

구성원의 감사성향이 조직시민행동에 미치는 영향 : 조직지원인식과 직무만족의 다중매개효과를 중심으로

Impact of Employee's Gratitude Disposition on Organizational Citizenship Behavior : Focus on Multi-mediated Effects of Perceived Organizational Support and Job Satisfaction

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요약

본 연구의 목적은 조직구성원의 감사성향이 조직시민행동에 어떠한 영향을 미치는지 알아보고, 그 관계에서 조직지원인식과 직무만족의 다중매개효과를 실증적으로 확인하는 데 있다. 이를 위해 사무직 근로자를 대상으로 온라인 설문 조사를 실시하여 380부를 분석하였으며, CFA를 통해 신뢰도 및 타당성을 검토하고, SPSS 25.0와 AMOS 25.0, 부트스트랩 방식의 Macro Process 3.0을 활용하여 가설검증 하였다. 검증 결과 조직구성원의 감사성향은 조직시민행동, 조직지원인식, 직무만족에 정(+)의 영향을 주었으며, 조직지원인식과 직무만족의 다중매개효과도 확인이 되었다. 조직구성원의 감사성향이 조직시민행동에 긍정적 영향을 준다는 것을 검증하였고, 구성원 개인특성인 감사성향이 조직지원인식의 유의한 선행변인이라는 점을 확인하였다. 본 연구 결과를 통해 조직에서 긍정심리 요소인 감사성향을 증진하는 것이 구성원 직무 태도 및 조직효과성에 긍정적인 영향을 줄 수 있다는 가능성을 제시했다는 점에서 의미가 있다.

■ 중심어 : | 감사성향 | 조직지원인식 | 직무만족 | 조직시민행동 |

Abstract

The purpose of this study is to find out how employee's gratitude disposition affects Organizational Citizenship Behavior(OCB) and empirically validating multiple mediation effect of perceived organizational support(POS) and job satisfaction. For this study, an online survey has been conducted on office workers to analyze 380 sets of answers, reviewed reliability and validity through CFA and used SPSS 25.0, AMOS 25.0, Macro Process 3.0, a bootstrap method to test hypothesis. As a result, it is verified that an employee's gratitude disposition positively affects OCB, POS and job satisfaction and that there exists a multiple mediation effect of POS and job satisfaction. In this study, it is validated that an employee's gratitude disposition has a positive influence on OCB and an employee's gratitude disposition, an individual trait, is a related antecedent variable of POS. The result of this study is meaningful that it suggests boosting gratitude disposition, a positive psychological factor, in an organization can positively affect employees' job attitude and organization effectiveness.

■ keyword : | Gratitude Disposition | Perceived Organizational Support | Job Satisfaction | Organizational Citizenship Behavior |

I. Introduction

Gratitude is the universal virtue of human beings and is the basic value of humanity, making individuals' lives happy[1]. Of the areas of positive psychology that puts focus on strengths and healthy status of life, gratitude is the most relevant and the most important variable in life satisfaction[2]. Although gratitude is considered important in psychology and counseling fields[3], the graft of gratitude and business administration is still a new field and there are very few studies in the field of business administration among the studies on gratitude variables[4].

However, there are more studies on the effect of gratitude in the field of business administration recently. S. I. Donaldson, J. Y. Lee, and S. I. Donaldson(2019) empirically proved that gratitude intervention for employees positively influences their job performance[5]. And S. R. Cho researched the positive relations between a supervisor's expression of gratitude and workers' prosocial behavior[6]. J. W. Jung and S. J. Choi analyzed the "gratitude management" case of an IT components company which has showed excellent business performance based in its organization culture[7].

Gratitude is worth paying attention in the field of business administration in that it has the potential to promote Organizational Citizenship Behavior(OCB), a prosocial behavior within the organization. According to The Moral Affect Theory of Gratitude[8], gratitude is a kind of moral affect that arouses people's intention of prosocial behavior. Based on the theory, the speculation that gratitude stimulates workers OCB is worthy to exam empirically.

