The Role of Happiness on The Effect of Pay Satisfaction and Job Characteristics on Job Embeddedness

Pelin KANTEN
Çanakkale Onsekiz Mart
University, Faculty of
Political Science
Çanakkale, Turkey
pelinkanten@comu.edu.tr

Selahattin KANTEN
Çanakkale Onsekiz Mart
University , School of Applied
Sciences at Biga, Çanakkale,
Turkey
skanten@comu.edu.tr

Gönen DÜNDAR
İstanbul University
School of Business
İstanbul, Turkey
gdundar@istanbul.edu.tr

Extensive Summary

Introduction

With the rate of globalization and industrialization witnessed all over the world, there seems to have been an unprecedented increase in the number and kinds of organizations that are springing up to meet different needs. One of the many factors that have enhanced the functionality of these organizations is the individuals who work in such organizations (Obi–Nwosu et al., 2013: 482-483). Employees are one of the most critical factors with respect to its output and profitability. The competitiveness of an organization results from the total sum of its work-related activities (Kim and Lee, 2015: 26). In this context, organizations focused on an increasing level to managing of employees efficiently. Specially, today's dynamic and variable working life it is depended that achieving success of the organization associated with substantially human resource management practices configured by upper management of the organization. Compensation management which placed on human resource management practices are the main determinant of employee motivation and working life due to the critical importance that lead to positive or negative output (Kanten et al., 2015: 513).

Porter and Lawler (1968) defined pay satisfaction as the feelings or affective perceptions that an individual experiences in relation to the existing pay system. Pay satisfaction also operates as an expression of comparison between what exists and what is expected (Wang et al., 2010: 873-874). In litetature, it is suggested that pay satisfaction has been shown to be linked to many important organizational outcomes, including work performance, turnover intentions, work motivation and organizational commitment. (Li, 2015: 1). In addition to this, pay satisfaction has been found to be one of the biggest factors contributing to an employee's decision to leave an organization Shtern, 2013: 22). Moreover, to reach maximum performance, an organization must make an effort towards finding the most suitable employee for a specific task. However, it is not easy to match the optimum employee with their ideal tasks through employment and human resource management. Sometimes, an employee has been assigned to a task against his or her preference and competency due to the needs of the organization, or

assigned to a less optimal task due to personal circumstances of another employee (Kim and Lee, 2015: 26-27).

Therefore, to create the willingness of employees and to motivate them managers should design jobs that motivate the employees and satisfy them on work. Realizing the need for designing the jobs of workers, Hackman & Oldham (1975) presented job characteristics model (JCM). The job characteristics model (JCM) consists of five core job characteristics that affect three critical psychological states of an employee that in turn affect the personal satisfaction and motivation and performance quality, absenteeism that responses of employees to their work (Kumar et al., 2012: 206-207). However, job embeddedness which represents the factors that affect to remain or to leave from the organization affected by the human resource practices and job characteristics (Nguyen, 2010: 9). In this context, within the scope of the study, happiness and job embeddedness are considered as crucial consequences of pay satisfaction and job characteristics. Accordingly, this study aims to investigate the effects of pay satisfaction and job characteristics on job embeddedness and also it aims to explore the mediating role of happiness in the effect pay satisfaction and job characteristics on job embeddedness.

Research Method and Findings

For the purpose of the study, it has been developed direct and mediating models and nineteen hypotheses. The sample of the research composed of the five-star hotels employees in Antalya and Afyon provinces. The sample used for the study consists of approximately 290 employees, who have been working in different hotel establishments which are determined via convenient sampling method. From the 350 questionnaires that have been sent out, 300 have been returned, representing a response rate of 85%. After elimination of cases having incomplete data and outliers 290 questionnaire (82%) have been accepted as valid and included in the evaluations. However, in this study questionnaire survey method is used for data collection. Questionnaire form contains four different measures related to research variables. Measures used in the questionnaire forms are adapted from the previous studies in the literature. All measures have been adapted to Turkish by following the method of forward backward translation from the lecturers and for the validity of these measures pilot study have been conducted. As a result of the conducted pilot study, it's observed that the items in the factor analysis, where (n=30) was applied, in accordance with the theoretical characteristics.

SPSS for Windows 20.0 and Lisrel 8.80 programs are used to analyze the data obtained by the questionnaire survey. In the first step, the combined data set was subjected to exploratory factor analysis for stating whether items collected under construct. After that, confirmatory factor analysis has been conducted all scales. Then, respondent profile and descriptive statistics such as means, standard deviations and pearson correlation analysis of the study variables have been examined. Finally, structural equation modelling (SEM) has been used to conduct a test of the variables in the hypothesized model to examine the extent to which it is consistent with the data. Scope of the descriptive analyses means, standard deviations and correlations have been computed which is related with pay satisfaction, job characteristics, job embeddedness and happiness variables. For the verification of the model two step approach by Anderson and Gerbing (1988) has been used. According to this approach, prior to testing the hypothesized structural model, first the research model needs to be tested to

reach a sufficient goodness of fit indexes. After obtaining acceptable indexes it can be proceed with structural model. As a result of the measurement model are X^2: 982.31; *df*: 509; $X^2/$ *df*; 1.92; *RMSEA*: 0.057; *GFI:* 0.85, *IFI*: 0.97; *CFI*: 0.97; *NFI*: 0.94; *NNFI*: 0.96'dir. These values indicate that measurement model has been acceptable. After the correlation analyses and measurement model, the study applied a structural equation model to verify hypotheses for the causal relationships between variables in accordance with literature.. The results of the structural model are; X^2: 646.24; *df*: 292; $X^2/$ *df*; 2.21; *RMSEA*: 0.065; *GFI:* 0.86, *IFI*: 0.96; *CFI*: 0.96; *NFI*: 0.93; *NNFI*: 0.95. These results indicate that structural model has been acceptable and in accordance with the study's theoretical framework. In addition to them, Baron and Kenny (1986) approach was used for testing mediating effect of the research model.

Conclusion

The results of the study indicate that pay structure satisfaction and job significance have positive and significant effect on job embeddedness and happiness level of employees. Morever, satisfaction of benefits and autonomy has positive and significant effects on job embeddedness levels of employees; and also happiness has a significant effect on job embeddedness. In addition to these findings, both happiness has a partial mediating role between pay structure satisfaction and job embeddedness and also between job significance and job embeddedness. Research findings indicate that 9 of the 19 hypotheses supported in the study. Research findings shows that employees job embeddedness and happiness levels affected by the structure of pay in the organizations.

However, research findings shows that employees who feel themselves important and think that affect customers and other works, they wishes to continue to work in an organization. In addition, it is seen that employees' happiness levels affected by the importance of the work and satisfaction of pay structure. In this context, it is suggested to the hotel establishments to provide adequate and fair wages system policy applications and to give jobs employees that they can use different skills and provide chance to decide on their work. Thus, employees who work in hotels scope of the research, it is expected that their job embeddedness and happiness levels to increase.