



**International**  
**SOCIAL SCIENCES**  
**STUDIES JOURNAL**



SSSjournal (ISSN:2587-1587)

*Economics and Administration, Tourism and Tourism Management, History, Culture, Religion, Psychology, Sociology, Fine Arts, Engineering, Architecture, Language, Literature, Educational Sciences, Pedagogy & Other Disciplines in Social Sciences*

**Vol:5, Issue:38**  
sssjournal.com

**pp.3325-3331**  
**ISSN:2587-1587**

**2019**  
sssjournal.info@gmail.com

Article Arrival Date (Makale Geliş Tarihi) 15/04/2019 | The Published Rel. Date (Makale Yayın Kabul Tarihi) 10/07/2019  
Published Date (Makale Yayın Tarihi) 10.07.2019

## THE EFFECT OF PSYCHOLOGICAL WELL-BEING OF EMPLOYEES ON JOB PERFORMANCE: THE CASE OF FIVE-STAR HOTEL BUSINESSES

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**Article Type** : Research Article/ Araştırma Makalesi

**Doi Number** : <http://dx.doi.org/10.26449/sss.1574>

**Reference** : Yılmaz, R. (2019). "The Effect Of Psychological Well-Being Of Employees On Job Performance: The Case Of Five-Star Hotel Businesses", International Social Sciences Studies Journal, 5(38): 3325-3331.

### ABSTRACT

The studies investigating the effects of employees' psychological states and the results of these states on the organizations gained significant importance in recent years, especially for the service organizations. The factors determining and enhancing the psychological states of the employees inevitably increase their job performance. Together with the increasing job performance, also the motivation, efficiency, productivity and labor force of employees also increase to higher levels. This situation positively reflects on organizations. The main objective of the study is to determine the effects of the psychological well-being of hotel employees on their job performance.

In this study, the survey method was used. The questionnaires were conducted on 154 employees working at five-star hotels in Konya province. In the first section of the study, psychological well-being and job performance are discussed. In the second section the effect of psychological well-being on job performance is analyzed. The analyses were performed using SPSS 16.0 and AMOS 18.0 package programs. In this study reliability, validity, factor, correlation and regression analyses were used. As a result of the analysis it was found that environmental control had a significant and positive effect on task performance. Purpose of life had a significant and positive effect on task performance and contextual performance. Personal growth had a significant and positive effect on task performance and contextual performance. Moreover, self-acceptance, autonomy and positive relations with others had a significant and positive effect on contextual performance.

**Keywords:** Psychological Well-being, Job Performance, Hotel Businesses.

### 1. INTRODUCTION

Psychological well-being is associated with the psychological state of the employees. The tolerance of organizations to the special conditions and thoughts of employees arising from their psychological states plays an important role in the performance of organizations. Especially for the positivity of psychological well-being of those employees working at hotel businesses, the employees should enhance relationship with the other employees, pursue the objectives giving meaning to lives of employees and continue their personal growth under any condition. Employees fulfilling these requirements can positively improve their task performance and also their behaviors beyond their job definitions. In other words, they can increase their job performance. Thus, employees having increased their job performance would also increase the efficiency and productivity of their organizations.

In this study, it is aimed to examine in what level and to what extent the effect of employees' psychological well-being on their job performance of five-star hotel businesses. It is also aimed to contribute to the literature, because there are few studies on this topic in hotel businesses. The importance of this study results from the understanding of relationships of employees' psychological well-being and job performance.

## 2. CONCEPTUAL FRAMEWORK

### 2.1. The Concept of Psychological Well-Being and its Sub-Dimensions

The term “psychological well-being” has been used as a model by Ryff (1989) for the first time. Ryff (1989: 1070) defined the psychological well-being as the positive psychological functionality. In other words, psychological well-being is the state of pursuing the objectives deemed important for the employees, and managing positive relations with others and personal growth. Employees having a high level of psychological well-being have more positive feelings and they can positively evaluate their lives (Fava & Ruini, 2003: 35).

In literature psychological well-being is generally examined under six sub-dimensions. These sub-dimensions are environmental control, purpose of life, self-acceptance, autonomy, personal growth and positive relations with others. Environmental control refers to the employees' ability to make a selection or creating an environment suitable for their psychological and personal conditions. Purpose of life refers to feeling that their lives are meaningful (Ryff, 1989:1071). Self-acceptance, can be defined as exhibiting positive attitudes towards self and previous life and accepting the strengths and weaknesses for the employees (Ryff & Keyes, 1995: 727). Autonomy refers to realizing their own values in accordance with their personal standards (Ryff, 1989:1071). Personal growth is related with feeling that the employees raise awareness and continue their personal growth (Ryff & Keyes, 1995: 727). Positive relations with others refer to being emphatic in relationships of employees with others and having a non-manipulative character (Houben et al., 2015:925).