According to prior studies, behaviors not officially requested, outside the work boundary has a significant influence on job performance and organizational effectiveness in the long-run[9] and recent studies show that Millennials have lower interest in OCB compared with those of previous generation employees[10]. Many pilot studies have shown that gratitude promotes prosocial behavior, but there are not enough studies on the relationship with OCB. Thus, in this study, we would like to empirically review the effect of employee's gratitude disposition in OCB and verify the role of POS and job satisfaction in these variables

Perceived Organizational Support (POS) is the belief that the organization cares about the well-being and welfare of employees, stimulating OCB as the reciprocal norm[11]. Previous studies on the antecedent variables focused on the organizational characteristics such as compensation, job conditions, fairness, but there was insufficient research on individual traits of employees, the subject perceiving an organization's treatment[12].

For instance, the welfare system positively affects POS[13], it is necessary to enforce welfare system up to employees' standard. However, 58.1% of employees in Korea are unsatisfied with the in-house welfare system to the point of considering changing or leaving jobs and rated 36 out of 100 for the welfare system.[14] We must keep in mind that these scores can depend on the perception of the employee, the beneficiary of the organizational support. However, there is a lack of study on how an individual's trait affects the perception of organizational support and in this study, we would like to examine how the gratitude

disposition, an individual trait of positively evaluating situations, on POS.

On top of this, the biggest merit of gratitude is elevating life satisfaction and well-being[8], and this could be applied in a job-related context, so we seek to confirm the effects on job satisfaction.

The purpose of this study is summarized as follows. First, the purpose of this study is to demonstrate how the organization's gratitude disposition affects OCB. Second, the study seeks to examine whether POS and job satisfaction have a mediating role between gratitude disposition and OCB. Third, based on the study's result, we would like to introduce gratitude, which has a positive effect on an individual's well-being and organizational effectiveness, in employee training and intervention program and provide practical implications related to boosting the effectiveness of welfare system.

II. Literature Review and Research Hypothesis

1. Relationship between gratitude disposition and OCB

Gratitude refers to the recognition of other people's contributions and feeling thankful in response to positive experiences or achieving positive results and has the characteristics of affective trait and moral affect[15].

Gratitude, as an affective trait, is the tendency to experience gratefulness easily; in short, gratitude disposition[16]. Gratitude disposition is a general tendency to perceive others' benevolence in positive experiences and outputs and to respond with a thankful heart.

Individuals with high gratitude disposition experience a higher level of gratitude in facets such as intensity, frequency, span, and density[14]. Generally disposition as an affective trait shows the feature of stability[17], but it has been proven through studies conducted by numerous researchers that gratitude disposition can be enhanced through intervention program such as counting the number of gratitude, recording 3 good things and gratitude journaling[18-20].

According to The Moral Affect Theory of Gratitude[14], gratitude arises when an individual perceives that they have gained prosocial benefit and this leads an individual to prosocial and virtuous behavior and self-control destructive behavior.

Gratitude improves life satisfaction, well-being and happiness and those with high gratitude disposition react to stressful situations more positively to feel less stress[14][21]. In particular, gratitude stimulates reciprocal and prosocial behavior and reinforces altruistic behavior[22]. S. B. Lee and H. K. Lee(2018) explained connectedness and Social responsibility shows sequential mediating effect in relation between gratitude and altruistic behavior.[23]

A prosocial behavior means a wide range of behaviors that pursue others' benefits over oneself, including helping, making others feel comfortable, sharing and cooperating[24]. OCB is the most representative prosocial behavior, manifested by the motive to improve the organization, going beyond their job scope[25], carrying out extra duty the organization has not ask for officially to contribute to the organization voluntarily. OCB can be analyzed into the following 5 dimensions : altruism,

courtesy, conscientiousness, sportsmanship, civic virtue[26][27]; and groups and organizations with a higher level of OCB record higher performance and customer satisfaction[28][29].

Gratitude can be seen as the motivator of prosocial behavior and those with high gratitude disposition show more prosocial behavior than those with low gratitude disposition[14], and the experiment group that kept daily records of gratitude showed more emotional support and practical help to others[30].

There have not been sufficient studies conducted on employee's gratitude disposition's effect on OCB, a key prosocial behavior in an organization, but conducted studies recently show that gratitude disposition of workers in the service industry positively affects OCB with psychological well-being as a mediation[31], and a study conducted on nurses validated that gratitude disposition shows similar effect in OCB[32].

