
The effects of psychological capital on employees' organizational identification in hotels

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Abstract

The purpose of this study was to examine the effects of dimensions of psychological capital on employees' organizational identification in hotels. Through conducting a face-to-face interview, data were collected from a sample of 485 full-time employees working in 5-star hotels in Turkey and were analysed with statistical program. The correlation analysis was used to investigate the relationship between independent variables and dependent variable and the regression analysis was used to determine the effects of psychological capital on organizational identification. The researchers found a positive correlation between dimensions of psychological capital and organizational identification and the psychological capital effects on organizational identification. It was indicated that the factors of psychological capital effected on organizational identification.

Keywords: *Psychological capital, organizational identification, employee, Self-efficacy, Optimism, Resilience, Hope*

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1. Introduction

Along with the increase of competition in business life, the importance of human resources for organizations have become more prominent. Investments in labor efficiency are focusing on improving positive organizational behavior in human resources. An individual's emotional state developed by the positive psychology which results in positive organizational behavior is making investments in human resources more meaningful. This study focuses on whether the synergy created by the positive psychology and psychological capital in human resources have an effect on organizational identification. Within this frame, first a literature review on psychology capital and organizational identification will be included, and then the research on human resources at in hotel businesses will be detailed.

1.1. Purpose of the study

The purpose of this study was to examine the effects of dimensions of psychological capital on employees' organizational identification in hotels. The specific research objectives were: 1. to determine the factor groups and their variables; 2. to analyze the correlation between the dimensions of psychological capital such as self-efficacy, optimism, resilience and hope on hotel employees' organizational identification; and 3. to examine the effects of the dimensions of psychological capital on hotel employees' organizational identification.

2. Literature review

2.1. Psychological capital

The subject of psychological capital, which has gained importance in various fields in recent years, has become the focus of research into the tourism industry, particularly within the scope of organizational behavior and human resources management. Psychological capital, which arises conceptually from the theories and implementations of positive psychology within an organizational framework, means the improvement of the positive psychological tendency of the individual (Luthans, Avey, Avolio, Norman, and Combs, 2006). Psychological capital that is being examined as a concept focused on revealing and improving the potentially strong abilities and characteristics of the individuals in terms of positive organizational behavior (Seligman and Csikszentmihalyi, 2000), anticipates

that personal negativities such as weakness, deficiency, flaws, etc. definitely have a positive equivalent.

While the evaluation of the positive aspects of psychological capital is based on positive organizational behavior, it bears positive psychological values in its basis (Luthans, Youssef, and Avolio, 2006). Existing research has indicated that psychological capital has the ability to produce positive results in the areas of organizational behavior (Cheng, Hong and Yang, 2018; Schuckert, Kim, Paek and Lee, 2018). The positive personal experiences created by positive psychology (happiness, satisfaction, other positive emotions, etc.), characteristics (ability, interest, creativeness, etc.) and organizations (family, businesses, society, etc.) form positive organizational behavior (Donaldson and Ko, 2010), and consequently they enable the positive dimensions of psychological capital such as self-efficacy, hope, optimism, and strength to arise (Luthans, Youssef, and Avolio, 2006). Newman, Nielsen, Smyth, Hirst and Kennedy (2018) argue that by promoting a climate of diversity, organizations will positively influence the work attitudes of refugee employees through fostering their positive psychological resources of hope, optimism, resilience and self-efficacy, known in the literature as psychological capital.

Due to the labor-intensive characteristics of hotel businesses, individuals must be motivated in order to attain high performance; thus, it is essential that human resources can be assessed as a significant competitive power. Naturally, work life brings attitudes and behaviors such as happiness, social satisfaction, positive emotions and thoughts, a sense of responsibility, the use of abilities and creativity, strong personality, courage, optimism, positive relations, etc. to the forefront, and this is directly related to the concept of psychological capital.

Hope is one of the dimensions of positive psychological capital enabling the dynamism of employees in business and social life. Trying to meet the expectations relevant to the future regarding business life within the organization makes this dynamic stronger. As specified by Petersen, et al. (2011), the concept of hope is a status covering endeavoring for a specific purpose and positive and motivating emotions, thoughts and actions. It is known that employees having a high level of hope is a significant factor in the formation of a high-quality work life, and this affects organizational success (Demir, 2011) and the attaining

of targeted business outputs (Demir, Demir, and Nield, 2015). The concept of hope is relevant to the exhibiting of behaviors focused on success, and it motivates the individual for the purpose. Snyder's research (2000) reveals that the individuals with high level of hope can develop a rational plan with the possibility of stronger and higher success through the confidence they have. This condition shows that the exhibiting of positive behaviors by the individual within the organization may differ depending on the level of hope.

