



The Moderating Role of Climacteric Period in the Influence of Positive Psychological Capital on Affective Commitment of Female Employees: A Study on Private Hospital Employees*

Kadın Çalışanların Pozitif Psikolojik Sermayelerinin Duygusal Bağlılığa Etkisinde Klimakterik Dönemin Düzenleyici Rolü: Özel Hastane Çalışanları Üzerine Bir Araştırma

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Abstract

The aim of this study is to determine the moderating role of climacteric period in the influence of positive psychological capital on affective commitment. The universe of the research consists of female employees in private hospitals in Mersin province. 412 questionnaires were collected and analyzed through convenience sampling from the research universe. The "Positive Psychological Capital Scale", developed by Luthans et al. (2007), and specific items of "Organizational Commitment Scale", developed by Meyer et al. (1993), each of which involve in measuring affective organizational commitment, were used for data collection. Confirmatory factor analysis, descriptive statistics and hierarchical regression analysis were used in data analysis. The results of the study show that while positive psychological capital and its sub-dimensions influence affective commitment, the climacteric period has no moderating role in the influence of positive psychological capital on affective commitment. As a result, the findings of the study highlights that it is important to make use of positive psychological capital to ensure affective commitment, which in turn aids in individual and organizational goals.

Keywords: Positive psychological capital, affective commitment, climacteric period.

Öz

Bu araştırmanın amacı, pozitif psikolojik sermayenin duygusal bağlılığa etkisinde klimakterik dönemin düzenleyici rolünü tespit etmektir. Araştırmanın evrenini Mersin ilinde bulunan özel hastanelerdeki kadın çalışanlar oluşturmaktadır. Araştırma evreninden kolayda örnekleme yoluyla 412 anket toplanmış ve analize edilmiştir. Araştırma verilerinin elde edilmesinde Luthans vd. (2007) tarafından geliştirilen "Pozitif Psikolojik Sermaye Ölçeği" ve Meyer vd. (1993) tarafından geliştirilen "Örgütsel Bağlılık Ölçeği"nin ilgili maddeleri kullanılmıştır. Veri analizlerinde doğrulayıcı faktör analizi, tanımlayıcı istatistikler ve hiyerarşik regresyon analizinden yararlanılmıştır. Araştırma sonucunda pozitif psikolojik sermayenin ve alt boyutlarının duygusal bağlılığa etkisi olduğu tespit edilirken; pozitif psikolojik sermayenin duygusal bağlılığa etkisinde klimakterik dönemin düzenleyici rolü olmadığı bulunmuştur. Sonuç olarak örgütsel alanda birey ve örgüt amaçlarına katkıda bulunan duygusal bağlılığın sağlanabilmesi için pozitif psikolojik sermayeden yararlanmanın önemli olduğu bu araştırmadan elde edilen bulgular ile vurgulanmaktadır.

Anahtar Kelimeler: Pozitif psikolojik sermaye, duygusal bağlılık, klimakterik dönem.

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1. Introduction

Humans, regarded as the most important assets of organizations, are the key element in the success and continuity of organizations. Organizations in the business world have become more dependent on their employees who contribute to organizations' performance beyond official business requirements. In this context, employing and retaining educated and productive employees dedicated to organizational objectives and the organization itself is among the chief goals of organizations (San, 2017; Gürbüz, 2006).

Female employees have joined the work force by engaging in economical activities in varying roles and statuses in the historical process, depending on the conditions of different periods. It can be said that the ratio of female employees who started taking part in the work force since the 1950s has continued to significantly increase up until our age. Female engagement in the work force is a crucial element in sustainable development. The fact that the female employees experience physical and psychological changes during the climacteric period (pre-menopause, menopause and post-menopause), which is an intense period in women's lives, may result in relationship breakdowns with their spouses, families, and friends. All problems arising from climacteric menopause regarding the employee's social circles hinder the women's adaptation process to the menopausal period and negatively influence the female employee's labor force, involvement in decision making, productivity, and family and professional lives.

In today's business world, it is primarily necessary for the employees to be psychologically well in order to be able to contribute to the organization in maximum levels and to work more devotedly (Aslan, 2017). The positive psychological capital term, which analyzes the psychological resources of employees, has been used more and more in last few years. Positive psychological capital can be improved by means of practices such as involvement in the decision making process, enhancing working conditions, empowering employees, and implementing a supportive organizational culture so that productivity and performance can be increased in organizations.