Hypothesis 1. Employee's gratitude disposition will have a positive effect on OCB.

2. Relationship between gratitude disposition, POS and job satisfaction

Perceived Organizational Support(POS) refers to the general belief in how much importance an employee puts on the contribution they make to an organization and how much they are interested in their welfare[33][34]. POS positively influences an employee's job attitude or behavior and shows a positive correlation with job commitment[35][36] and also with knowledge sharing intention, OCB, and job satisfaction[37][38]. On the contrary, shows a

negative correlation with turnover intention, absenteeism, and job burnout, overall acting as a positive variable in organizational effectiveness[34][39]. Studies on POS had found out that traits of an organization treating employees, such as fairness, support from supervisors, and organizational compensation and job conditions including welfare system are important antecedent variables[12][40].

However, the personality and individual traits of employees should be considered as significant antecedent variables of POS, because an individual's perception is determined by not only the trait of the object but also the trait of the perceiver, who accepts and organizes information[41]. In other words, according to the dispositional trait of an individual, treatment provided by the organization could be interpreted differently as benevolence or malevolence and this could affect the POS[40]. According to empirical studies, employee's personal traits such as positive and negative affect act as a role of an antecedent variable in POS[42][43].

In psychology, according to evaluation theory that provides an important theoretical foundation related to affective science, people do not feel positive or negative feelings through an incident itself. Rather, the feeling is induced by cognitive evaluation of the event[44]. Also, according to the amplification theory of gratitude, gratitude disposition helps to reinterpret a situation to find positive traits and amplify happiness and perception of the given benefits and blessings[45][46]. Deducing from those theories, when cognitively evaluating the treatment of an organization, people with higher gratitude disposition focus more on positive factors, thus will be more likely to have

a higher perception of the organization. Wang and Wu's empirical study(2020) shows that perceived social support, a comprehensive concept of POS, is positively influenced by gratitude[47].

Meanwhile, job satisfaction is a positive attitude[48] an employee has on their job. According to meta-analysis, positive affectivity positively affects satisfaction, and in the perspective of job-related context, positive affectivity has a positive effect on raising satisfaction of job, supervisor, colleague and promotion [49]. Researches have shown the results that gratitude, a positive affective trait, boosts job satisfaction. Lanham et al.(2002) investigated the positive relationship between gratitude and job satisfaction among mental health professionals[50]. K.S Shon studied the moderating effect of self-expression between positive relationship between gratitude disposition and job satisfaction, especially among new employees[51]. H. S. Chong et al.(2017) examined the significant impact on job satisfaction of psychiatric nurses by the degree of empathic ability and gratitude disposition[52].

Hypothesis 2. Employee's gratitude disposition will have a positive effect on POS

Hypothesis 3. Employee's gratitude disposition will have a positive effect on job satisfaction.

3. Relationship between POS, job satisfaction and OCB

According to a George's study(1989), POS fulfills the socioemotional needs and heightens expectations about performance and compensation[53], thus positively affects an employee's job satisfaction[40][54]. In addition,

POS creates a sense of duty to employees based on reciprocity and positively affects on OCB and commitment such as task behavior[55][56]. According to meta-analysis, POS and OCB have a positive correlation[57]; POS positively affects OCB in an organization[58] and POS and Authentic Leadership are empirically validated to be in a meaningful positive relationship with OCB[59].

Job satisfaction has a positive correlation with OCB[60-62]. Prasetio et al.(2017) empirically investigated that job satisfaction increased OCB through mediation of organizational commitment[63] Also, job satisfaction had a mediating effect on the relationship between Strategic Human Resource Management and OCB[64] and in a study of airline cabin crew, job satisfaction played a mediating role on the influence of emotional intelligence on OCB[65]. Based on this previous researches, the following is the created hypothesis.

Hypothesis 4. POS will have a positive effect on job satisfaction.

Hypothesis 5. POS will have a positive effect on OCB

Hypothesis 6. Job satisfaction will have a positive effect on OCB.