Self-efficacy may be expressed as the attaining of the determined targets by the individual; the realization of organizational duties; successfully holding onto purposes; and confidence and belief in abilities; and wishes, personal characteristics, and competences. Some researchers have similarly expressed the concept of self-efficacy, as enabling the motivation of individual in attaining success in work life, and as revealing the confidence and belief in current abilities of the individual in order to mobilize positive behavior patterns (Bandura, 1997; Stajkovic and Luthans, 1998). Even in research that reveals that the status of self-efficacy has a positive and significant relation with hope, which is a wider concept (Avey, Wernsing and Luthans, 2008), this interaction shows that positive psychological capital has more effective results in organizational outputs.

The approach of individuals who have positive thoughts can positively affect the relations and interactions among the individuals as well as the organizational climate and the quality of work life. The effects of a positive perspective on work life bring to the forefront the optimism dimension of positive psychological capital. Along with the effect of their self-efficacy status for their personal or organizational success, optimistic individuals bear the duties and responsibilities with a high level of hope in order to realize the positive expectations also arising (Li et al., 2014; Nguyen and Nguyen, 2011; Siu, Cheung, and Lui, 2015).

The research reveals that different results regarding the internal outputs of the dimension of optimism, from the dimensions of psychological capital, are more distinct than those of the other dimensions. This shows that the state of optimism contributes to the imposing of positive meaning on other dimensions. In work life, the optimistic individuals assess negative facts by externalizing them (not making them her/his own fault)

and by making them private (only this fact) with its variable form (only this time) with a different perspective than the pessimists. Contrarily pessimistic individuals assess negative facts by internalizing them as being her/his own fault, as statically (always happening) or as generalizing them (each condition, each fact) (Abbas, 2014; Afzal, Malik and Atta, 2014; Peterson, 2000).

The positive behaviors that individuals show in all kinds of negative situations and conditions in work life reveal their resilience statuses, strength being expressed as the behavior of showing positive reactions against all kinds of risks or difficulties and as adjustment (Norman et al., 2010); it is also characterized in terms of revealing the individual's desire for success, passion and power. Because individuals with a high level of strength perform more decisively and rationally than individuals with high levels of hope. While resilience is deemed a positive factor in enabling organizational success, it is accepted that the individuals with weaker characteristics negatively affect both personal and organizational work outputs (Demir, Demir, and Nield, 2015). Thus, when the results of past research is considered, we see that that resilience and performance have a positive relationship.

2.2. Organizational identification

Another subject of significant research and discussion in recent years within the scope of organizational behavior is the concept of organizational identification. In much of the research, the subject of organizational identification was examined as being related to different dimensions of the subject of organizational behavior. Studies made in the field of tourism have similar characteristics. It is also a reality that the research relevant to the formation of organizational identification are limited. In the organizational identification approach, that is revealed as "organizational loyalty emotion is a behavior that emerges both in success and failure." by Ashforth and Mael (1989), Scott and Lane (2000) and other researchers, that is, is the need for success satisfied by having a sense of belonging in failure? Does it really satisfy the individual sufficiently to be expected to have a sense belonging in failure? These questions call for a deeper examination of the subject of organizational identification. But as this study is not intended to directly research the subject of organizational identification, it does not focus on determining

the question in this direction. Based on the current literature, it is evaluated within the framework of its relationship with psychological capital.

The effort of the individuals to make their attitudes and behaviors fit the structure and characteristics of the organization is assessed as the indicator of the sense of belonging. Organizational identification depends on the employees establishing a strong bond with the organization. Organizational identification captures the process of incorporating the perception of oneself as a member of an organization into one's general self-definition (Chan, Chow, Loi and Xu, 2018). The individual whose psychological behavior shows that s/he is a part of the organization bears responsibility in the case of failure as in success. In addition, it has been observed that the factor of organizational identification undertakes the role of intermediary among the characteristics of employee and organizational outputs in terms of attitudes and behaviors (Dutton, Dukerich, and Harquail, 1994). The concept of organizational identification has a significant potential in the shaping of attitudes and behaviors of the individual as a psychological factor in the relationship between employee and organization (Demir, Demir, and Nield, 2015). Recognition of multiple approaches to identity work and processes of organizational identification brings clarity to confusing literature, and highlights issues for research that may prove generative (Brown, 2017).

It is thought that organizational identification, which covers the perception of common values as the result of acting in concert with the organization, supports organizational behavior and mutual interaction (Demir, Demir, and Nield, 2015; Sluss, Klimchak, and Holmes, 2008) may undertake positive sensations to contribute to the work output of the individual such that the employees perceives each action made in the name of the organization as actions made in their own name, and individuals, whose organizational purpose and individual purpose overlaps, become more motivated because of identifying strongly with the organization. As the organizational identification levels of the individual increases, their potential for having positive emotions toward the protection of the organization and of taking actions to realize the same is higher (Carmon et al., 2010; Demir, Demir, and Nield, 2015).

