



## A Research towards the Reality of Psychological Capital in Modern Workforce

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**Abstract:** *The purpose of this research is to examine the reality of the psychological capital in real terms by examining whether the psychological capital influences the work psychology of the worker positively and if there is a statistical link between these two variables, determine the effect of the psychological capital dimensions on the positive work psychology. Based on this purpose, data was collected from 134 workers employed in Zonguldak by survey method. As a result of the correlation analysis conducted, a positive relationship was determined between psychological capital and positive work psychology. After the multiple regression analysis, it was determined that the change in psychological capital explained 59.8% of the change in positive work psychology. According to the created model; it was determined that 1-unit increase in self-efficacy dimension on work psychology resulted in a positive effect of 1.159 units, 1-unit increase in psychological resilience dimension resulted in a positive effect of 1.339 units and 1-unit increase in hope dimension resulted in a positive effect of 0.616 units. In addition, the alignment between the level of psychological capital in employees and the increase and decrease movements of the level of positive work psychology also stood out.*

**Keywords:** *Psychological capital, Work psychology, Organizational atmosphere.*

### Introduction

The fact that the human element cannot be imitated has further increased the value of this element. Therefore, businesses have begun to give full attention to identifying, developing and managing the types of intangible capital in order to make them more unique than their competitors.<sup>1</sup> Therefore, the concept of psychological capital (PsyCap) has begun with the increasing importance of human-centered approaches in existing organizational environments.<sup>2</sup> The psychological capital, added as a new

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1 Harun Yıldız and Edip Örcü, "Sağlık Sektörü Çalışanlarının Pozitif Psikolojik Sermaye Düzeylerinin Belirlenmesine Yönelik Bir Araştırma", *Yönetim ve Ekonomi Araştırmaları Dergisi*, 14/1 (2016), p.272.

2 Priyanka Sihag and Lovy Sarikwal, "Effect of Perceived Organizational Support on Psychological Capital - A study of IT Industries in Indian Framework", *Electronic Journal of Business Ethics and Organization Studies*, 20/2

type of capital to the capital types providing competitive superiority to in the organizations (See Figure 1)<sup>3</sup>, emerged from the positive school of organization<sup>4</sup>, which is based on the idea that focusing on perfection and opening up hidden potential in individuals is beneficial not only to the individual but also to the organization. Positive organization school is a product of an approach aimed at solving the tendency of negativity in organizations and focuses on the development of positive and powerful aspects of individuals, communities and teams in the organizational sense and the formation of productive dynamics in organizations.<sup>5</sup>

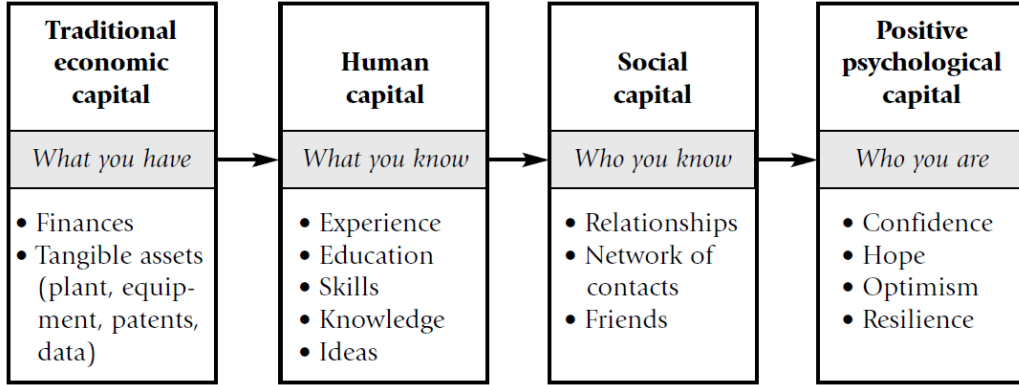


Figure 1. Types of Capital in Ensuring Competitive Advantage

PsyCap is defined as “an individual’s positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success”.<sup>6</sup> Positive psychological is an approach that aims to accelerate the internal dynamics of the individual capital rather than focusing on adversities<sup>7</sup> and assumes that people have positive features that can be developed to improve performance.<sup>8</sup> The main point intended to be reached with psychological capital is to draw attention to the fact that strengths and psychological capacities of the employees can be continuously improved in order to increase their performance

(2015), p.19.

3 Fred Luthans, Kyle W. Luthans and Brett C. Luthans, “Positive Psychological Capital: Beyond Human and Social Capital”, *Business Horizons*, 47/1 (2004), p.46.

4 Andrea Hansen, Johanna H. Buitendach and Herbert Kanengoni, “Psychological Capital. Subjective Well-being, Burnout and Job Satisfaction amongst Educators in the Umlazi Region in South Africa”, *SA Journal of Human Resource Management*, 13/1 (2015), p.2.

5 Elif Narcıkara, “Örgüt Ortamında Artarak Yükselen Olumluluk: Pozitif Okulu Perspektifi”, *İş’te Davranış Dergisi*, 2/1 (2017), p.22.

6 Fred Luthans, Bruce J. Avolio, James B. Avey and Steven M. Norman, “Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction”, *Personnel Psychology*, 60/3 (2007), p.542.

7 Behçet Oral, Rasim Tösten and Zakir Elçiçek, “Öğretmenlerin Pozitif Psikolojik Sermaye Alguları İle Tükenmişlik Düzeyleri Arasındaki İlişkinin İncelenmesi”, *Elektronik Eğitim Bilimleri Dergisi*, 6/11 (2017), p.77.