4. Relationship between gratitude disposition, POS, job satisfaction, and OCB

According to broaden-and-build theory, positive affect broadens the scope of attention and thought-action repertoires, facilitating more flexible and creative thinking and consider more options for behavior and helps to establish personal resources such as social support, helpful to an individual's survival and

fulfillment[66][67]. Gratitude disposition, a tendency of positive affect, is expected to have a positive effect on an employee to interpret the treatment provided by their organization positively and flexibly in a more broad perspective, to feel more job satisfaction, to select and enhance prosocial behavior such as OCB out of more options for behaviors[68]. An empirical study for Chinese adolescents confirmed that gratitude disposition positively affects prosocial behavior with perceived social support as mediation[47].

In addition, gratitude has a positive effect on job satisfaction and as a result of an empirical study showing that job satisfaction has a positive effect on OCB[52][69], it can be deduced that job satisfaction will mediate the relationship between gratitude and OCB. Moreover, as delineated in an empirical study conducted by Islam et al.(2014) and Lee(2012), job satisfaction did play a mediating role in a relationship between POS and OCB[70][71]. Based on these theories and the prior researches, the following hypotheses were formed.

Hypothesis 7. POS will have a positive mediation effect between gratitude disposition and OCB.

Hypothesis 8. Job satisfaction will have a positive mediation effect between gratitude disposition and OCB.

Hypothesis 9. POS and job satisfaction will have a positive multi-mediated effect between gratitude disposition and OCB.

The above hypotheses are summarized and a research model is proposed as shown in [Figure 1].

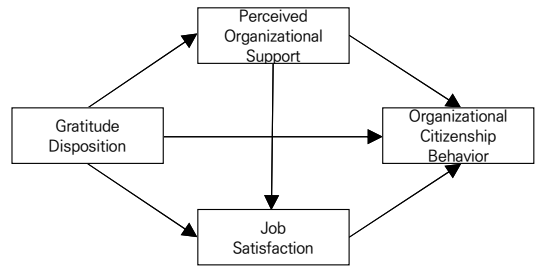


Figure 1. Hypothesized Research Model

III. Research method

1. Data Collection

This study surveyed office workers in various industries and sizes, including manufacturing, IT, finance, public institutions, distribution and travel, located in Seoul and Gyeonggi Province. Of the 406 responses collected from the online survey, 380 were analyzed, excluding 26 unfaithful responses containing missing values. By gender, males constituted 55.3% and females constituted 45.2%; by age, 30.8% were in their 20s, 52.4% in their 30s, 15.5% in their 40s and 1.3% in their 50s or older; by education, 9.2% were high school graduates, 16.3% were associate degrees, 62.1% bachelors, 12.4% master's and doctor's degrees; by positions, 67.4% were team members, 13.9% for part leader, 16.1% for team leaders and 2.6% for executives.

2. Measurement

The variables used in this study are gratitude disposition, POS, job satisfaction, and OCB. The Likert scale was used in all variables and the range of the scale was 1 to 5(1: strongly disagree, 3: neutral, 5: strongly agree).

2.1 Gratitude Disposition

Gratitude Questionnaire-6: CQ-6, developed by McCullough et al. (2002)[14] and 6 questions from the Korean version of Gratitude Questionnaire, K-CQ-6, validated by Sun Jung Kwon, Kyo Heon Kim, Hong Seock Lee(2006)[72] were used for gratitude disposition. Key questions include “There are many things to be grateful of in my life” and “I feel grateful to many people”

2.2 Perceived Organizational Support

Shanock and Eisenberger(2006)[73] used the simplified version of the survey of Perceived Organizational Support with 6 questions and Dong-Hwan Kim, Ho-Chul Shin, Linn-Derg Young (2009) used this as a scale in domestic research[74]. Key questions included “The company values my achievements that I’ve contributed”, “The company actively helps me when I’m in a difficult situation”.

2.3 Job Satisfaction

For job satisfaction, we utilized the scale used by Paek Seung Kyu and Young Myon Lee(2010)[75] as a scale in their study that selected 5 questions from an Index of Job Satisfaction by Brayfield and Rothe(1951) and the included questions are “I am satisfied with the job I’m currently working on” and “I am passionate about the job I’m currently working on”.