Psychological capital is a form of capital that came out as an influential movement in organizational behavior and has its roots in positive psychology and positive organizational behavior; this form of capital represents the emergence of new tendencies in productive workplace environment in human resources management and is described as a positive organizational behavior which can positively contribute to increasing organizational performance (Luthans et al., 2007; Kutanis and Oruç, 2014). According to Luthans et al. (2007) psychological capital has four aspects characterized by self-efficacy (individual's self-confidence that they will put in the necessary effort into their job); optimism (positive attitude and approaches to present and future success); hope (expectation that objectives will be achieved); and resilience (the capacity to stand up against challenges and hardships). Numerous studies support that positive psychological capital is in connection with negative and positive business attitudes. Studies carried out in organizational behavior field demonstrate that psychological capital negatively correlates with intentions to resign (Erkuş and Fındıklı, 2013), exhaustion (Polatçı and Baygın, 2022; Topçu and Ocak, 2012), stress (Avey et al., 2009) and positively correlates with organizational commitment (Gupta et al., 2021; Youssef and Luthans, 2007; Çınar, 2011; Aslan, 2017), job satisfaction (Walumbia et al., 2010), organizational citizenship behavior (Berberoğlu, 2013), job performance (Luthans et al., 2010), creative performance (Sweetman et al., 2010) innovative behavior (Örücü and Çınar, 2018); subjective well-being (Huang and Zhang, 2021) and authentic leadership (Savur, 2013; Yollu and Korkmaz, 2021). Consequently, the value of positive psychological capital perception steadily increases in organizations.

According to Meyer and Allen (1997), organizational commitment, one of the work attitudes related to positive psychological capital, is a psychological behavior that takes shape in regard to the employees' relationship with the organization, which can then aid in the employees' decision to be a permanent member of the organization. This term expresses the relationship of the employee with the

organization, as well as the determining psychological factors which weigh in on the decision of the employee to continue working with the organization. Meyer and Allen (1991) group the elements constituting organizational commitment as continuance commitment, affective commitment and normative commitment.

Continuance commitment expresses the economical value of continuing to work with an organization as perceived by the employee. Normative commitment is the employee's feelings of obligation to stay at an organization due to moral or ethical reasons. Affective commitment, on the other hand, expresses the emotional connection of the employee with the organization, the employee's belief in the values of the organization and the subsequent identification with the organization (Robbins and Judge, 2013).

Youssef and Luthans (2007) have demonstrated that increasing the psychological capital of the employees contributes positively to the actualization of organizational objectives. Positive psychological capital aims to offer opportunities to employees in terms of their contributions to organizational change. This form of capital reflects a psychological capacity for the employees to have an advantage for competition regarding predetermined objectives. Therefore, it is stated that psychological capital is in relation with organizational behavior variables, and that it can be possible to increase organizational commitment with the increase of psychological capital. In this study, the aim is to determine the influence of positive psychological capital on one of the commitment types, affective commitment, in the context of climacteric period. Affective commitment is a result of accepting institutional values and rules, and an internal belief regarding continuing employment, and not a commitment created by outer factors. It is a form of commitment that arises on its own accord depending on internal factors (motive/impulse) (Tutar, 2007); therefore, only affective commitment is taken into consideration in the scope of the study.

This research aims to determine the moderating role of the climacteric period in the effect of positive psychological capital on the emotional commitment of female employees of the private hospital sector in Mersin province. In this context, the aim of the research is to reveal whether positive psychological capital has an effect on emotional commitment, what the moderating role of the climacteric period is, and examine the relationship between the variables.

Positive psychological capital perception is affected by the internal and external factors in which the individual is located. For example, while self-efficacy and hope depend on the individual, optimism and resilience are related to external environmental conditions. For this reason, it can vary depending on factors such as socio-cultural structure, welfare level, education, and working conditions. In this context, it is essential to repeat the studies on positive psychological capital in different organizational environments, different cultural contexts, and with different universes and samples. Understanding positive organizational behavior and positive psychological capital provides a basic framework for practitioners and researchers for future research.

Although there are many studies on positive psychological capital in the international arena, it is seen that the studies conducted in our country are limited. In addition, no study has been found to determine the effect of positive psychological capital on emotional organizational commitment in the context of the climacteric period. The fact that both concepts have a significant relationship with other variables and that they have effects on other variables makes the subject of positive psychological capital and emotional commitment worth understanding and studying. The studies to be conducted in this context will not only contribute to the field of organizational behavior but also pave the way for a better understanding of positive psychology and the emergence of different perspectives, with potentially transformative outcomes.

2. Literature

2.1. Positive Psychological Capital

Positive psychology movement has pioneered new research and practices beyond the scope of traditional psychology and has been shown great interest by researchers and practitioners from scientific fields of positive organizations (Donaldson and Ko, 2010). The worldwide consensus on this subject is that a more balanced approach that takes into account the positive and negative concepts is required for organizations (Luthans and Youssef, 2007). Luthans points out that through a positive approach, the strengths and psychological potentials of employees working in organizations can be developed so that their performance and productivity increases.