8 Metin Ocak and Murat Güler, “Psikolojik Sermayenin Tükenmişlik Üzerine Etkisi: Görgül Bir Araştırma”, *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 49 (2017), p.121.

in the organizations.<sup>9</sup> Therefore; Luthans et al.<sup>10</sup> also emphasize that the concept of psychological capital has a situational characteristic, not a fixed personality characteristic. Therefore, it is stated that the psychological capital has different characteristics. These features can be listed as (1) reliance on a positive psychology paradigm that focuses on the positive outlook and the strengths of a person; (2) containing psychological factors of a conditional nature based on positive organizational behavior or its criteria; (3) going beyond social capital and human capital; (4) inclusion of a competitive and economic structure such as economic and financial capital in the acquisition and protection of the competitive advantage.<sup>11</sup>

Four psychological capital dimensions, which can be expressed as the development of a positive psychological state and can be measured, developed and managed for more effective business performance, have been expressed.<sup>12</sup> These are hope, self-efficacy, optimism and psychological resilience. Hopeful people have desire or agency to reach their goals and develop various ways or strategies to achieve the targeted goal.<sup>13</sup> Hope, therefore, is a feeling that empowers individuals to achieve desired results and makes them determined.<sup>14</sup> Optimism “is a goal-based cognitive process that operates whenever an outcome is perceived as having substantial value”.<sup>15</sup> Optimism is not only about waiting for good things to happen in the future but is also based on the reasons and justifications of the reason when explaining the reasons of a certain event that occurred, regardless of being negative of positive or happening in the past, present or future.<sup>16</sup> However, it is possible to say that optimism is an unreasonable assessment due to being based on anticipation and on a process that has not yet been controlled.<sup>17</sup> Self-efficacy is “the employee’s conviction or confidence about his or her abilities to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task within a given context”.<sup>18</sup> Self-efficacy has three dimensions: Magnitude, Strength, and Generality. Magnitude is for the level of task difficulty that someone believes they can reach. Strength is about whether the belief in magnitude is strong or weak. Generality refers to the degree of generalization of

9 Tarık Gedik, Muhammet Çil, Melek Yükselen Kaya and Bircan Şimşek, “Psikolojik Sermayenin Kişisel Değerler Bakımından İrdelenmesi / Düzce Orman Ürünleri Sanayi Örneği”, *Düzce Üniversitesi Bilim ve Teknoloji Dergisi*, 4 (2016), p.78.

10 Luthans, Avolio, Avey and Norman, “Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction”, p.544.

11 Fatih Çetin and A. Kadir Varoğlu, “Psikolojik Sermaye. Performans. Ayrılma Niyeti ve İş Tatmini Etkileşimi: Cinsiyetin Düzenleyici Rolü”, *İş ve İnsan Dergisi*, 2/2 (2015), p.106.

12 Luthans, Luthans and Luthans, “Positive Psychological Capital: Beyond Human and Social capital”, s.46.

13 M. G. Shah Nawaz and Hassan Jafri, “Psychological Capital as Predictors of Organizational Commitment and Organizational Citizenship Behaviour”, *Journal of the Indian Academy of Applied Psychology*, 35 (2009), p.79.

14 Mustafa Kesen and Nihat Kaya, “Çalışan Performansının Örgütsel İmaj ve Psikolojik Sermaye Bağlamında İncelenmesi: Vakıf Üniversiteleri Örneği”, *The Journal of Academic Social Science Studies*, 45 (2016), p.189.

15 C. R. Snyder, “Hope: Rainbows in the Mind”, *Psychological Inquiry*, 13 (2002), p.257.

16 Arzu Uğurlu Kaya and Memduh Begenirbaş, “Çalışanların Psikolojik Sermaye Algıları Onların Duygusal Rol Davranışlarını Etkiler mi?: Turizm Sektöründe Bir Araştırma”, *EUL Journal of Social Sciences*, 7/1 (2016), p.53.

17 Abdullah Çalışkan and Nazmiye Ülkü Pekkan, “Psikolojik Sermayenin İşe Yabancılaşmaya Etkisinde Örgütsel Desteğin Aracılık Rolü”, *İş ve İnsan Dergisi*, 4/1 (2017), p.19.

18 Alexander D. Stajkovic and Fred Luthans, “Social Cognitive Theory and Self-Efficacy: Going Beyond Traditional Motivational and Behavioral Approaches”. *Organizational Dynamics*, 26 (1998), p.66.

expectation.<sup>19</sup> The final dimension of psychological capital is psychological resilience. Psychological Resilience is “the capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility”.<sup>20</sup> Luthans et al. indicated that these four components could be measured reliably and validly and could be used to predict the desired business performance outcomes.<sup>21</sup>

Hopeful people with the means and methods to achieve their goals in organizations will become more motivated and more successful and therefore more resistant to overcoming the mishaps. Self-confident people will be able to transfer and apply the hope, optimism, and endurance they have in certain areas of their lives. A resilient person will master the use of viable mechanisms necessary for realistic and flexible optimism.<sup>22</sup> Therefore, psychological capital in organizational terms is a very important concept in terms of competitive advantage and in the sense that employees are more satisfied both with the leader and with the job.<sup>23</sup> Employees with high organizational commitment and job satisfaction make it easier to reach the goals and objectives of the organizations, decreases employees’ intention to leave and absenteeism rates and increases customer satisfaction. In this context, in order to provide a competitive advantage, each organization should develop, direct and adapt psychological capital according to its own situation and facts.<sup>24</sup>

### Positive Work Psychology in Workplace

Blum and Naylor<sup>25</sup> define the work psychology as the application of psychological facts to problems related to human activities within the context of business and industry. Work psychology as a discipline aims to examine organizational behavior, attitudes and performance and improve them by developing these concepts.<sup>26</sup> The intensity of human relations and whether or not they are healthy influences the ability of the organization to achieve its goals and objectives. Therefore, positive work psychology (organizational commitment, job satisfaction and motivation) and negative work psychology (burnout, job stress and intention to leave) are examined under work psychology as a whole. In addition, the active participation of employees with positive inclination in the work psychology in organizations positively affects or-

19 Akshay Malik, “Efficacy. Hope. Optimism and Resilience at Workplace - Positive Organizational Behavior”, *International Journal of Scientific and Research Publications*, 3/10 (2013), p.17.