2.4 Organizational Citizenship Behavior

In this study, we intended to measure OCB as prosocial behavior. To do this, we measured it using the Wayen et al.’s OCB scale[75] which consisted of 6 questions from a dimension of altruism. The Scale was used by J.C. Lee(2010)[39] in domestic research with the

questions as following “Although I’m not requested, I will help my colleague with more job-related burden until they overcome their difficulties”, “Although I’m not requested, I will handle on behalf of my colleague when they are out of office” and “I voluntarily perform tasks not officially given as my duty”

3. Verifying Reliability and Validity

To test the internal consistency of this study, we checked the Cronbach’s Alpha coefficient using the SPSS 25.0 program. The result of reliability analysis, Gratitude disposition (cronbach $\alpha=.840$), Perceived Organizational Support (cronbach $\alpha=.905$), Job satisfaction (cronbach $\alpha=.906$) and Organizational Citizenship Behavior (cronbach $\alpha=.838$) as shown in [Figure 1], all the variables are measured to have Cronbach’s Alpha value higher than 0.7, concluding that we have gained reliability.

To test the unidimensionality of observed variables, we conducted a Confirmatory Factory Analysis (CFA) with the AMOS 25.0 program. Firstly, the model-fit evaluation of the research model was conducted considering the simplicity of the model and the verification result showed $\chi^2=338.119(p=.000)$, GFI= .911, AGFI=.884, IFI=.954, CFI=.954, those are higher than 0.85. And RMSEA=.059 is close to 0.05 indicating excellent level of fitness. Thereby the all results fulfilled the acceptable criteria for the goodness of fit for research. In addition, four variables out of the observed items with significantly lower factor loadings were removed and all t-value($t>12.037$) showed statistically significant value. As shown in [Table 1], the test conducted to verify the validity of observed items, Average Variance Extraction (AVE) and Construct

Reliability (CR) met the reference values (AVE > .5, CR > .7), respectively to decide that it has convergent validity.

Table 1. Reliability and confirmatory factor analysis results

Factor	Measured variable	Factor loading	t	Se	AVE	CR	Cronbach's α
Gratitude disposition	Gratitude disposition1	.698	14.278	.039	.632	.872	.840
	Gratitude disposition2	.616	12.128	.045			
	Gratitude disposition4	.823	17.673	.037			
	Gratitude disposition5	.791	16.825	.039			
Perceived Organizational Support(POS)	POS2	.813	18.719	.040	.684	.915	.905
	POS3	.790	17.931	.042			
	POS4	.800	18.287	.041			
	POS5	.854	20.182	.040			
	POS6	.794	18.057	.042			
Job satisfaction	Job satisfaction 1	.823	19.156	.042	.665	.908	.906
	Job satisfaction 2	.764	17.160	.043			
	Job satisfaction 3	.886	21.538	.040			
	Job satisfaction 4	.852	20.213	.043			
	Job satisfaction 5	.739	16.370	.047			
Organizational Citizenship Behavior(OCB)	OCB1	.711	14.892	.042	.584	.875	.838
	OCB2	.722	15.205	.039			
	OCB3	.708	14.801	.043			
	OCB5	.698	14.533	.042			
	OCB6	.732	15.479	.039			

$\chi^2=338.119(p=.000)$, GFI=.911, AGFI=.884, IFI=.954, CFI=.954, RMSEA=.059

4. Correlation analysis

Before testing the hypothesis, we looked into average, standard deviation and correlation and presented the result in [Table 2]. Gratitude disposition, POS, job satisfaction, and OCB each showed a significant positive correlation.

Table 2. Result of correlation analysis between latent variables

Variable	M	SD	1	2	3	4	5	6	7
1. Age	1.87	.708	1						
2. Education	2.78	.779	.379**	1					
3. Position	1.54	.854	.480**	.154**	1				
4. Gratitude disposition	3.61	.677	.113*	.158**	.154**	1			
5. POS	2.82	.800	.050	-.002	.129*	.316**	1		
6. Job satisfaction	3.32	.848	.107*	0.048	.178**	.463**	.596**	1	
7. OCB	3.32	.672	.204**	0.050	.183**	.370**	.441**	.475**	1

* P<.05, ** P <0.1, Pearson correlation analysis

IV. Result of hypothesis testing

This study used the SPSS Process Macro 3.0[76] which utilizes the bootstrap method to test the relationship between gratitude disposition, POS, job satisfaction, and OCB and the following is the result. If a multiple mediation model is tested using AMOS, the bootstrap result of individual indirect effect is not presented and SPSS has limitations that it lacks reliability because it tests based on simple cause-and-effect relationship and Sobel Test. Bootstrap reliability interval is a technique that is gaining attention recently as a non-parametric resampling extraction method. In this study, 10,000 samples were extracted through random sampling with replacement. Based on the pilot study, age, education, and position were used as controlled variables.