### 2.2. The Concept of Job Performance and its Sub-Dimensions

The term “job performance” has been firstly used by Borman and Motowidlo (1993). Job performance can be defined as the outcomes achieved by employee by fulfilling the tasks given to him/her (Özgen et al., 2002: 209).

In literature job performance is generally discussed under two sub-dimensions. These sub-dimensions are task performance and contextual performance. Differing from the others, distinguishing characteristic of task performance is that it refers to the invariable tasks and responsibilities related with the job. Task performance is in association with the specialty and technical aspects of the job. This type of performance depends on the suitability and moral characteristics of workplace environment, clearly made job definition, and professional competence (Jawahar & Carr, 2007: 330). Contextual performance, however, refers to the behaviors not specified within the scope of job definition but making it easier to fulfill the tasks and supporting the task performance. Personality traits and good will of employee play a role in the development of contextual performance (Özdevecioğlu & Kanıgür 2009: 62).

### 2.3. Relationship between Psychological Well-being and Job Performance

In recent years, more efforts have been made in order to understand how the general organizational performance would be affected when the psychological aspects of the employees working especially in the service industry are positive or negative. Psychological well-being is related with psychological aspect of employees, whereas the job performance is related with outcomes that employees achieve by fulfilling their tasks (Özgen et al., 2002: 209). Employees having positive psychological well-being would feel more positive from psychological aspect and their job performance would increase.

In other words, employees with positive psychological well-being can maintain their personal growth, accept their weaknesses and strengths, have a specific purpose of life, find their lives meaningful, trust in themselves and others, and empathize with their colleagues. Thus, their adaptation to the organization increases and it may cause an increase in their job performance. Employees having increasing job performance embrace objectives of the organization and undertake the responsibility of organization's failure and success. Thus, they can better integrate with the organization.

## 3. RESEARCH METHOD

In this part; purpose and scope of the study, universe and sample of the study, data collection method, scales, conceptual model and hypothesis of the study have been referred.

### 3.1. Purpose and Scope of the Study

The main purpose of this study is to investigate the effects of psychological well-being of employees working in the five-star hotels located in Konya on their job performances. In addition, because there are

few studies related to psychological well-being and job performance relationships of hotel employees, it is aimed to contribute to the related literature.

### 3.2. Universe and Sample of the Study

The population of the study consists of employees of the five-star hotel organizations located in Konya. The sample of the study consists of 154 persons who have been selected randomly among the employees of five-star hotel organization.

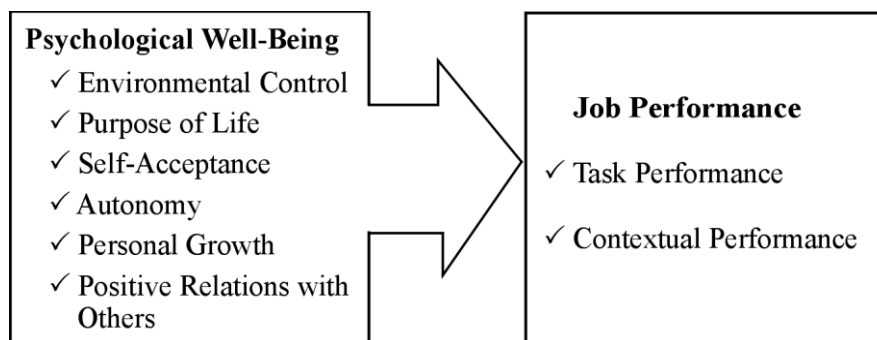
### 3.3. Data Collection Method

The study has been conducted with the questionnaire technique. Because there were some deficiencies in 6 out of 160 questionnaires obtained as a result of study, only 154 valid questionnaires have been included in the analysis.

### 3.4. Scales, Conceptual Model and Hypothesis of the Study

In the first section of the questionnaire, there are 7 questions related to the demographic characteristics. In the second section 39 item psychological well-being scale used by Ryff (1989) and simplified by Dierendonck (2005) has been used. In the third section the 25 item job performance scale of Goodman and Svyantek (1999) has been used in order to measure the perception of job performance. In the last two parts of the questionnaire, a 5-point Likert scale has been used.