20 Fred Luthans, “The Need for and Meaning of Positive Organizational Behavior”, *Journal of Organizational Behavior*, 23 (2002), p.702.

21 Lydia Woolley, Arran Caza, Lester Levy and Brad Jackson, “Three Steps Forward and One Step Back: Exploring Relationships Between Authentic Leadership, Psychological Capital and Leadership Impact”, *Proceedings of the Australia and New Zealand Academy of Management*, 2007, p.5.

22 Mazlum Çelik, Ömer Turunç and Necdet Bilgin, “Çalışanların Örgütsel Adalet Algılarının Psikolojik Sermaye Üzerine Etkisi: Çalışanların İyilik Halinin Düzenleyici Rolü”. *Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 16/4 (2015), p.564.

23 Luthans, Avolio, Avey and Norman, “Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction”, p.551.

24 Ocak and Güler, “Psikolojik Sermayenin Tükenmişlik Üzerine Etkisi: Görgül Bir Araştırma”, p.115.

25 L. Milton Blum and James C. Naylor, *Industrial Psychology: Its Theoretical and Social Foundation*, Harper and Row. New York, 1986, p.4.

26 H. Tezcan Uysal ve Kahraman Çatı, “Yükseköğretim Kurumlarındaki Yöneticilerin Girişimci Üniversite Algılamalarında İş ve Örgüt Psikolojisinin Etkisi”, *Yükseköğretim ve Bilim Dergisi*, 6/1 (2016), p.80.

ganization productivity, quality of goods or service production, competitive power, continuity and profitability. Therefore, it is important that positive work psychology is dominant in the organizational atmosphere and that individual or organizational factors that will increase the positive work psychology are identified.

Positive psychology is concerned with welfare, satisfaction, job satisfaction, hope, optimism and happiness at the subjective level, and with positive individual characteristics such as “the capacity of love and profession, courage, interpersonal skill, aesthetic sensitivity, perseverance, originality, long-sightedness, high skill and wisdom at the individual level”.<sup>27</sup> With these developable features as well as the effect of the organizational atmosphere three basic positive attitudes form in the worker, namely organizational commitment, motivation and job satisfaction, which represent the positive work psychology as a whole. Organizational commitment, together with being one of the most widely discussed topics in work and organizational psychology, is a key factor within the relationship between individuals and organizations in the literature of management and behavioral sciences.<sup>28</sup> The reason for this is that organizational commitment affects organizationally important factors such as “work force turnover, absenteeism, job performance, organizational citizenship behavior and job satisfaction”.<sup>29</sup> Organizations therefore value employees’ commitment because it is assumed that employee commitment reduces withdrawal behaviors such as coming late to work, not showing up to work and leaving.<sup>30</sup> In the literature, organizational commitment is defined with various definitions such as “a psychological state that connects the organization to the individual” by Allen and Meyer<sup>31</sup>, “the interests and values of an organization being suitable for the employees of that organization, the employees’ feeling accepted by the social environment of the organization” by Robinson<sup>32</sup>, “an emotional reaction of the individuals against the characteristics of the organization in which they work” by Cook and Wall<sup>33</sup>, “the sum of normative pressure” by Wiener.<sup>34</sup> “Organizational commitment that begins with an employee entering in an organization and psychologically feeling as an element of the organization”<sup>35</sup>

27 Martin E. P. Seligman and Mihaly Csikszentmihalyi, “Positive Psychology: An Introduction”, *American Psychologist*, 55/1 (2000), p.5.

28 Jai Prakash Sharma and Naval Bajpai, “Organizational Commitment and Its Impact on Job Satisfaction of Employees: A Comparative Study in Public and Private Sector in India”, *International Bulletin of Business Administration*, 9 (2010), p.8.

29 Sait Gürbüz “Örgütsel Vatandaşlık Davranışı İle Duygusal Bağlılık Arasındaki İlişkilerin Belirlenmesine Yönelik Bir Araştırma”, *Ekonomik ve Sosyal Araştırmalar Dergisi*, 3/1-3 (2006), p.58.

30 Peace Irefin and Mohammed Ali Mechanic, “Effect of Employee Commitment on Organizational Performance in Coca Cola Nigeria Limited Maiduguri. Borno State”, *Journal of Humanities and Social Science*, 19/3 (2014), p.33.

31 Natalie J. Allen and John P. Meyer “The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization”, *Journal of Occupational Psychology*, 63 (1990), p.11.

32 Dilys Robinson, “Defining and Creating Employee Commitment: A Review of Current Research”, *Institute for Employment Studies*, (2003), p.3.

33 John Cook and Toby Wall. T, “New Work Attitude Measures of Trust, Organizational Commitment and Personal Need Non-Fulfilment”, *Journal of Occupational Psychology*, 53/1 (1980), p.40.