In some studies (Ashforth and Mael, 1989; Demir, Demir, and Nield, 2015; Miller et al., 2000; Shamir and

Kark, 2004), identification is expressed as the reflection of the social identity of the individual as the result of organizational identity. Individuals who are identified with the organization deem themselves the representatives of the organization in their social life, and they tend to protect organizational interests. In addition, it has been observed that organizational identification decreases the tendency of employees to leave the organization, allowing them to make long-term career plans, to strive for personal development in order to attain organizational objectives, and to exhibit behaviors that conform to the norms of the organization.

Within the frame of the information obtained from the literature, research hypotheses have been formed and are expressed as follows:

H0₁: Self-efficacy of the employees affects organizational identification.

H1₁: Self-efficacy of the employees doesn't affect organizational identification.

H0₂: Optimistic attitudes and behaviors of the employees affects organizational identification.

H1₂: Optimistic attitudes and behaviors of the employees doesn't affect organizational identification.

H0₃: Resilience of the employees affects organizational identification.

H1₃: Resilience of the employees doesn't affect organizational identification.

H0₄: The level of hope of the employees affects organizational identification.

H1₄: The level of hope of the employees doesn't affect organizational identification.

3. Methodology

3.1. The sample

According to Republic of Turkey Ministry of Culture and Tourism-2016 data, there are more than 400 five-star hotels in Antalya and Mugla Regions in Turkey. All hotels have been graded based on Republic of Turkey Ministry of Culture and Tourism. The research data was collected in two stages. The researchers first contacted to the general managers of five-star hotels which operate between January and May in 2016 (only 170 of 400 hotels operate in this term), in these regions by telephone. And general managers from the 34 hotels

were asked to invite all their employees to participate in the questionnaire of psychological capital and organizational identification. 23 hotel managers accepted their employees to participate in this research while 11 hotel managers didn't let it. 14 of the data locations were selected from 23 five-star hotel businesses in the Antalya, and nine of the locations were from the hotels in the Mugla region. Second, the data collection operation was performed after getting permission from the hotel managers and was conducted in the subject employees' working areas and within working hours. The research data was collected from 503 employees who conformed to the purpose of the study through questionnaire and face-to-face meetings with employees at five-star hotel businesses operating in the areas of Antalya and Mugla in the year 2016. Employees of all hotel in this survey interviewed with the same researchers. Out of 503 employees in 23 hotels 485 fully completed the survey, leading to a response rate of 96 percent.

Simple random sampling which is a sampling method where every item in the population has an even chance and likelihood of being selected in the sample, has been used in this study to avoid bias and other unwanted effects. Random sampling is typically used to support statistical analysis of a dataset, either to estimate parameters of interest or for hypothesis testing (Olken and Rotem, 1986). It occurs when each sampling unit in a clearly defined population has an equal and independent chance of being chosen (Sapsford and Jupp, 2006; Teddlie and Yu, 2007).

The population of the study is approximately 50.000, therefore the most appropriate method is simple random sampling which is mentioned by Depersio (2018) as "it is a method used to cull a smaller sample size from a larger population and use it to research and make generalizations about the larger group". Random sampling is used on those occasions when processing the entire dataset is not necessary and is considered too expensive in terms of response time or resource usage.

Simple random sample selection may be accomplished in several ways including drawing names or numbers out of a box or using a computer program to generate a sample using random numbers that start with a "seeded" number based on the program's start time (Teddlie and Yu, 2007). The questionnaire of this

research was administered in two stages. The first sample was related to hotels. Thus 170 hotels were listed in alphabetically order. In the second stage, random sampling procedures were used to select hotels that represented approximately 20% of the 170 hotels. The hotels were grouped in 10s and the hotels in the first and sixth rank in each group were selected to get permission for interviewing with their employees. Approximately, 20-25 full time - employees were randomly selected from each hotel.

The total sample size in this research was calculated by a formula suggested by Bartlett, Kotlik and Higgins (2001) and Tütüncü and Demir (2002).

$$n = \frac{n_o}{1 + \frac{n_o}{N}} = \frac{384,16}{1 + \frac{384,16}{50000}} = 381,22$$

$$n_o = \left[\frac{sd \cdot t}{se} \right]^2 = \left[\frac{0,5 \times 1,96}{0,05} \right]^2 = 384,16$$

where n is the sample size needed to achieve the specific level of reliability, "N" is total population, "sd" standard deviation, "se" the standard error corresponding to desired level of confidence (when using 95 percent confidence, t=1,96). The result being a minimum sample size of 382 respondents, 485 questionnaires of 503 distributed were evaluated to allow for the possibility of spoilt questionnaires.