In this study, it is attempted to reveal the effects of psychological well-being and its-dimensions on job performance. In this direction, research model and hypotheses have been formed. The conceptual model of the study is presented in Figure 1.



**Figure 1.** Conceptual Model of the Study

The hypotheses determined in the direction of the study are as follows:

**H1:** There is a significant and positive effect of environmental control on task performance.

**H2:** There is a significant and positive effect of purpose of life on task performance.

**H3:** There is a significant and positive effect of self-acceptance on task performance.

**H4:** There is a significant and positive effect of autonomy on task performance.

**H5:** There is a significant and positive effect of personal growth on task performance.

**H6:** There is a significant and positive effect of positive relations with others on task performance.

**H7:** There is a significant and positive effect of environmental control on contextual performance.

**H8:** There is a significant and positive effect of purpose of life on contextual performance.

**H9:** There is a significant and positive effect of self-acceptance on contextual performance.

**H10:** There is a significant and positive effect of autonomy on contextual performance.

**H11:** There is a significant and positive effect of personal growth on contextual performance.

**H12:** There is a significant and positive effect of positive relations with others on contextual performance.

#### 4. FINDINGS AND DISCUSSION

In this part, there are analysis found as a result of study, and interpretation related to these analysis.

##### 4.1. Demographic Findings

In this part, the characteristics of the respondents have been examined. 56,4% (87) of the respondents were male and 43,6% (67) of them were female. 59,8% (92) of the respondents were married and 40,2% (62) of them were single. Also, 22,7% (35) of the respondents were between 21-25 years old, 37,7% (58) of them between 26-30 years old, 21,4% (33) of them between 31-40 years old, 12,3% (19) of them between 41-45 years old and 5,9% (9) of them 46 years old and above. 12,4% (9) of respondents are primary education graduate, 36,4% (56) of them were high school graduate, 24% (37) of them were college graduate, 23,3% (36) of them were bachelor and 3,9% (6) of them were Master's and Ph.D. Graduates. 42,9% (66) of the respondent were employed in food and beverage, 32,5% (50) in hotel housekeeping, 18,1% (28) in front desk and 6,5% (10) in other departments. Finally, 5,1 % (8) of the respondents have been working less than 1 year, 19,4% (30) of them between 1-3 years, 35,8% (55) of them between 4-6 years, 28% (43) of them between 7-9 years and 11,7 % (18) of them for 10 years or above.

##### 4.2. Analysis of Research

According to factor analysis created for study, since the KMO value ,869 and Bartlett test value for psychological well-being were at the level of significance ( $p = ,000 < 0,05$ ), it can be concluded that the data is in the multivariate normal distribution. In addition to that, the reliability coefficient is generally ,715 and the total variance is 50,314%. The eigenvalues of the sub-dimensions of psychological well-being are divided into six dimensions and the eigenvalues are greater than 1. This result is in the same direction with the psychological well-being scale created first. Also, factor loadings for all factors are between ,564 and ,784. As a results, values are in accordance with the social sciences. Since the KMO value ,831 and Bartlett test value for job performance was at the significance level of ( $p = ,000 < 0,05$ ). It can be concluded that the data is in the multivariate normal distribution. In addition to this, the general reliability coefficient is ,872 and the total variance explained is 50,124%. The eigenvalues of the job performance is grouped under two dimensions and its eigenvalue is greater than 1. This result is in the same direction with the actual job performance scale. Finally, factor loadings of all factors are between the values of ,534 and ,831 and the factor loading are greater than 0,50 and this is an optimum level for the social sciences. The eigenvalues of job performance are grouped under two dimensions and their eigenvalues are greater than 1. As a result, values are in accordance with the social values. To re-examine the validity of the scale the goodness-of-fit values has been considered with Lisrel 8.80 program. According to the confirmatory factor analysis results, it was found that psychological well-being scale ( $\Delta X^2/df = 3,335$ ;  $p < 0,001$ ; GFI= ,92; AGFI= ,87; CFI= ,98; IFI= ,92; RMSEA= ,07 and job performance scale models ( $\Delta X^2/df = 3,786$ ;  $p < 0,001$ ; GFI= ,91; AGFI= ,89; CFI= ,96; IFI= ,92; RMSEA= ,08) provided goodness-of-fit.