34 Yoash Wiener, “Commitment in Organizations: A Normative View”, *Academy of Management Review*, 7 (1982), p.421.

35 Hüseyin İzgar “Okul Yöneticilerinde İş Doyumu ve Örgütsel Bağlılık”, *Selçuk Üniversitesi Ahmet Keleşoğlu Eğitim Fakültesi Dergisi*, 25 (2008), p.320.

can take place at a different level of intensity depending on the individual's power of identification and participation in a particular organization.<sup>36</sup> In addition, organizational commitment is a concept associated with many organizational outcomes including job satisfaction, performance, occupational turnover speed, and flexibility.<sup>37</sup> Considering the costs related to the workforce, it becomes clear that these costs will decrease when the employees' organizational commitment is increased.<sup>38</sup> Similarly, high levels of commitment lead to many positive organizational outputs.<sup>39</sup> Therefore, "it is considered that the continuance of long-term contribution by a specialized employee with organizational commitment and high-performance to the organization will contribute to the growth in productivity as well as competitive power"<sup>40</sup>

The job satisfaction is defined as a positive emotional state arising from the evaluation of job-related expectations by comparing the job experience of people by Locke<sup>41</sup>, "capability of a job or a job environment to provide satisfaction in various aspects" by Falkenburg and Schyns<sup>42</sup>, positive or negative attitude of a person towards his/her job by Gürbüz and Yüksel<sup>43</sup>, the material and moral rewards expected by a person working in a work environment being the same as those realized by Erdil et al.<sup>44</sup> As a multidimensional structure, job satisfaction is related to satisfaction from payment, company policy, job quality and level of supervision.<sup>45</sup> Job satisfaction, which is accepted as a degree of satisfaction of the worker with the job, is used to determine the reactions of the workers towards their work during organizational works.<sup>46</sup> Therefore, job satisfaction is an important factor that affects both employees working in organizations and the people working with them, basically describing the emotions that an employee feels about his work<sup>47</sup> and in which "the psychological connection

36 Richard T. Mowday, Richard M. Steers ve Lyman W. Porter, "The Measurement of Organizational Commitment", *Journal of Vocational Behavior*, 14 (1979), p.224-247.

37 Shelby D. Hunt, Van R. Wood and Lawrence B. Chonko, "Corporate Ethical Values and Organizational Commitment in Marketing", *Journal of Marketing*, 53/3 (1989), p.81.

38 Nigar Demircan Çakar and Adnan Ceylan, "İş Motivasyonunun Çalışan Bağlılığı ve İşten Ayrılma Eğilimi Üzerindeki Etkileri", *Doğuş Üniversitesi Dergisi*, 6/1 (2005), p.57.

39 Varsha Dixit and Monika Bhati, "A Study about Employee Commitment and its Impact on Sustained Productivity in Indian Auto-Component Industry", *European Journal of Business and Social Sciences*, 1/6 (2012), p.40.

40 Kemal Poyraz ve Bülent Kama, "Algılanan İş Güvencesinin, İş Tatmini, Örgütsel Bağlılık ve İşten Ayrılma Niyeti Üzerindeki Etkilerinin İncelenmesi", *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 13/2 (2008), p.148.

41 Edwin A. Locke, *The Nature and Causes of Job Satisfaction*, Handbook of Industrial and Organizational Psychology, Chicago: Rand McNally & Co., 1976, p.1312.

42 Karin Falkenburg and Birgit Schyns, "Work Satisfaction. Organizational Commitment and Withdrawal Behaviours", *Management Research News*, 30/10 (2007), p.709.

43 Sait Gürbüz ve Murad Yüksel, "Çalışma Ortamında Duygusal Zeka: İş Performansı, İş Tatmini, Örgütsel Vatandaşlık Davranışı ve Bazı Demografik Özelliklerle İlişkisi", *Doğuş Üniversitesi Dergisi*, 9/2 (2008), p.179.

44 Oya Erdil, Halit Keskin, Salih Zeki İmamoğlu and Serhat Erat, "Yönetim Tarzı ve Çalışma Koşulları. Arkadaşlık Ortamı ve Takdir Edilme Duygusu İle İş Tatmini Arasındaki İlişkiler: Tekstil Sektöründe Bir Uygulama", *Doğuş Üniversitesi Dergisi*, 5/1 (2004), p.18.

45 Sebastiaan Rothmann, "Job Satisfaction. Occupational Stress. Burnout and Work Engagement as Components of Work-Related Wellbeing", *SA Journal of Industrial Psychology*, 34/3 (2008), p.12.

46 İhsan Yüksel, "İletişimin İş Tatmini Üzerindeki Etkileri: Bir İşletmede Yapılan Görgül Çalışma", *Doğuş Üniversitesi Dergisi*, 6/2 (2005), p.293.

47 Samina Qasim, Farooq-E-Azam Cheema ve Nadeem A. Syed, "Exploring Factors Affecting Employees' Job Satisfaction At Work", *Journal of Management and Social Sciences*, 8/1 (2012), p.33.

structure of employees is examined".<sup>48</sup> Job satisfaction increases productivity as well as quality of work at the same time.<sup>49</sup> Long-term retention of a highly productive workforce in the organization is desirable and human resources aim to attract and retain these employees. Hence, it is imperative that human resources know how to maximize the length of time workers stay in the organization.<sup>50</sup> The employees being pleased from their jobs is not only important for the organization, but also for "the satisfaction of individuals with their positive effects on their mental and physical health and their satisfaction in life and accordingly, in providing social peace and happiness".<sup>51</sup>

Motivation is concept whose importance is understood better with the human factor that has been known since ancient times but has begun to be examined in the process after the classical management approach. The motivation is defined as a process affecting the behavior that cannot be measured and observed directly by Mawoli and Babadanko<sup>52</sup>, the sum of internal and external energies explaining the reason of the productive behavior of an individual within the organization by Şahin<sup>53</sup>, a set of efforts to ensure that workers do what they are doing, lovingly and willingly by Aksu<sup>54</sup>, a physiological impulse leading the person to succeed in their objectives by Arıkl and Yorgancı<sup>55</sup> and the power that directs the behavior to the objective and activates it by Öztürk and Dündar.<sup>56</sup> The common denominator of these definitions is that it is an internal or external force that influences the individual, and that the motivation is process between the movement of the organism and end of that movement and that depicts that this process will start with another stimulant and continue, i.e. a process that constitutes continuance.<sup>57</sup> Motivation is a person's behavior, a cause of behavior, or something related to the causes of individual behavior, and individual behaviors can vary due to differences in individual needs.<sup>58</sup> Therefore, it is imperative that or-

48 Tanwir Ahmad and Adnan Riaz, "Factors Affecting Turn-Over Intentions of Doctors in Public Sector Medical Colleges and Hospitals", *Interdisciplinary Journal of Research in Business*, 1/10 (2011), p.58.