3.2. The instrument

The questionnaire of the research was designed after a review of the literature related to the issues of psychological capital and organizational identification. To configure the research scale, studies performed regarding positive psychological capital and organizational identification were extensively examined. The survey instrument consisted of three sections;

1) A psychological capital scale was developed based on the research of Luthans, Youssef, and Avolio (2006) and benefiting from studies performed by Synder et al (1996), Scheier, Carver, and Bridges (1994), and Demir, Demir, and Nield (2015). This scale is composed of 25 items with 5-point Likert scale (1 = I definitely don't agree to 5 = I definitely agree). The items were constructed based on four variables: "self-efficacy- 7 items", "optimism-6 items", "resilience-6 items" and "hope-6 items".

2) The scale of organizational identification was adapted from Demir, Demir, and Nield (2015). This

scale is composed of five items with Likert scale (1 = I definitely don't agree to 5 = I definitely agree).

3) Demographic variables include six close ended questions related to employees' age, sex, marital status, education level, department and work experience.

Measurement of the questions for the variables used a Likert scale of 1–5. Four of the expressions, which were prepared per the Likert scale, were expressed as reverse questions. A pre-test was conducted with 43 individuals to test the validity and reliability of the scale. According to the results obtained from the pre-test, the scale attained applicability values.

3.3. Data analysis

SPSS statistics packaged software was used to analyze the data that includes various statistical tools such as factor analysis, correlation analysis and regression analysis. Firstly, the validity and reliability analysis was conducted on data and structural and convergent validity of the data have revealed with the factor analysis. Secondly, correlation analysis was used to investigate the relationship between independent variables

such as “self-efficacy”, “optimism”, “resilience”, and “hope” and “organizational identification”. Thirdly, it was tested using a regression analysis to determine the effects of four independent variables on the dependent variable named as “organizational identification”. Finally, the measurement results of the hypotheses were included. The results of each analysis were presented and interpreted through tables.

4. Findings

4.1. Profile of respondents

The determinations regarding the demographical characteristics of participants from whom the primary data was obtained was classified as age, gender, marital status, educational level, work department, and period of work is seen in Table 1. The gender percentages of the participants of whom 70% are at the 21-40 age range were evenly divided. It was observed that the majority of them are university graduates and single. The departments where they work showed a distribution close to each other. About 90% have an experience of over five years.

Table 1. Demographic profiles of respondents

Age	n	%	Sex	n	%
20 and <20	29	6	Female	231	48
21-30	212	44	Male	254	52
31-40	117	24	Total	485	100
41-50	59	12	Marital status		
51 and >51	68	14	Single	303	62
Total	485	100	Married	182	38
Department			Total	485	100
Food & Beverage	98	20	Education level		
Front Office	85	18	College	184	38
Housekeeping	83	17	University	301	62
Accounting	77	16	Total	485	100
Human Resources	73	15	Work experience (year)		
Other	69	14	1-5	44	9
Total	485	100	6-10	252	52
			11 and more	189	39
			Total	485	100

4.2. Reliability and validity of scales

The determination of the relationship of positive psychological capital and organizational identification not only includes revealing a correlational status but also revealing the effects of the self-efficacy, optimism, psychology strength, and hope dimensions of psycho-

logical capital on the employees' organizational identification behavior. First, a systematic reliability and validity study of analyses realized within this scope was performed ($\alpha=.87$ and $p<.01$), and it was found that the data may be subjected to factor analysis, correlation and regression analysis. The findings obtained in the research are statically presented in Tables 2, 3, 4, and 5.

Table 2. Variables excluded from evaluation

Variables	Factor load
I can make the importance of my department accepted	.367
I also have a share in negativities which I may encounter	.332
I do anything that I think of	.355
I deem everything negative within the organization as “our failure”	.302