Positive organizational behavior, which came out at the beginning of the 2000s follows up on positive psychology which is supported by theories and research focusing on the strengths and psychological capacities of employees. Positive organizational behavior, described as the reflection of positive psychology into an organizational setting, offers a fresh perspective on the management and development of teams that work on revealing and developing the positive strengths of individuals. Positive organizational behavior is the analysis of the positive characteristics and psychological capacities that can be measured, developed and managed productively so that performance improvement can be achieved (Luthans et al., 2006).

Positive psychological capital is a structure that is measurable by theory and research, correlated to the employee's business manner, and a structure that can be developed depending on circumstance. It is the total of characteristics that can be improved through experience or training so that especially individual and organizational performance is increased. Psychological capital, which is correlated to individual awareness, is primarily the sum total of the knowledge, skills, and experience that the individual acquires in a given period. It is claimed that awareness will contribute to the individual's productivity in the job environment (Erkuş and Fındıklı 2013).

Research carried out by Luthans et al. (2007) created a space which crowded the four crucial aspects in the field of positive organizational behavior, self-efficacy, hope, optimism, and resilience under the title of positive psychological capital. These aspects aim to expand the capacity of the individual and to reveal their potential. The components of psychological capital are conceptually individual structures, however, it is claimed that positive psychological structure, which is the combination of these structures, has a greater effect than the total sum of the individual effects of the structures, that is, it creates a synergy effect (Luthans et al., 2010). The main idea behind the assembly of the components of positive psychological capital is the common characteristics of these aspects, which is their contribution to a motivational tendency in achieving specific objectives (Avey, 2007).

2.1.1. Self-Efficacy

Self-efficacy is the individuals' belief in their personal talents; this belief acts as a catalyst so that the individual can actuate the motivation, cognitive resources, and behavior that is necessary for them to carry out a specific assignment they are given (Avey et al., 2008). According to Stajkovic and Luthans (1998), self-efficacy is the channeling of motivation and cognitive resources in such a way to control the events in individuals' lives, and their belief in themselves that they are able to overcome the hardships and problems that they come across. In this context, self-efficacy is not a perception that shows how talented the individual is, but rather the individual's belief in their talents. In this way, the individual compares the performance that they need to put in with their own capacity and act accordingly. The perception of self-efficacy influences the effort people will show to reach the aims and objectives they set out for themselves, their tolerance levels in their struggles with hardships, and their reactions in the event of failure. Individuals going through successful experiences can develop a strong belief in themselves. If an individual has a feeling of efficacy previously but goes through failures, failures shake their belief in themselves but cannot destroy feelings of struggle. It is possible

for the individual to find the desire to try again for success in upcoming periods (Üstün and Tekin, 2016). Stajkovic and Luthans (2003) state that belief in self-efficacy greatly influences the performance and motivation in individual and group levels; in other words, the individuals who have confidence in their talents have higher levels of motivation and better job performance.

2.1.2. Hope

The concept of hope in positive psychology is described as the sum total of skills including developing goal oriented pathways and the determination to follow up through these pathways (Snyder, 2000). In this context, researchers focus on two facets of the hope component in psychological capital. The first one is the required will power to reach an objective, and the second is the pathway set in order to reach the objective. If the individual has the willpower to move forward with determination in order to overcome hardships, if they can come up with alternate routes in the face of current circumstances, it is possible to say that the individual has hope (Tösten, 2015). According to Snyder (2000), having a positive sense of possible success is a prerequisite of being successful. Research carried out on the subject of hope show that hope is an effective psychological capacity in tackling with additional hardships that individuals face in mental and physical health (Keleş, 2011).

The existence of a successful and hopeful thought depends on the existence of pathways that can help an individual reach their objectives and factors that can move the subject and increase their determination to reach their dream objectives (Snyder, 2000).

Having high hope employees in organizations helps increase the component of coming up with new and alternative routes. In this context, having high hope employees is especially crucial with respect to the well-being of employees in periods of crisis, chaos, or change, the establishment of positive organizational change and the management of the transition period (Avey et al., 2008; Weick and Quinn, 1999).

2.1.3. Optimism

The theoretical groundwork of the optimism component of positive psychological capital largely comes from Martin Seligman (Luthans et al., 2008). According to Seligman (1998) optimism is described as the individuals referral to internal, temporary and generalizable causes when explaining positive states, and their referral to external, permanent and situation specific causes when explaining negative states (Luthans and Youssef, 2004). In this context, optimists tend to perceive problems on a temporary, controllable level and interpret them as situation specific. Pessimists, on the other hand, think that the problems they come across will continue to exist, that their problems make them weak and that they do everything in their power to overcome their problems but that they cannot control the situation (Seligman, 2004). The feeling of optimism in individuals not only enables them to strive more, but also helps them to generate alternate solutions in the face of hardships (Larson and Luthans, 2006).