49 Afshan Naseem, Sadia Ejaz Sheikh and Khusro P. Malik, "Impact of Employee Satisfaction on Success of Organization: Relation between Customer Experience and Employee Satisfaction", *International Journal of Multidisciplinary Sciences and Engineering*, 2/5 (2011), p.41.

50 Mary Lynn Berry and Michael L. Morris, "The Impact of Employee Engagement Factors and Job Satisfaction on Turnover Intent", *Academy of Human Resource Development Annual Conference*, (2008), p.1.

51 Poyraz and Kama, "Algılanan İş Güvencesinin. İş Tatmini, Örgütsel Bağlılık ve İşten Ayrılma Niyeti Üzerindeki Etkilerinin İncelenmesi", p.147.

52 Mohammed Abubakar Mawoli and Abdullahi Yusuf Babandako, "An Evaluation of Staff Motivation. Dissatisfaction and Job Performance in An Academic Setting", *Australian Journal of Business and Management Research*, 1/9 (2011), p.1.

53 Ali Şahin, "Yönetim Kuramları ve Motivasyon İlişkisi", *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 11 (2004), p.139.

54 Gündüz Aksu, "Takım Liderinin Çalışanların Motivasyonu Üzerindeki Etkisi: Çağrı Merkezi İncelemesi", *Akademik Bakış Dergisi*, 32 (2012), p.2.

55 Gamze Arıkl ve Betül Yorgancı, "Öğretmenlerin. Öğretmen Adaylarının ve Öğrencilerin Motivasyonu Algılama Farklılıkları", *X. Ulusal Fen Bilimleri ve Matematik Eğitimi Kongresi*, (2012) 27-30 Haziran, p.1.

56 Zekai Öztürk ve Hakan Dündar, "Örgütsel Motivasyon ve Kamu Çalışanlarını Motive Eden Faktörler", *Cumhuriyet Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 4/2 (2003), p.57.

57 Hamza Ateş, Bora Yıldız and Harun Yıldız, "Herzberg'in Çift Faktör Kuramı Kamu Okullarında Çalışan Öğretmenlerin Motivasyon Algılarını Açıklayabilir mi?: Ampirik Bir Araştırma", *Bilgi Ekonomisi ve Yönetimi Dergisi*, 7/2 (2012), p.148.

58 Dongho Kim, "Employee Motivation: Just Ask Your Employees", *Seoul Journal of Business*, 12/1 (2006), p.21.

ganizational managers examine the reasons that push the personnel to act in several manners, examine the possibility to sustain the behaviors and develop models and applications that will motivate them according to the results of this examination.<sup>59</sup> Because motivation is an incentive factor in the working environment, enabling the person to do the job given with pleasure.<sup>60</sup> The basic aim of motivation is to attract new employees, keep existing staff in the enterprise, increase their loyalty to the enterprise as well as their performance.<sup>61</sup> The key importance of motivation, which is concentrated in many different dimensions, in organization is that low motivation causes a decrease in the performance, reduces job satisfaction and increases the recruitment of staff and absenteeism. High job dissatisfaction in this situation directly affects the overall performance of organizations.<sup>62</sup> Therefore, in order for the organization to achieve its objectives, the employees should be sufficiently motivated, clearly focused on the objectives and willing to use their energy for a long time for these objectives.<sup>63</sup>

## Material and Method

### Purpose and Importance of the Research

The purpose of the research is to examine the reality of the psychological capital in real terms by examining whether the psychological capital in the literature in the context of the positive organizational behavior influences the work psychology of the worker positively and if there is a statistical link between these two variables, determine the effect of the psychological capital dimensions on the positive work psychology.

The study conducted is important in terms of testing the psychological capital concept, which was introduced to the literature by Luthans et al.<sup>64</sup> used in the trend researches in organizational behavior and claimed to be important in terms of organizations, in organizational sense, revealing whether it is important on the organizational attitudes of the employees, of objective accuracy of the psychological capital tests used in the personnel selection in the organization and of providing literature contribution to the studies to be made in the future in the light of the findings to be obtained from the research. In addition, this research is also valuable in terms of introducing a new factor influencing work psychology into the literature.

59 Ferit Ölçer, "Departmanlı Mağazalarda Motivasyon Üzerine Bir Araştırma", *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 25 (2005), p.1.

60 Melek Gökay and Sazimet Selcen Özdemir, "Görsel Sanatlar /Resim-İş) Öğretmenlerinin Motivasyonlarını Etkileyen Faktörler: Konya Örneği", *Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, 26 (2010), p.2.

61 Hüseyin Alkış, "Üretim İşletmeleri Açısından İşgörenlerin Demografik Özellikleri İle Motivasyon Araçlarını Algılama Düzeyleri Arasındaki İlişki", *Kamu-İş Dergisi*, 10/2 (2008), p.83.

62 Bahrulmazi Bin Edrak, Benjamin Chan Yin-Fah, Behrooz Gharleghi and Thiam Kah Seng, "The Effectiveness of Intrinsic and Extrinsic Motivations: A Study of Malaysian Amway Company's Direct Sales Forces", *International Journal of Business and Social Science*, 4/9 (2013), p.96.

63 Bilgin Şenel, Mine Şenel and Gülten Eren Gümüştekin, "Banka Çalışanlarının Motivasyon Düzeyleri Üzerine Karşılaştırmalı Bir Çalışma", *Akademik Bakış Dergisi*, 32 (2012), p.4.