Table 3. Factor analysis

Factor groups and variables	Factor Load	Measurement values
Self-efficacy		
I'm sure what I'm doing at my work	.901	Eigenvalue =8.303 PVE (%) =19.36 Std. Dev. =3.71 Average =4.08 α =.91 p =.001
I know how I'm supposed to do my work	.899	
I know from whom to get support when required	.883	
I'm aware of my personal abilities	.856	
My confidence in being successful is concrete	.804	
I can make people believe that my job is important	.778	
I have knowledge and experience at a level as to be able to resolve problems	.662	
Optimism		
My colleagues are selected people	.896	Eigenvalue =7.012 PVE (%) =15.45 Std. Dev. =3.96 Average =3.94 α =.88 p =.001
I want the best in all kinds of uncertain situations	.891	
There is always something positive in all negative situations	.869	
It is necessary to be at peace with people for a peaceful environment	.773	
I gain as much as the level of my devotion	.721	
The result of something becomes positive as much as you approach it positively	.682	
Resilience		
I struggle with all the negative situations for the success of the department	.886	Eigenvalue =5.501 PVE (%) =12.54 Std. Dev. =4.02 Average =3.85 α =.86 p =.003
All difficulties increase my will and strength to struggle	.863	
It is necessary to be calm in order to overcome difficulties	.824	
I overcome the obstacles and difficulties at my job	.747	
I have this notion: “it is required to be strong in order to succeed”	.712	
I deem the difficulties as an exam	.698	
Hope		
There is no problem which cannot be resolved	.921	Eigenvalue =3.109 PVE (%) =10.53 Std. Dev. =4.04 Average =3.81 α =.85 p =.003
Good things may happen if I endeavour	.899	
If I continue like this, I believe I will be successful	.828	
The difficulties that I encounter at my job will create new opportunities in the future	.724	
I may think of many ways in order to attain my purpose	.708	
I believe I'm successful at my job	.681	
Organizational Identification		
I deem everything positive within the organization as “our success”	.901	Eigenvalue=5.112 PVE (%)=12.09 Std. Dev.=3.85 Average=3.98 α =.91 p=.001
Each success is a “source of honour” for us	.893	
The “sorrow” created by all negative situations within the organization “belongs to all of us”	.824	
I have the notion of “we're a family” within the organization	.808	
“Each problem” at organizational level “is resolved among us”	.805	
General α =0.87; KMO Measurement=0.847; Bartlett's Test of Sphericity=2261.7001; p<.01; PVE (Percentage of Variance Explained) =69.97; General average=3.93		

485 of 503 questionnaires are included in the evaluation; 18 questionnaires were excluded for various reasons. In the factor analysis performed in the second

phase, it was observed that five significant groups formed within the frame of the information in the liter-

ature. Four variables included in the questionnaire remained outside the general structure and were not included in any group. It is necessary to have more than two variables for the formation of a significant factor group. As each of the variables excluded from the assessment exist by themselves, it was not possible to perform grouping that included them.

When the results of factor analysis in Table 3 were examined, it was observed that five groups had formed. It is observed that the first four groups were determined as “self-efficacy,” “optimism,” “resilience,” and “hope” which were formed by the variables of psychological capital. The fifth factor group consisted of organizational identification variables. In the five factor groups in total, it was found that 30 variables expressed

the general structure at a rate of 69.97%. It was understood that the piece reliability of all groups ($\alpha > .80$ and $p < .01$) was realized at a significant level.

4.3. Correlation and regression analyses

After the formation of factor groups, in the correlation analysis performed in order to determine the relationship between “self-efficacy,” “optimism,” “resilience,” and “hope” (which consisted of independent variable groups) and “organizational identification” (which consisted of dependent variables), it was found that all factor groups had a positive and linear significant relationship with each other. Among the factor groups, it was determined the strongest relation with “organizational identification” is with “hope” ($r = .703$; $p < .01$), and the weakest relation with it is with “resilience” ($r = .391$; $p < .05$) (Table 4).

Table 4. Result of correlation analysis (n=485)

Variables	Mean	1	2	3	4	5
1- Self-efficacy	4.08	1				
2- Optimism	3.94	.732*	1			
3- Resilience	3.85	.685*	.505*	1		
4- Hope	3.81	.669*	.682*	.744*	1	
5- Organizational Identification	3.98	.571*	.703*	.391**	.514*	1
Pearson Correlation (2 tailed), * $p < .01$ ** $p < .05$						

Table 5. Result of regression analysis

Variables	Unstandardized coefficient		Standardized coefficient		
	B	Std. Error	β	t	p
Constant	2.589	.231		12.443	.001
1- Self-efficacy	.144	.058	.217	2.815	.001
2- Optimism	.172	.043	.234	4.022	.001
3- Resilience	.141	.051	.211	2.304	.003
4- Hope	.152	.056	.225	3.051	.003
Dependent variable: Organizational Identification, $R = .51$; $R^2 = .36$; Adjusted $R^2 = .32$; $F = 27.054$; $p < .01$					

Table 6. Result of hypothesis

Hypothesis	t	p	Result
H ₁ : Self-efficacy of the employees affects the organizational identification.	2.815	.001	Supported
H ₂ : Optimist attitudes and behaviors of the employees affect the organizational identification.	4.022	.001	Supported
H ₃ : Resilience of the employees affects the organizational identification.	2.304	.003	Supported
H ₄ : The level of hope of the employees affects the organizational identification.	3.051	.003	Supported

The results of regression analysis performed to determine the effect of the “self-efficacy,” “optimism,”

“resilience,” and “hope” dimensions of psychological capital on “organizational identification” are presented

in Table 5. It was found that all the factor groups formed by independent variables have an effect on organizational identification ($t > 1.80$; $p < .01$). In other words, the dimensions of psychological capital have a significant effect on the identification of the employees with the organization.