In a study carried out with sales representatives, Seligman and Schulman (1986) establish that optimistic employees have higher sales numbers and better performance compared to others, and that pessimistic employees have higher tendencies to quit.

Seligman and Csikszentmihalyi (2000) state that optimistic people have higher tendencies to be successful as a result of being more psychologically positive, and that they are more determined to achieve success. Luthans et al. (2007) express that optimistic and pessimistic employees show quite different reactions to change; optimistic people embrace change more easily and focus more on seeing future opportunities and seizing them.

2.1.4. Psychological Resilience

The concept “resilience” which has a more reaction based characteristic compared to other positive psychological capital components, described the individuals’ favorable adaptation to in the face of risky or adverse situations (Atan and Ünver, 2019). It is the capacity of the individual for bouncing back and recovering from stress, hardships, failure, uncertainty, conflict and situations that are positive but result in more responsibility and therefore creating positive stress (Luthans et al., 2007).

Resilience can be observed in different levels in individuals; these levels appear in three different aspects: social, affective, and cognitive. Individuals who have social resilience are usually reported as having high levels of communication skills and being successful at making friends and developing positive relationships. Individuals who have affective resilience are individuals who have high self-respect and self-efficacy, optimistic, and hopeful. Individuals who have cognitive resilience are reported to have high levels of intelligence, and strong coping mechanisms as well as problem solving skills (Kutanis and Yıldız, 2014).

2.2. Affective Commitment

Affective commitment occurs in the case of individuals’ identification of their personal values and objectives with the organization and the organizations’ objectives, aims, and values. In such cases, individuals desire to be a continuous member of the organization to achieve their objectives (Oktay and Gül, 2003). Furthermore, affective commitment arises from a compromise between personal and organizational values which links the individuals with the organization emotionally and ensures that the individuals are content with being members of the organization (Wiener, 1982). Affective commitment is a type of commitment that consists of a shared mission and vision with the organization, and the love and respect shown towards the rules of the organization together with its aims and objectives (Tutar, 2007). In this context, affective commitment is not a passive attachment and submission to the organization; rather, it is an active bond that includes the employees’ consent to make sacrifices to contribute to the organization’s success (Gürbüz, 2006).

Studies carried out on affective commitment show that positive attitudes regarding the organization can bring about positive organizational behavior variable and positive job outputs. Studies carried out on affective commitment reveal a positive relationship with job performance (Ellinger et al., 2013; Meyer et al., 2002; Meyer et al., 1989; Randall, 1987); product and service quality (Ellinger et al., 2013); organizational citizenship behavior (Gürbüz, 2006); job satisfaction (Namasivayam and Zhao, 2007) and a negative relationship with mobbing (Zafer, 2018); job stress (Wasti, 2000); and intention to leave (Hackett et al., 1994).

2.3. Climacteric Period

Climacterium is the transition period when a woman leaves behind her reproductive years as she ages; her reproductive capacity starts to decrease as ovarian functions and estrogen levels decrease with age. This period starts generally about when a woman is 40-45 years old and lasts for about 20 years until old age (Taşkın, 2009; Tortumluoğlu, 2003). This period should be examined separately for health care practitioners as it is a life-threatening period of physiological changes, which comes with pathological incidents that disturb life quality and negatively affect marital relationships. However, some women perceive the changes that come about during this period differently. Some seek treatment for the issues that arise while some do not see these changes as issues and do not get affected much (Çoban et al., 2008).

Climacterium consists of four stages called premenopausal, menopausal, perimenopausal, and postmenopausal period (Taşkın, 2009).

Premenopause: Premenopause is the first stage of the climacterium covering the duration from the onset of climacterium until the beginning of menopause when first symptoms appear. The 2 to 6 year period before menopause is called premenopause (Kökkaya, 2018). While premenopausal period may differ depending on the person and the society, it generally starts at around the age of 35 to 40 and continues for about 10 years, until the age of 55 to 60. Complaints such as fatigue, irritability, anxiety, depression, vasomotor changes, emotional disorders, headaches, etc. begin to appear in this period. The physiological and biochemical changes seen in this stage, middle age period and cultural characteristics affect emotional stability (Sert, 2009; Taşkın, 2009).