1. Hypothesis testing between variables

As a result of the analysis, employee's gratitude disposition has a significant positive effect on OCB(t=7.3255), POS(t=6.2630) and job satisfaction(t=9.7163). The bootstrap confidence interval does not include 0, so hypotheses 1, 2,

3 are accepted. Thus, it reveals that the higher employee's gratitude disposition, the higher OCB, POS and job satisfaction.

Moreover, POS of employees has a significant positive effect on their job satisfaction($t=12.0254$) and OCB($t=7.4866$). The bootstrap confidence interval doesn't include 0, so hypotheses 4 and 5 are accepted. Thus, this shows that the higher POS of an employee, the higher job satisfaction and OCB.

Job satisfaction of an employee has a positive effect on their OCB ($t=7.4492$) and the Bootstrap confidence interval does not include 0, so Hypothesis 6 has been accepted. Thus, this shows that the higher the job satisfaction, the higher the OCB.

2. Verification of mediating effect

Next, the result of analyzing the mediation effect between variables, an indirect effect of mediation variables POS and job satisfaction showed .1087, .1678 respectively and the bootstrap confidence interval [.0647, .1623], [.1100, .2327] does not include 0, thus hypothesis 7 and 8 are accepted. Thus, POS and

job satisfaction of an employee have a positive mediating role respectively in a relationship between gratitude disposition and OCB.

In addition, looking at the result of testing multiple mediation effects, an indirect effect of POS and job satisfaction is .0372 and the bootstrap confidence interval [.0153, .0643] doesn't include 0, thus hypothesis 9 is accepted. Thus, in a relationship between employee's gratitude disposition and OCB, POS and job satisfaction simultaneously has multiple mediation effect.

V. Conclusion and Suggestions

The purpose of this study was to identify the impact of gratitude of an employee on Organizational Citizenship Behavior empirically and particularly, confirm the multiple mediation effect of POS and job satisfaction in the relationship between gratitude disposition and OCB. The following is the result of the empirical analysis.

First, employee's gratitude disposition is

Table 3. Hypothesis testing result

Hypothesis (path)	Path coefficient	se	t	LLCI	ULCI	R2
Hypothesis 1 (Gratitude disposition → OCB)	.3520	.0481	7.3255**	.2575	.4465	.1556
Hypothesis 2 (Gratitude disposition → POS)	.3680	.0588	6.2630**	.2525	.4836	.1111
Hypothesis 3 (Gratitude disposition → job satisfaction)	.5636	.0580	9.7163**	.4495	.6776	.2278
Hypothesis 4 (POS → job satisfaction)	.5212	.0433	12.0254**	.4360	.6064	.4431
Hypothesis 5 (POS → OCB)	.2952	.0394	7.4866**	.2177	.3728	.2657
Hypothesis 6 (job satisfaction → OCB)	.2978	.0400	7.4492**	.2192	.3764	.2647

Table 4. Result of verification of mediating effect by bootstrap method

Hypothesis (path)	Indirect effect	BootSe	BootLLCI	BootULCI
Hypothesis 7 (Gratitude disposition → POS → OCB)	.1087	.0247	.0647	.1623
Hypothesis 8 (Gratitude disposition → job satisfaction → OCB)	.1678	.0315	.1100	.2327
Hypothesis 9 (Gratitude disposition → POS → job satisfaction → OCB)	.0372	.0125	.0153	.0643

shown to have a significant positive effect on Organized Citizenship Behavior.