As the analyses performed in this research show, the dimensions of psychological capital consisting of independent variables have a positive and linear relation with organizational identification consisting of dependent variables, and that they also have significant level of relationship. The analysis shows that the “self-efficacy,” “optimism,” “resilience,” and “hope” dimensions of psychological capital had a positive effect on “organizational identification.” The hypotheses formed based on this was supported as shown in Table 6 ($t > 1.80$ and $p < .01$). While the employees assess everything positive at the organization as “common success” and “a source of honor” by their characteristics of “self-efficacy,” “optimism,” “resilience,” and “hope”, they reveal the behavior of identifying with the organization with the tendency to resolve the problems within the organization in case of negative situations by deeming that the “sorrow belong to all of us.”

H0₁: Self-efficacy of the employees affects organizational identification.

H1₁: Self-efficacy of the employees doesn't affect organizational identification.

The relationship between self-efficacy of the employees and their organizational identification was first determined in this study. Hypothesis-1 stated that self-efficacy would be positively and linear related to organizational identification supported, suggesting that when employees have self-efficacy traits such as self-assurance, business knowledge, be aware of their talents, self-confidence, convincing, experience and getting support, their identification to organization was also high. According to the findings in this study, self-efficacy had positively effect on the organizational identification of employees, so, H0₁ was supported while alternative hypothesis was rejected (H1₁).

H0₂: Optimistic attitudes and behaviors of the employees affects organizational identification.

H1₂: Optimistic attitudes and behaviors of the employees doesn't affect organizational identification.

One of the most important factors of psychological capital affecting organizational identification was optimism in this research. Similarly, the literature mentioned in this study, there was a significant direct path between optimism and organizational identification. Optimism which consist of certain variables such as qualified colleagues, perfectionism, positivity, working quality, commitment to work and happiness at work, had positively effect on the organizational identification and H0₂ was supported while alternative hypothesis wasn't supported (H1₂). It means that the high-level identification of employees to organization requires their optimist behavior is more than expected.

H0₃: Resilience of the employees affects organizational identification.

H1₃: Resilience of the employees doesn't affect organizational identification.

The relation between resilience variables such as struggle for organizational success, ambition to overcome difficulties, business calm, overcoming work obstacles, being strong for success and challenges for exam and the organizational identification was tested for hypothesis-3 by using the correlation analysis and regression analysis. The findings stated that resilience of the employees has positively and significant direct path between organizational identification and also resilience affects the organizational identification. And H0₃ was supported while alternative hypothesis wasn't supported (H1₃).

H0₄: The level of hope of the employees affects organizational identification.

H1₄: The level of hope of the employees doesn't affect organizational identification.

Hope will promote employees to reach the organizational goals in working life. If the hope consists of problem solution, good things, perseverance, opportunity, ways to succeed and success etc. and employees have high hope, organizations will provide some amenities for employees. And hope of the employees and the organizational identification interact in this situation. As seen the findings of the correlation analysis and regression analysis related to H0₄ stated that this hypothesis was also supported while alternative hypothesis was rejected (H1₄). So, the hope of the employees had positively effect on the organizational identification. And the hope of the employees is one of

the key factors for their identification to organization.

5. Discussion and conclusion

The employees' awareness of personal abilities indicates that they may succeed in their work. This is an indicator of self-confidence. It indicates that individuals with high self-efficacy levels have impressive characteristics such as easily explaining their job, their department and their purpose within the organization, and being convincing. In organizations such as hotel businesses, where employees with many different characteristics are present, it is a fact that the work outputs are mostly directly proportional with the abilities and competences of the individuals (Demir, Demir, and Nield, 2015); research performed on this subject by Karatepe, Arasli, and Khan, (2007) and Niu (2010) had the same findings. Hence, Karatepe, Arasli, and Khan (2007) also revealed by their research performed in hotel businesses that the self-efficacy of the employees has a positive effect on their organizational loyalty.

The positive perspectives of the employees regarding their working and social lives affected them in that they exhibited constructive behavior in reaching their personal and organizational purposes (Demir, 2011). The employees' notion that their colleagues are also as selected and significant individuals as themselves, and their positive mentality regarding the peace of the working environment are deemed as indicators of having an optimistic characteristic. It is important that the employees have an optimistic mentality and thus can generate solutions before problems arise which positively contributes to organizational work outputs (Mache et al., 2014; Nafei, 2015).