**Table 1.** Descriptive Statistics and Correlation Analysis Table

	X	Std. Dev.		1	2	3	4	5	6	7	8
1. Task Performance	3,44	,84	r	1,000							
			p	,000							
2. Contextual Performance	4,12	,74	r	,294**	1,000						
			p	,000	,000						
3. Environmental Control	3,36	,86	r	,312**	,106	1,000					
			p	,000	,077	,000					
4. Purpose of Life	3,14	,88	r	,275**	,288**	,231**	1,000				
			p	,000	,000	,000	,000				
5. Self- Acceptance	3,87	,77	r	,099	,265**	,236**	,221**	1,000			
			p	,065	,000	,000	,000	,000			
6. Autonomy	3,17	,87	r	,077	,344**	,189**	,224**	,268**	1,000		
			p	,84	,000	,000	,000	,000	,000		
7. Personal Growth	3,45	,84	r	,218**	,338**	,264**	,262**	,244**	,228**	1,000	
			p	,000	,000	,000	,000	,000	,000	,000	
8. Positive Relations with Others	3,53	,78	r	,104	,337**	,264**	,231**	,244**	,240**	,229**	1,000
			p	,072	,000	,000	,000	,000	,000	,000	,000

In Table 1 descriptive statistics and correlation analysis of the variables have been examined. All dimensions are above the mean of 2,5. According to mean and standard deviations, contextual performance (4,12) was related to the most positive opinion of the employees, while the purpose of live

(3,14) was related to the most negative opinion of them. Especially, there was a positive, significant and low-level relationship between environmental control and task performance ( $r=,312$ ;  $p=,000$ ). There was a positive, significant and low-level relationship between purpose of life and task performance ( $r=,275$ ;  $p=,000$ ), personal growth and contextual performance ( $r=,218$ ;  $p=,000$ ), purpose of life and contextual performance ( $r=,288$ ;  $p=,000$ ), self-acceptance and contextual performance ( $r=,265$ ;  $p=,000$ ), autonomy and contextual performance ( $r=,338$ ;  $p=,000$ ), personal growth and contextual performance ( $r=,288$ ;  $p=,000$ ) and positive relations with others and contextual performance ( $r=,337$ ;  $p=,000$ ).

**Table 2.** Regression Analysis Related to the Effect of Psychological Well-being Sub-Dimensions on Job Performance Sub-Dimensions

Dependent Variable	Independent Variable	$\beta$	T	P	F	Sig.	R	R <sup>2</sup>	Adj. R <sup>2</sup>
Task Performance	Const.	3,116	5,019	,000	36,328	,000	,514	,485	,417
	Environmental Control	,188	3,634	,000					
	Purpose of Life	,171	2,526	,000					
	Self- Acceptance	,127	2,383	,127					
	Autonomy	,155	1,344	,058					
	Personal Growth	,129	2,347	,000					
	Positive Relations with Others	,142	2,313	,052					
Contextual Performance	Const.	3,533	5,014	,000	49,544	,000	,647	,554	,535
	Environmental Control	,141	2,446	,054					
	Purpose of Life	,306	3,986	,000					
	Self- Acceptance	,259	4,342	,000					
	Autonomy	,263	2,227	,000					
	Personal Growth	,266	3,828	,000					
	Positive Relations with Others	,233	2,238	,000					

In Table 2 regression analysis was made to find the effect of the sub-dimensions of psychological well-being on task performance. Corrected R<sup>2</sup> has been found as ,417 related to the effect of sub-dimensions of psychological well-being on task performance. In this direction, sub-dimensions of psychological well-being explain 41,7% of task performance. In addition to that, F= 36,328 and sig= ,000 indicate that the relationship between the variables is significant. Additionally, the environmental control has a significant and positive effect on task performance ( $\beta=,188$ ,  $p=,000$ ). The purpose of life has a significant and positive effect on task performance ( $\beta=,171$ ,  $p=,000$ ). Personal growth has a significant and positive effect on task performance ( $\beta=,129$ ,  $p=,000$ ).