Menopause: Menopause means the end of menstruation due to the loss of follicular activity in the ovaries. In women who haven't had their period in a year, estrogen production decreases as ovarian follicles start to drop; as the follicles empty completely estrogen hormone secretion stops and menopause officially starts at the end of these changes (WHO 1996; Tortumluoğlu, 2003). The average menopause age in the world is accepted to be 51. In our country, menopause begins between the ages of 48 and 52, with the average being 47 (Çoban et al., 2008). Menopause age is influenced by numerous factors such as geography, race, socio-economical factors, genetics, menarche age, marriage, work status, contraception method used, smoking, fertility, use of contraceptive pill, number of pregnancies, psychological factors, nutrition, genital factors, some health issues such as ovarian cysts and tumors, uterine fibroids. For this reasons, menopause age shows differenced in different cultures and societies (Patterson and Lynch, 1988; Sert, 2009; Kökkaya, 2018).

Perimenopause: Perimenopause is the name of the period happening before menopause, starting with the emergence of clinical, biological, and endocrinological symptoms of menopause, and lasting one year following the last menstrual period. In other words, perimenopause is the period including premenopause, menopause, and the first year after menopause (Sert, 2009). Issues occurring during this period are hot flashes, night sweating, fatigue, uneasiness, forgetfulness and headaches (Tortumluoğlu, 2003).

Postmenopause: According to the definition of WHO, postmenopause is "the period of 6-8 years after menopause". It is the duration of time after menopause until old age. In this period ovarian functions will have stopped completely and fertility will have died out (Sis Çelik, 2013). As the elderly population in our country and the world increases, life span after menopause increases as well, therefore the issues women face in this period become more important (Koçak et al., 2017).

2.4. Research Hypotheses

The primary purpose of this study is to investigate the effect of psychological states such as hope, optimism, self-efficacy, and resilience, collectively known as organizational psychological capital, on organizational commitment. The formation of positive psychological capital and its dimensions continues to be the source of maturity, mission, values, and high level of commitment (Aminikhah et al., 2016; Luthans and Jensen, 2005; Newman et al., 2014; Wu and Chen, 2018). Larson (2004) found a more substantial variety of relationships between excellent self-efficacy, optimism, and resilience and the durability of the connection between the general level of positive psychological capital. Youssef and Luthans (2007) stated that employees exhibit higher levels of hope, and optimism and resilience exhibit higher levels of satisfaction and commitment. In his research, Çetin (2011) found a positive relationship between individuals' separation relationships and hope and optimism dimensions; and between job satisfaction and resilience, hope and optimism dimensions. In addition, it has been found that psychological capital continues to increase employees' job satisfaction and commitment attitudes. In addition, many studies have revealed the existence of a significant relationship between the level of positive psychological capital and affective commitment (Çınar, 2011; Miao and Bozionelos, 2017; Ribeiro et al., 2021). Various individual and contextual factors can affect the relationship between psychological capital and affective commitment. Working time

(Lee et al., 2017), organizational support (Kim et al., 2018), and self-actualization (Rajakumar et al., 2024) are some of the variables examined in connection with this relationship. Aslan (2017) determined the connection between psychological capital and attachment and the growth he made to provide a connection between positive psychological capital and attachment. In the scope of this research, the age factor was taken into age groups covering the climacteric and pre-climacteric periods. The physical and psychological changes during this period can affect women's social relationships, such as those of their spouses, family, and friends (Koçak et al., 2017). For this reason, the study also investigates how the climacteric period affects the strength of the effect of positive psychological capital on emotional commitment.

H₁: The positive psychological capital of female employees has an effect on their affective commitment.

H₂: The climacteric period has a moderating role in the effect of the positive psychological capital of female employees on their affective commitment.

3. Methodology

In this section, information is presented regarding the purpose of the research, the universe and sample of the research, the data collection tools used in the research, the collection of data, the validity and reliability of the data collection tools, their analysis, and interpretation.

3.1. Purpose and Importance of the Research

This research aims to determine the moderating role of the climacteric period in the effect of positive psychological capital on the emotional commitment of female employees in the private hospital sector in Mersin province. In this context, the positive psychological capital and emotional organizational commitment levels of female employees, the effect of psychological capital on emotional commitment, and whether the climacteric period (45-65) has a moderating role are investigated in the research. In addition, the research aims to contribute to scientific knowledge accumulation in a way that can be useful for researchers to evaluate the findings obtained from previous studies and this research and to make suggestions for future studies.

3.2. Universe and Sample of the Research

The universe of this research consists of female private hospital employees in Mersin province. Due to the intense workload in the private hospital sector, limited time, and economic reasons, reaching the entire universe was impossible. For this reason, data was collected using convenience sampling until a sample size large enough to represent the universe was reached. In the convenience sampling method, one of the non-probability sampling methods, data is collected from the most easily accessible people until the required sample size is reached (Gürbüz and Şahin, 2014). The research was carried out using data from female private hospital employees in 14 Mersin provinces who had allowed the survey application. A survey was applied to 500 people during the data collection process. After the data was collected, 412 questionnaires were included in the research. In comparison, 42 questionnaires were left out as unfilled, and 46 were left out because they were incomplete or incorrectly filled. As the climacteric period, the age span of 45 to 65, which spans the premenopause, menopause, and postmenopause periods of the female employees, was analyzed.