64 Luthans, volio, Avey and Norman. "Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction".



## Research Sample and Data Collection Method from Sample

The population of research consists of all private sector employees in Zonguldak. The sample of the research consists of 134 workplaces working in different professions and participating in the research. In the research, convenience sampling method was used from non-probability based sampling methods. The data to be used in the research were obtained from the data providers via the face-to-face survey method. The survey used in the research consists of two sections, being positive work psychology and psychological capital. For the psychological capital scale, the scale developed by Luthans et al.<sup>65</sup> adapted to Turkish by Çetin and Basım<sup>66</sup> was used. In order to measure positive work of employees; Allen and Meyer's organizational commitment scale, Minnesota's job satisfaction scale, and Mottaz's motivation scale were used integrally.

## Research Model and Hypotheses

Scanning model has been used in the research. The dependent variable of the research is positive work psychology, main independent variable is psychological capital and independent sub-variables are self-efficacy, hope, psychological resilience and opportunism.

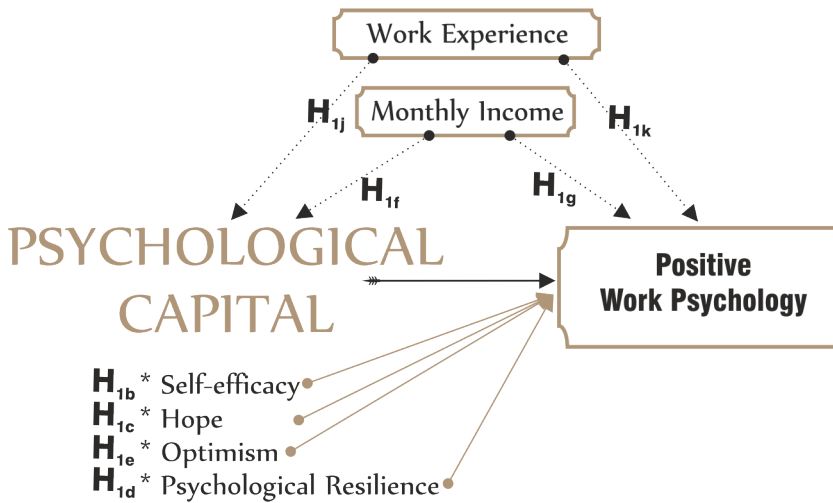


Figure 2. Conceptual Model of the Research

### Hypotheses of the Research;

$H_{1a}$ : There is a significant relationship between the psychological capital and positive work psychology.

$H_{1b}$ : Positive work psychology increases as self-efficacy of the employee increases.

65 Luthans, Avolio, Avey and Norman, "Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction".

66 Fatih Çetin and Nejat Basım, "Örgütsel Psikolojik Sermaye: Bir Ölçek Uyarlama Çalışması", *Amme İdaresi Dergisi*, 45/1 (2012).

$H_{1c}$ : Positive work psychology increases as hope of the employee increases.

$H_{1d}$ : Positive work psychology increases as psychological resilience of the employee increases.

$H_{1e}$ : Positive work psychology increases as optimism of the employee increases.

$H_{1f}$ : Psychological capital varies based on the monthly income of the employees.

$H_{1g}$ : Positive work psychology varies based on the monthly income.

$H_{1j}$ : Psychological capital varies based job experience duration of the employees.

$H_{1k}$ : Positive work psychology varies based job experience duration of the employees.

### Research Data Analysis

SPSS 20.0 (Statistical Package for Social Sciences) software was used to evaluate the findings obtained through the research. A reliability analysis has been conducted to determine the internal consistency of the research scales. Correlation analysis was used to determine the direction and intensity of the relationship between the variables, multiple regression analysis was used to examine the relationship between variables, and One-Way ANOVA test was used to determine the differences.

### Findings Obtained Through the Research

Table 1 contains the frequency values for the answers of the employees to the demographic questions in the research sample. According to this table; it is observed that 58,2% of the employees in the sample are male and 41,8% are female, and there is no gender predominance in the sample. When the age distribution of the sample is examined, it is observed that 82,8% of the sample is in the age range of 21-40 years, therefore the sample consists of young employees. When the education levels of the survey participants are examined, it is observed that 82,1% of them are university graduates. Two groups stand out upon the examination of monthly income levels. One of them is those with the ratio of 44,8% and an income of between TRY 1000-2000 and the other is 33,6% with an income between TRY 2000-3000. When the data providers' working hours in the organization are examined; 95,5% of them have a job experience of 1 year or more.

Table 1. Basic Information on Data Providers

	Frequency	Percentage %
<b>Gender</b>		
Male	78	58,2 %
Female	56	41,8 %
<b>Age</b>		
Younger than 21	5	3,7 %
21-30	50	37,3 %
31-40	61	45,5 %
41-50	13	9,7 %
51-60	4	3,0 %
Older than 60	1	0,7 %

Education Status		
Primary School	1	0,7 %
High School	23	17,2 %
Associate	52	38,8 %
Undergraduate	43	32,1 %
Post-graduate	12	9,0 %
Doctorate	3	2,2 %
Monthly Income Level		
Less than TRY 1000	7	5,2 %
Between TRY 1000-2000	60	44,8 %
Between TRY 2000-3000	45	33,6 %
Between TRY 3000-4000	12	9,0 %
Between TRY 4000-5000	5	3,7 %
TRY 5000 or more	5	3,7 %
Job Experience		
Less than 1 year	6	4,5 %
Between 1-2 years	30	22,4 %
Between 2-3 years	30	22,4 %
Between 3-4 years	30	22,4 %
4 years and above	38	28,4 %

Table 2. Reliability Analysis

	Cronbach's Alpha	N of Items
Positive Work Psychology	0.850	22
Psychological Capital	0.744	23

Table 2 contains the alpha coefficients (Cronbach's Alpha) used to test the reliability of the scales used in the research. As a result of the reliability analyses conducted, it has been determined that alpha coefficient of the positive work psychology scale is 0.850, alpha coefficient of the psychological capital scale is 0.744. These values obtained indicate that the scales used in the research have high internal consistency.