Second, employee's gratitude disposition has a positive effect on POS and job satisfaction respectively. This is in line with the result of the prior study[47] that gratitude disposition positively affects perceived social support. It also backs the Yongsuhk Jung(2015)[11] study that empirically validated that a personal trait can be an important factor in POS as an antecedent variable. This implies that boosting positive affective traits of employees could lead to an increase in perceiving more positive sides of the treatment given by an organization and have higher job satisfaction. Third, in a relationship between POS, job satisfaction and OCB, POS has a positive effect on both job satisfaction and OCB and job satisfaction also has a significant positive effect on OCB. Fourth, in an effect relationship between employee's gratitude disposition and OCB, OCB and job satisfaction each showed positive mediation effect and at the same time, showed multiple mediation effect. This shows that the proposed hypothesis of multiple mediation effect, which is based on the psychological theories such as the moral affect theory of gratitude, amplification theory of gratitude, appreciation theory and broaden-and-build theory and on the result of the prior research[47] that gratitude positively influences prosocial behavior through mediating of perceived social support, has been validated empirically.

The academic implications in this study are as follows. First, this study is meaningful in that it extended the research area of gratitude to the contexts of organization and job. Previous researches on gratitude disposition were so far focused on life satisfaction, well-being,

psychological health in the field of psychology or counseling, but this research empirically studied the relationship between variables of organizational field like POS, job satisfaction and OCB. This study supports the previous results of S. B. Lee et al.'s research(2018) on the positive relationship between gratitude disposition and OCB. And also it shows same results with Lanham et al.'s research(2002) empirical examination regarding the impact on job satisfaction of gratitude disposition. In particular, this study has contributed by validating the multiple mediation effect of POS and job satisfaction on the impact of gratitude disposition on OCB empirically.

Second, research on antecedent factors of POS has tended to be limited to organization's traits, however, this study is meaningful that it proposed an individual's trait as an important antecedent factor and empirically tested the impact of gratitude disposition.

The practical implications of this study are as follows. First, it is necessary to pay attention to introducing positive psychological elements, including gratitude in setting an organizational culture that is required today. As the Millennials take a bigger proportions of the work force, playing bigger roles and becoming more important in the organization, changes to the existing hierarchical management method are required. Moreover, there is a need to establish an organizational culture to maximize the positive traits of individual employees, while also promoting cooperative and effective social relationships in the organization. To do this, positive psychological factors such as enthusiasm, commitment, and strength have been increasingly emphasized in recent years and organizations have been actively

introducing them. According to the Donaldson et al.'s meta-analysis research(2019), positive psychology interventions at work impact on job well-being and work engagement. Employee gratitude interventions had a significant effect on desirable work outcomes and medium effect on reducing undesirable work outcomes[5]. As empirically demonstrated in this study, since an employee's gratitude disposition has a positive effect on the perception of the organization, job attitude, and job behavior, it is necessary to actively bring measures such as training and intervention programs to develop gratitude disposition of employees.

Second, under the limited budget condition for most of organizations, organizations may operate their welfare system for employees more effectively and efficiently by developing and using soft skills along with spending money on financial and material supports. Soft skills are defined as "the interpersonal, human, people, or behavioral skills needed to apply technical skills and knowledge in the workplace".[77] The skills can boost up employees' positive emotions regarding what they experienced organizations provide in favor. The interventions such as sharing positive experiences about the welfare system using pictures and writings and voting on the popular welfare system might be helpful to increase the effectiveness of investment in the welfare system by boosting employees' positive emotions and satisfaction about organization's support activities.

The limitations of this study and future research tasks are as follows. First, since this study was conducted on office workers located in Seoul and Gyeonggi Province area, there is a limit to generalizing this as a sample trait for

an organization with various job groups including workers in the factory, service industry, and more. Moreover, the amount of welfare investment and the welfare system varies according to the size of the companies, so there is a need to conduct a comparative study on a more specified sample group such as comparing by category of jobs, or the size of the companies.

Second, variables related to various types of gratitude need to be considered. In this study, gratitude disposition, a personality trait, was the independent variable, but there are other variables related to various types of gratitude including a state of gratitude and an expression of gratitude by a supervisor. In future research, there is a need to explore variables by comparing competitive models on the effectiveness of various variables related to gratitude that could be applied the most effectively in organizations.

Third, this study was conducted as a cross-sectional study based on a specific point of time, but if a subsequent study is conducted on executing gratitude intervention that could enhance gratitude disposition as a follow-up study, it will be able to explain a clearer cause-and-effect relationship.

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