3.3. Data Collection Tools

The questionnaire participants were asked to filled in consist of three parts; questions determining the demographical characteristics of the participants, the positive psychological capital scale, which consists of 24 items in 4 aspects: hope, optimism, self-efficacy, and psychological resilience; developed by Luthans et al. (2007); adapted into Turkish by Çetin and Basım (2012); and the three dimensional organizational commitment scale, developed by Allen and Meyer (1990); revised by Meyer et al. (1993), and adapted into Turkish by Wasti (2000). The options to the five point Likert type psychological capital scale, are (1) Strongly Disagree, (2) Disagree, (3) Indecisive (4) Agree (5) Strongly Agree, and items 1, 8 and 11 are reverse coded. Only the first 6 items of the organizational commitment scale, which has a total of 18 items regarding three dimensions, were used as the study only concerns itself with the affective commitment of female employees. The rating structure of the scale is (1) Strongly Disagree, (2) Disagree, (3) Indecisive (4) Agree (5) Strongly Agree, and items 2, 4, and 6 are reverse coded.

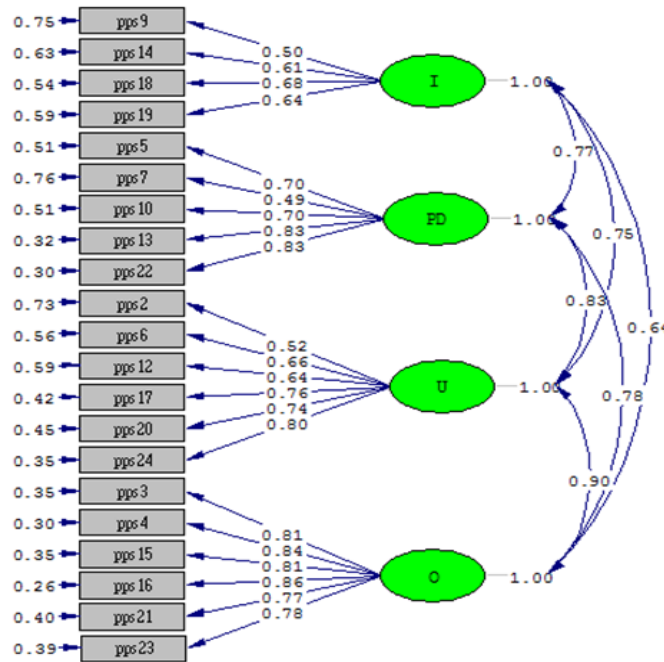
3.4. Data Analysis

Packaged software programs SPSS 23 and Lisrel were used in the statistical analysis of the research data. Data analyses were actualized on the total number of points acquired from the scales. The validity analysis of the scales was examined through Lisrel program with confirmatory factor analysis. For establishing the reliability of the scales, Cronbach's Alpha value was taken into consideration. In order to gather demographical data from the participants, frequency and percentage distribution were consulted. In order to determine the influence of psychological capital on affective commitment and the moderating role of the climacteric period, hierarchical regression analysis was used. In the hierarchical regression analysis, positive psychological capital was included in the analysis as independent variable, and climacteric period was included in the analysis as moderating variable.

In the scope of this study, the compatibility of the construct validity and factor structure of positive psychological capital scale and the acquired data were determined with DFA. In the DFA assisted analysis, some scale items were removed from the scale until the goodness of fit values required for the model were met. Items 1 and 11 in optimism aspect, "In this workplace, things never go as I want them to", "If things can go wrong for me in my workplace, they do" and item 8 in psychological resilience aspect, "When I come across difficulties in my job, I have problems overcoming them", were removed due to the fact that their validity coefficient was below accepted limits.

As seen in figure 1, the 4 factor structure of the scale was verified with the 21 items in the scale; it can be further seen that the factor loads of the items vary between 0.49 and 0.86 Goodness of fit values acquired from confirmatory factor analysis are 3.35 for χ^2/df value, 0,05 for SRMR, 0.97 for CFI, 0.078 for RMSEA, 0.96 for NFI, and 0.97 for IFI. X2/df, RMSEA, SRMR values of the model showed acceptable levels of fitness, while NFI, CFI, IFI values were in the range of perfect adaptive value (Schermelleh-Engel and Moosbrugger, 2003: 53; Munro, 2005; Çapık, 2014: 199). These results show that the final version of the scale reach sufficient adaptive value. When Cronbach's Alpha levels, calculated according to the reliability analysis results of general and sub scales of psychological capital, were examined, the following results were reached. Psychological capital is found to be 0.937; optimism subscale is found to be 0.689; psychological resilience subscale is found to be 0.828; hope subscale is found to be 0.823 and self-efficacy subscale is found to be 0.920. According to Kalaycı (2008), the reliability of the scale which has a value of between 0 and 1 in the alpha coefficient can be interpreted as follows; $0.00 \leq \alpha < 0.40$ shows the scale to be unreliable; $0.40 \leq \alpha < 0.60$ shows the scale to be somewhat reliable shows the scale to be highly reliable. In this scope,