Table 3. Correlation Analysis

		Positive Work Psychology
<i>Psychological Capital</i>	Pearson Correlation	<b>0.735</b>
	Sig. (2-tailed)	0.000
<i>Sub-dimensions of Psychological Capital</i>		
<i>Self-efficacy</i>	Pearson Correlation	0.708
	Sig. (2-tailed)	0.000
<i>Hope</i>	Pearson Correlation	0.544
	Sig. (2-tailed)	0.000
<i>Psychological Resilience</i>	Pearson Correlation	0.703
	Sig. (2-tailed)	0.000
<i>Optimism</i>	Pearson Correlation	0.199
	Sig. (2-tailed)	0.021

Table 3 provides the correlation table between the dependent variable main independent variable and independent sub-variables of the research. According to this table, a positive and highly significant ( $r=0.735$ ) relationship was found between the

dependent variable positive work psychology and the main independent psychological capital. A highly significant and positive relationship was found between self-efficacy and psychological resilience, independent sub-dimensions of the research, and dependent dimension positive work psychology ( $r=0.708 / r=0.703$ ). A positive and moderately significant relationship between the hope dimension of psychological capital variable and positive work psychology ( $r=0.544$ ). A positive and quite less significant relationship between the fourth sub-dimension, optimism and psychological capital variable and positive work psychology ( $r=0.199$ ).

Table 4. ANOVA

		Sum of Squares	Mean Square	F	Sig.
Positive Work Psychology	Regression	13453.212	4484.404		
	Residual	8719.303	67.072	66.860	0.000
	Total	22172.515			

Table 4 shows the multiple regression analysis of the relationship between psychological capital and positive work psychology. According to the result of the regression analysis performed, it has been found that the regression model to be established indicates statistical significance, since the statistical significance value are lower than 0.05.

Table 5. Model Summary

	$\beta$	t	Sig.	R <sup>2</sup>	Adjusted R <sup>2</sup>
Constant	12.765	2.400	0.018		
Self-efficacy	1.159	4.501	0.000	0.607	0.598
Psychological Resilience	1.339	4.726	0.000		
Hope	0.616	2.523	0.013		

ANOVA results of multiple regression analysis performed by Stepwise method are shown in Table 5. Upon examining this table, a positive affect is observed between the dependent variable and independent variables. According to the table, it was determined that the 59,8% of the change in the positive work psychology of the employees was explained by their psychological capital. According to the result of the multiple regression analysis conducted, the value that the positive work psychology level can take can be formulated as follows;

$$\text{“Positive Work Psychology} = (1.159 \times \text{Self-efficacy}) + (1.339 \times \text{Psychological Resilience}) + (0.616 \times \text{Hope)”}$$

According to the model obtained as a result of the regression analysis, it was determined that 1-unit increase in self-efficacy, the sub-dimension of the main independent variable psychological capital, caused an increase of 1.159 units in positive work psychology, 1-unit increase in psychological resilience caused an increase of 1.339 units in positive work psychology and 1-unit increase in hope dimension an increase of 0.616 units in positive work psychology.

Table 6. One-Way Analysis on Monthly Income, Psychological Capital and Positive Work Psychology

Psychological Capital	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Less than TRY 1000</i>	7	77.1429	12.86375	4.86204	4.968	0.000
<i>Between TRY 1000 – 2000</i>	60	86.7833	10.65339	1.37535		
<i>Between TRY 2000 – 3000</i>	45	91.0889	8.78486	1.30957		
<i>Between TRY 3000 – 4000</i>	12	89.7500	9.55487	2.75825		
<i>Between TRY 4000 – 5000</i>	5	96.8000	13.70036	6.12699		
<i>More than TRY 5000</i>	5	101.4000	8.96103	4.00749		
Positive Work Psyc.	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Less than TRY 1000</i>	7	73.1429	16.32410	6.16993	4.015	0.002
<i>Between TRY 1000 – 2000</i>	60	81.9000	13.28399	1.71496		
<i>Between TRY 2000 – 3000</i>	45	88.1333	9.44506	1.40799		
<i>Between TRY 3000 – 4000</i>	12	84.9167	14.84746	4.28609		
<i>Between TRY 4000 – 5000</i>	5	79.8000	13.31165	5.95315		
<i>More than TRY 5000</i>	5	98.6000	4.92950	2.20454		

Table 6 shows the analysis of the differences between the monthly income level of employees and the relationship between psychological capital and positive work psychology. According to the results of this analysis; the employees whose monthly income is higher than TRY 5000 have both the psychological capital and the positive work psychology at the highest level and the employees whose monthly income level is lower than TRY 1000 have the psychological capital and positive work psychology at the lowest level. Accordingly, it was determined that the monthly income level of the employees caused a significant difference on psychological capital and positive work psychology.