In this research, the existence of a positive and linear relation between resilience and organizational identification, and the finding that resilience affects the organizational identification of the employees reveals results parallel to the relationship of resilience and work output in the literature (Haver, Akerjordet, and Furunes, 2014; Mache et al., 2014; Mathe-Soulek et al., 2017). In the positive contribution of employees to organizational outputs which create results that may reach to organizational identification over time, the resilience characteristic also has a significant role.

Hope can cause the employees to exhibit positive behaviors such as having emotions and thoughts that more beautiful and satisfactory results may arise within

the organization. The employees having a high level of hope believe that there is no problem which may not be resolved within the organizational and that success will arise if effort is put forth. This condition indicates that the factor of hope is a significant driving force in the organizational work outputs of the employees (Karatepe, 2014), and that it can cause a positive effect on work performance (Hsiao, Lee and Chen, 2015).

Psychological capital and organizational identification are two of crucial issues of organizational behaviour (Demir, 2011). Correlating the psychological capital and organizational identification, the present study aimed to examine the effects of dimensions of psychological capital such as self-efficacy, optimism, resilience and hope on hotel employees' organizational identification.

Having various implementations and possibilities enabling the motivation of the individuals in work life is effective in causing them to exhibit of positive behaviors in their loyalty to the organization, their identification with the organization, etc. Having personal characteristics as well as organizational characteristics on the basis of factors affecting these behaviors makes human resources more important in labor intensive businesses (Tan and Demir, 2018). The fact that positive emotional attitudes and behaviors in human resources such as emotional intelligence and psychological capital can affect organizational behavior in the same direction reveals that psychological factors also play an effective role on the basis of human behaviors at organizations. The subject being addressed and evaluated in this research focused on how human behavior affects organizational identification through positive personal factors.

Self-efficacy generally indicates the individual's confidence in her/his abilities and competences in terms of her/his professional and personal relationships. Besides these characteristics, the possibility to show creativity also helps to form the basis of success for employees who have self-efficacy. Luthans, Avey and Patera (2008) is stated that the efficacy is developed through physiological arousal, or the belief that one is mentally and/or physically fit to accomplish the task. Being confident with the work performed especially against difficulties and knowing what will be done and from whom support will be obtained when

required are assessed as indicators of the self-efficacy of the individual.

The fact that the results of the correlation analysis, revealing the existence of a positive relation between self-efficacy and organizational identification, were similar to other studies performed in this field is significant for hotel businesses. For employees, who will be providing services to customers from diverse cultures, to have diverse cultural characteristics can make human resources management harder. To address this difficulty, while high self-efficacy levels of the employees in hotel businesses is a significant strength for organizational success, it is also able to positively affect organizational identification. The results of regression analysis also verify the same. Similarly, prior research suggests that the positive psychological resources of efficacy have the potential to trigger identification behaviours in the workplace (Bolino, Turnley and Bloodgood, 2002; McMurray, Pirola-Merlo, Sarros and Islam, 2010).

Optimism not only covers perceiving the current status as positive but also provides positivity for future expectations (Avey, Patera and West, 2006; Shah Nawaz and Jafri, 2009). The notion of and behavior for creating the most positive status in the face of all kinds of negative situations causes the employees to work more devotedly, and the belief that when personal purposes are realized organizational purposes are also realized is able to cause a positive effect on work output. The formation of an organization's climate in a healthier and more efficient manner depends on the positive emotions of the employees, their ability to turn this into action, and their approach to work relations and organizational objectives in a more constructive and optimistic manner.

It is expected that optimism will help employees generate and apply identification behavior in the accomplishment of their tasks (Abbas and Raja, 2015). It is thought that the optimistic attitudes and behaviors of the employees positively affect their organizational performance and that this contributing to organizational loyalty and identification. The results of correlation analysis showed that there is a positive relationship in optimism and organizational identification, and regression analysis showed that optimism affects organizational identification. The fact that these charac-

teristics of employees shows their effects more distinctly in organizational and customer relations in hotel businesses causes those who have a positive mentality to be chosen to be hired.

The negativities arising within the organization can negatively affect the will to work and overall performance of the employees. The employees who are unable to control their emotions are more easily affected. On the other hand, the will to work, motivation, and decisiveness of employees who can struggle for organizational success under all kinds of difficult conditions are assessed as resilience. The level of will and the high-level resilience of the employees enables the realization of the will to succeed, creating the notion of "being strong in order to succeed". As stated Jensen and Luthans (2006), the psychological capital is based on positive organizational behavior that encourages recognition of what is "right" with people and focuses on resilience that are open to development and enable individuals to thrive and flourish and have a positive impact on performance outcomes.

Hotel businesses contain a unique challenge because they are locations where individuals of different characteristics, needs, and expectations are together as both employees and customers. Directing the employees put the expectations and requests of the customers before their own expectations and requests is causing conflict in terms of human resources management, and it can create "happy customers from unhappy employees." One characteristic that employees are required to have in terms of resilience to see this situation as an exam with difficult conditions and implementations but one where there is a way to succeed.