the general psychological capital scale and the psychological resilience, hope and self-efficacy subscales can be said to be highly reliable, while hope subscale is quite reliable.

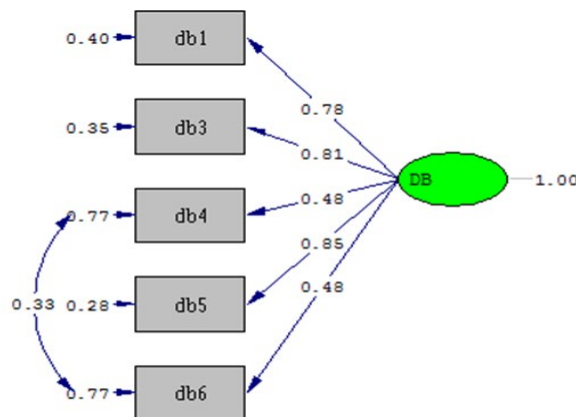


Chi-Square=612.70, df=183, P-value=0.00000, RMSEA=0.078

Figure 1. Positive Psychological Capital Scale 21 Item Factor Structure

In the scope of this research study the confirmatory factor analysis applied to affective commitment scale revealed that the validity coefficient of 2nd item in the affective organizational commitment scale, “I do not feel affective commitment to this business”, was below accepted levels, therefore, it was removed from the scale. It can be seen that the factor loads of scale items vary between 0.48 and 0.85. As can be seen in Figure 2, the 5 items in the scale validate the single factor structure.

The goodness of fit values of the model was determined to be, $\chi^2/df = 3.51$ ($\chi^2=14.06$ $df=4$); SRMR value was 0.019, CFI value was 0.99, RMSEA value was 0.081, NFI value was 0.99 and IFI value was found to be 0.99. Analysis results demonstrate that the final version of the affective commitment scale has sufficient goodness of fit value. The Cronbach’s Alfa coefficient calculated to determine the reliability of the scale was found to be, 0.824, which shows that the scale is highly reliable.



Chi-Square=14.06, df=4, P-value=0.00709, RMSEA=0.081

Figure 2. Affective Commitment Scale Factor Structure

Table 1. Information on the Demographic Characteristics of the Female Employees

		n	%
Marital status	Married	219	53.2
	Single	193	46.8
	Total	412	100
Age group according to climacteric period	Pre-climacteric period (18-44 age)	332	80.6
	Climacteric period (45 and above)	80	19.4
	Total	412	100
Educational status	High school graduates	145	35.2
	Degree	128	31.1
	Bachelor's degrees	109	26.5
	Postgraduate degree	30	7.3
	Total	412	100
Working time	1 year and below	69	16.7
	1-5	103	25
	6-10	112	27.2
	11-15	46	11.2
	16-20	46	11.2
	21 years and above	36	8.7
	Total	412	100

When the data regarding the demographical characteristics of female employees is analyzed it can be seen that 53.2% are married, 46.8% are single; 80.6% are in pre-climacteric period, 19.4% are in climacteric period; 35.2% are high school graduates, 31.1% have two-year degrees, 26.5% have bachelor's degrees, 7.3% have postgraduate degrees (master's degree or PhD); 16.7% have less than one year of work experience, 25% have 1 to 5 years of work experience, 27.2% have 6 to 10 years of work experience, 11.2% have 11 to 15 years of work experience, 11.2% 16 to 20 years of work experience, 8.7% have more than 21 years of work experience.

