects and eliminating them may also be effective. Giving positive feedback when the employees are among their colleagues and negative feedback—when it is necessary—in a one-on-one environment will increase the motivation of the employees, who, like everyone else, are social beings.

The use of the organizational resources by hotel managers for their own interests decreases the job satisfaction and the OCB of the employees. This situation shows that the self-serving behaviors of the managers are unsuccessful in motivating the employees. Meanwhile, it also shows that the employees care for whom will benefit from the acquisitions that will appear after the behaviors beyond the expected roles. The job satisfaction of the employees who believe that only the managers will make use of the acquisitions decreases, and as a result, they stay away from the behaviors that are beyond the expected roles. In order for the employees to show the behaviors that are beyond the expected roles, the hotel managers must make the employees believe that they also will benefit from these behaviors. In order to do this, the acquisitions that will be obtained after the behaviors beyond the expected roles and the use of them within the organization must be clearly communicated to the employees in formal or informal ways. By doing so, the managers may be able to increase the job satisfaction, and as a result, the OCB of the employees.

Limitations and directions for future studies

Our study is not without limitations, which we see as opportunities for future research. Firstly, we have focused on two dependent variables (job satisfaction and OCB) and on five independent variables (job responsibility, manager's support, manager's feedback, hindrance stress, and self-serving leadership). Therefore, future studies should attempt to include a wider range of variables, such as organisational culture, personality traits, and core self-evaluation.

Another limitation of the study is that the non-random exemplification method has been used in this study because of necessity. When the research conditions in Turkey's five-star hotels are considered, it must be stated that it is very difficult to determine a sufficiently large exemplification group with which to make generalizations with the Incidental Exemplification Method. For this reason, a future study that is conducted on employees of a national or international hotel chain will be beneficial in that it may allow the usage of the Incidental Exemplification Method and thus make better generalizations and reach more valid results. Also, conducting similar studies in other sectors of the tourism industry aside from hotels will give researchers the opportunity to examine the job satisfaction, OCB, stress, and behaviours of managers for the purposes of comparison. By doing so, suggestions may be developed for managers of tourism organisations. It should be remembered that this study was conducted in Turkey, which has certain unique social and cultural properties. By taking into consideration the fact that different cultural, economic, and environmental properties may create differentiations in the perceptions and behaviours of employees, having the same study conducted in different countries may help to test the different hypotheses.

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