Corrected R<sup>2</sup> has been found as ,535 related to the effect of sub-dimensions of psychological well-being on contextual performance. In this direction, sub-dimensions of psychological well-being explain 53,5% of contextual performance. In addition to that, F= 49,554 and sig= ,000 indicate that the relationship between the variables is significant. Additionally, the purpose of life has a significant and positive effect on the contextual performance ( $\beta=,306$ ,  $p=,000$ ). Self-acceptance has a significant and positive effect on contextual performance ( $\beta=,259$ ,  $p=,000$ ). Autonomy has a significant and positive effect on contextual performance ( $\beta=,263$ ,  $p=,000$ ). Personal growth has a significant and positive effect on contextual performance ( $\beta=,266$ ,  $p=,000$ ). Positive relations with others have a significant and positive effect on contextual performance ( $\beta=,233$ ,  $p=,000$ ). As a result, hypotheses H1, H2, H5, H8, H9, H10, H11 and H12 were accepted.

## 5. CONCLUSION AND RECOMMENDATIONS

Psychological well-being of the employees having ability of empathy and sense of sympathy, feeling that they have control on their daily responsibilities and life conditions, being open to innovation, having control on their own behaviors, maintaining their personal growth, being capable of accepting themselves, and being capable of getting pleasure out of their lives can improve their job performance. In this case, they can integrate with organizations and increase their job performance. The employees with increased job performance make effort to better perform their tasks, they even pass beyond their job definition and make their best to contribute to their organizations.

In this study, a research was carried out on 154 employees working at five-star hotels within the borders of Konya province. The main purpose of this study was to reveal the effect of psychological well-being on job performance.



According to the results of the research, it was determined that environmental control, purpose of life, and personal growth have a significant and positive effect on task performance. Besides them, it was also determined that purpose of life, self-acceptance, personal growth, autonomy, and positive relations with others have a significant and positive effect on contextual performance.

When we look at the results of the study in detail, it can be stated that the positive effects of environmental control might be related with the fact that employee' believe that they fulfill the specialty and technical aspects of employee' job when they feel control on their own responsibilities and life conditions. The positive effect of purpose of life on the task performance might be related with the fact that employees feeling their lives meaningful have positive feelings about their jobs and, thus, they can fulfill their jobs more easily. The positive effect of personal growth on the task performance might be related with the fact that employees being aware of themselves and thinking that their personal growth continues duly perform their tasks and make effort for learning all the aspects of their jobs. The positive effect of the purpose of life on contextual performance might be related with the fact that an employee feeling their life meaningful has a more positive perspective and works beyond their job definition. The positive effect of self-acceptance might be related with the fact that, when the employee accepts his/her strengths and weaknesses, he/she develops the ability to empathize with others and exhibits behaviors beyond his/her job definition. The positive effect of autonomy on contextual performance might be related with the fact that realizing their values in accordance with their own standards would increase the employees' sense of freedom and then they exhibit the behaviors passing beyond their job definition. The positive effect of personal growth on contextual performance might be related with the fact that, when the employees have a desire for personal growth, they exhibit performance beyond their job definition. The positive effects of positive relations with others on contextual performance might be related with the fact that, as the employees establish reliable and profitless relationships with their colleagues, they start feeling that they should help others and their desire to work more increases.

In the literature, effect of psychological well-being on job performance has been reported to be positive. Wright and Bonett (2007), in their study titled "Job Satisfaction and Psychological Well-Being as Nonadditive Predictors of Workplace Turnover", conducted a research on 112 executives. At the end of their research, they determined that psychological well-being has positively affected job performance. Çankır (2018), in his study titled "Psychological Well-Being and Job Performance: The Mediating Role of Work Engagement", conducted a research on 322 textile workers. At the end of his research, he found that psychological well-being has affected job performance positively. Acaray (2018) in his study titled "The Mediating Role of Psychological Well-Being and Work Engagement on the Effect of Organization-Based Self-Esteem on Job Performance" conducted a research on 370 employees working in different organizations. At the end of that study, it was determined that psychological well-being affected job performance in a positive manner. In conclusion, these studies are in corroboration with our study.

This study contributes to the literature since it is one of the few studies examining the relationship between psychological well-being and job performance of employees working at five-star hotels. Further studies might investigate the relationship of these concepts with the other concepts. At the end of this study, the explanatory information about the results of psychological well-being of employees was achieved. It is important that the results of analysis enabled us to understand how the positivity of psychological well-being affects the level of job performance. Thus, this study provides important results to be used in increasing the job performance of employees. Within this scope, this study guides the organizations about how positive psychological well-being of employees reflects on their job performances.

This study is limited to the factors specified in sub-dimensions. There are certain limitations about the hotels' procedures regarding the data collection. Moreover, the study is limited to the five-star hotels located in Konya province. Thus, further studies might be carried out in difference provinces and on different branches of the service industry.

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