Table 7. One-Way Analysis on job experience, Psychological Capital and Positive Work Psychology

Psychological Capital	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Less than 1 year</i>	6	80.0000	16.57709	6.76757	7.776	0.000
<i>Between 1-2 years</i>	30	83.2333	12.33913	2.25281		
<i>Between 2-3 years</i>	30	87.0000	10.94185	1.99770		
<i>Between 3-4 years</i>	30	90.5333	6.92688	1.26467		
<i>4 years and above</i>	38	95.0263	7.36862	1.19535		
Positive Work Psyc.	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>Less than 1 year</i>	6	73.5000	14.96329	6.10874	6.451	0.000
<i>Between 1-2 years</i>	30	77.4000	11.95855	2.18332		
<i>Between 2-3 years</i>	30	83.0333	14.70745	2.68520		
<i>Between 3-4 years</i>	30	88.0333	10.40717	1.90008		
<i>4 years and above</i>	38	89.6842	10.12918	1.64317		

Table 7 shows the analysis of the differences between the job experience duration of employees and the relationship between psychological capital and positive work psychology. According to the results of this analysis; the employees whose job experience duration is higher than 4 years have both the psychological capital and the positive work psychology at the highest level and the employees whose job experience duration is lower than 1 year have the psychological capital and positive work psychology at the lowest level. Accordingly, it was determined that the job experience duration of the employees caused a significant difference on psychological capital and positive work psychology.

### Conclusion and Recommendations

Within the scope of the research, it was examined whether there was a significant relationship between the psychological capital and positive work psychology. For this, 9 hypotheses have been proposed and data has been obtained from 134 employees to test these hypotheses with a survey method. The obtained data was processed with SPSS 20.0 program and as a result of the analyzes performed; a positive and highly significant relationship was found between psychological capital and positive work psychology and it was determined that the change in psychological capital explained 59.8% of the change in positive work psychology. According to the regression model created; it was determined that 1-unit increase in self-efficacy dimension on work psychology resulted in a positive effect of 1.159 units, 1-unit increase in psychological resilience dimension resulted in a positive effect of 1.339 units and 1-unit increase in hope dimension resulted in a positive effect of 0.616 units. In addition, it was determined that both variables showed a significant difference according to the monthly income level and the duration of job experience and both the psychological capital and the positive work psychology was determined at the top level for those with a monthly income level of TRY 5000 or more and a job experience duration of 4 years and more. This was interpreted as the psychological capital could be improved and controlled as the working process increased, which in turn would increase positive work psychology.

Table 8. Test Matrix of the Research Hypotheses

Hypothesis	Result	Significance	Significance	Result	Hypothesis
$H_{1a}$	Accepted	0.000	0.000	Accepted	$H_{1e}$
$H_{1b}$	Accepted	0.000	0.000	Accepted	$H_{1f}$
$H_{1c}$	Accepted	0.000	0.002	Accepted	$H_{1g}$
$H_{1d}$	Accepted	0.000	0.000	Accepted	$H_{1j}$
			0.000	Accepted	$H_{1k}$

The test matrix for the hypotheses created as a result of the analyses conducted have been exhibited in Table 8. Upon examining the test matrix, it is observed that all 9 hypotheses put forward within the scope of the research are accepted. Accordingly, it has been found that psychological capital has a positive effect on positive work psychology which consists of job satisfaction, organizational commitment and motivation. Thus, this research confirms that the organizational reality of psychological

capital, an output of the positive organizational school, is very high. In addition, a new organizational factor that influences work psychology has also been identified.

Upon examining the literature, Irefin and Mechanic<sup>67</sup> found a positive and highly significant relationship between the organizational commitment and performance in their research on the employees of a soda company; Nimalathan and Brabete<sup>68</sup> determined a positive and significant relationship between the job satisfaction and employee performance and revealed that the employees satisfied from the working conditions show a better performance and Chintaloo and Mahadeo<sup>69</sup> researched the effect of motivation on the employee performance in a private company with high turnover and found a positive and moderately significant relationship between motivation and performance. The results of these researches also show that the positiveness of work psychology in workers is an important requirement for organizations to achieve their goals in a fast, sustainable and effective manner. Particularly due to the effects on worker performance, work psychology should be emphasized, and the positive tendency should be supported. Therefore, it is extremely important for the organization managers to consider the psychological capital that has a high impact on positive work psychology, to provide optimal organizational climate, to use psychological capital tests actively in personnel selection, to prepare strategies that will increase the psychological capital of current staff, to provide internal trainings and implement psychological reinforcement.

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## Modern İşgücünde Psikolojik Sermayenin Realitesine Yönelik Bir Araştırma

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**Öz:** Bu araştırmanın amacı; psikolojik sermayenin işgörenlerin çalışma psikolojisini pozitif yönde etkileyip etkilemediğini inceleyerek gerçek anlamda psikolojik sermayenin realitesini sınamak ve bu iki değişken arasında istatistiki bir bağ var ise psikolojik sermaye boyutlarının pozitif çalışma psikolojisi üzerindeki etki düzeylerini saptamaktır. Bu amaca bağlı olarak, Zonguldak'ta çalışan 134 işgörenden anket yöntemiyle veri elde edilmiştir. Gerçekleştirilen korelasyon analizi sonucunda; psikolojik sermaye ile pozitif çalışma psikolojisi arasında yüksek düzeyde ve pozitif yönde anlamlı bir ilişki saptanmıştır. Çoklu regresyon analizi sonucunda; pozitif çalışma psikolojisindeki değişimin %59,8'ini psikolojik sermayedeki değişimin açıkladığı belirlenmiştir. Oluşturulan modele göre; çalışma psikolojisi üzerinde özyeterlilik boyutundaki 1 birimlik artışın 1.159 birim, psikolojik dayanıklılık boyutundaki 1 birimlik artışın 1.339 birim ve umutluluk boyutundaki 1 birimlik artışın ise 0.616 birimlik pozitif etkiye neden olduğu saptanmıştır. Ayrıca, çalışanlardaki psikolojik sermaye düzeyi ile pozitif çalışma psikolojisi düzeyinin artma ve azalma hareketlerindeki paralellik de dikkat çekmiştir.

**Anahtar kelimeler:** Psikolojik sermaye, Çalışma psikolojisi, Örgüt atmosferi.