The difficulties that the employees encounter in their work life gives them stronger record of experience and enables them to bring effective solutions against possible future problems. The effort of the employees to try various options in order to attain both personal and organizational purposes indicates the level of hope. Being able to continue fearlessly to attain the purpose determined within the organization requires the expectation of positive consequences as well as a strong character. And this naturally supports the fact that hope is a significant factor in performing constructive work. It was detected that hope factors from psychological capital components have a high level of effect on organizational identification (Agarwal and

Farndale, 2017; Kirrane, Lennon, O'Connor and Fu, 2017)

Correlation analysis revealed the positive relation between the hope dimension of psychological capital and organizational identification, and the parallel to the similar studies in the literature that reveal that the employees' level of hope has an effect on work output. The results of regression analysis also support this conclusion. Organizational identification is positively affected by the high levels of hope of the employees as well as other factors. This condition also indicates the level of the employee's confidence in the organization.

As seen in table 6, dimensions of psychological capital such as self-efficacy ($t=2.815$; $p<.01$), optimistic attitudes and behaviors ($t=4.022$; $p<.01$), resilience ($t=2.304$; $p<.01$) and the level of hope ($t=3.051$; $p<.01$) of the employees affected the organizational identification. Thus, according to the result of regression analysis, all the null hypotheses were accepted while the all alternative hypotheses were rejected.

6. Implications

The findings and results of this study have practical implications for hotel managers to improve the organizational identification of employees depending on psychological capital factors. As stated in the literature of this study and also other studies related to subject (for example, Chun-Fang and Bang-Zhi, 2017; Demir, 2011), organizational identification should distinguish one hotel from another, in more than salaries, wages and benefits. These studies also support psychological capital development and change through organizational identification. On the other hand, the majority of research on psychological capital in tourism has been focused on management-employee relation and their work organizations (Jung and Yoon, 2015; Karatepe and Karadas, 2015; Mathe-Soulek, Scott-Halsell, Kim and Krawczyk, 2017; Paek, Schuckert, Kim and Lee, 2015). This study illustrated the effects of psychological capital in a different form than has been examined in research of tourism literature. Researchers should develop and study on the different forms of psychological capital in tourism businesses.

The evaluations of "self-efficacy," "optimism," "resilience," and "hope", therefore, appear to be made within the context of the psychological capital. The

findings of this study indicate that employees' psychological capital was positively associated with their organizational identification. The results also suggest that the factors related to psychological capital intends to motivate employees to influence their organizational identification. One of the main influencing factors in employees' behaviour is related to psychological capital, due to the fact that if hotel managers develop and intensify the relationship between employees' expectations and performance i.e., identifying exactly what their value, it will make the employees to identify with the organization. The hotel managers should understand the employees' emotions and provide them psychological factors to improve their identification to work, colleagues and business. Through a psychological capital, hotel managers can provide their supervisor and employees the quality of work life, career program, the ability, flexibility, and power to make operational decisions in their department as well as salaries, wages and benefits. Because, psychological capital is important for hotel managements as a means for higher employee adaptability, job performance, work output and higher levels of hotel family satisfaction such as management, employees and guests.

7. Limitations and future research

There are several limitations related to the organizational behavior issues in human resources management of tourism businesses especially when the research is done in hotel businesses. As stated by Demir and Tan (2018), there may be a bias with the employees' behavior in favor of those who work in hotels compared to the travel agencies, restaurants etc. Besides, it is possible to reach to the different findings and results in different cities or countries. the results may not be applicable to hotels in different cities (Tan and Demir, 2018) of other star rankings or with other characteristics (Chun-Fang and Bang-Zhi, 2017). In this research, there were also several limitations; 1) the research data was collected from employees who work at five-star hotel businesses, 2) Hotels were resort and the seasonal operation of the hotel group, and 3) employees were in full time position and had their work experience over one year.

Consequently, the findings and evaluations obtained reveal that the psychological capital characteristics of the employees have an effect on organizational

identification in hotel businesses. But it is not appropriate to generalize the findings and results obtained for the whole tourism sector and other fields of work. It is recommended that research be conducted especially in terms of the tourism sector in such a manner as to cover all the sub-sectors and over a wide geography to create a significant source and contribute for both researchers in and managers of tourism businesses. Future research associated with the relationship between psychological capital and organizational identification should examine more studies about other organizational behavior issues which may affect both psychological capital and organizational identification such as psychological empowerment, commitment, organizational support, organizational silence, deviant behavior etc. Future research should also explore the relationships between other dimensions of the psychological capital and organizational identification in other types of tourism businesses.

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