Table 2. The Influence of Positive Psychological Capital on Affective Commitment and the Moderating Role of the Climacteric Period

Model	B	S.H.	β	p	R2	t	Tolerance	VIF
1 (Invariant)	3.499	.044	.431**	.000	.185	80.425		1.000
Positive Psychological Capital	.421	.044		.000		9.663	1.000	
2 (Invariant)	3.499	.043	.433	.000	.190	80.537		1.001
Positive Psychological Capital	.423	.044		.000		9.714	.999	1.001
Climacteric Period	.064	.044		.144		1.463	.999	
3 (Invariant)	3.499	.043	.430	.000	.191	80.469		
Positive Psychological Capital	.420	.044		.000		9.595	.989	1.011
Climacteric Period	.065	.044		.138		1.486	.998	1.002
Positive Psychological Capital * Climacteric Period	.026	.040		.517		.649	.998	1.012

*p<0.05, **p<0.01

In order to determine the moderating role of climacteric period in the influence of positive psychological capital on affective commitment, in the study age groups were divided into two groups, (18-44) pre climacteric group and (45-65) climacteric period group. In the hierarchical regression analysis carried out to determine the influence of psychological capital on affective commitment and the moderating role of climacteric period and age in this relationship, in the first group the independent variable used in the model shows that positive psychological capital ($\beta=.431$, $p<0.01$) has statistically significant effect on affective commitment, in the second group the moderating variable demonstrates that the climacteric period ($\beta=0.65$, $p>0.05$) has no statistically significant effect on affective commitment. In the third group, the transactional premise ($\beta=0.29$, $p>0.05$) made

up of the multiplication of positive psychological capital and the climacteric period was not found to be statistically significant (Table 2).

Table 3. The Influence of the Optimism Aspect of Psychological Capital on Affective Commitment and the Moderating Role of the Climacteric Period

Model	B	S.H.	β	P	R2	t	Tolerance	VIF
1 (Invariant)	3.499	.045	.343**	.000	.118	77.285		
Optimism	.336	.045		.000		7.404	1.000	1.000
2 (Invariant)	3.499	.045		.000	.121	77.344		
Optimism	.337	.045	.345	.000		7.432	1.000	1.000
Climacteric Period	.058	.045	.059	.202		1.278	1.000	1.000
3 (Invariant)	3.499	.045		.000	.123	77.322		
Optimism	.337	.045	.345	.000		7.432	1.000	1.000
Climacteric Period	.059	.045	.060	.194		1.302	.999	1.001
Optimism* Climacteric Period	.039	.045	.040	.389		.862	.999	1.001

*p<0.05, **p<0.01

In the hierarchical regression analysis carried out to determine the influence of optimism sub-dimension of psychological capital on affective commitment and the moderating role of the climacteric period and age on this relationship, in the first group the optimism ($\beta=.343$, $p<0.01$) inserted into the model was found to be statistically significant in affective commitment, in the second group climacteric period ($\beta=0.59$, $p>0.05$) inserted into the model was not found to be statistically significant in affective organization commitment. In the third group the transactional premise ($\beta=0.40$, $p>0.05$) obtained by the multiplication of optimism and climacteric period was not found to be statistically significant (Table 3).

Table 4. The Influence of the Psychological Resilience Aspect of Psychological Capital on Affective Commitment and the Moderating Role of the Climacteric Period

Model	B	S.H.	B	P	R2	T	Tolerance	VIF
1 (Invariant)	3.499	.046	.319**	.000	.102	76.587		
Psychological Resilience	.312	.046		.000		6.817	1.000	1.000
2 (Invariant)	3.499	.046		.000	.108	76.747		
Psychological Resilience	.317	.046	.325	.000		6.936	.994	1.006
Climacteric Period	.075	.046	.077	.100		1.647	.994	1.006
3 (Invariant)	3.500	.046		.000	.108	76.518		
Psychological Resilience	.315	.046	.322	.000		6.783	.970	1.031
Climacteric Period	.077	.046	.079	.095		1.673	.986	1.015
Psychological Resilience *Climacteric Period	.015	.041	.018	.709		.374	.965	1.037

*p<0.05, **p<0.01

In the hierarchical regression analysis carried out to determine the influence of psychological resilience sub-dimension of psychological capital on affective commitment and the moderating role of the climacteric period and age on this relationship; in the first group, the independent variable inserted into the model show that psychological resilience ($\beta=.319$, $p<0.01$) is statistically significant in affective commitment; in the second group climacteric period ($\beta=0.77$, $p>0.05$) inserted in the group was not found to be statistically significant in affective commitment. In the third group, the transactional premise ($\beta=0.18$, $p>0.05$) obtained by the multiplication of psychological resilience and climacteric period was not found to be statistically significant in affective commitment. The analysis

results demonstrate that psychological resilience is influential in affective commitment; however, climacteric period does not have any moderating role in the process (Table 4).

Table 5. The Influence of the Hope Aspect of Psychological Capital on Affective Organizational Commitment and the Moderating Role of the Climacteric Period

Model	B	S.H.	β		R2	T	Tolerance	VIF
1 (Invariant)	3.499	.044	.411**	.000	.169	79.608		
Hope	.401	.044		.000		9.121	1.000	1.000
2 (Invariant)	3.499	.044		.000	.172	79.685		
Hope	.402	.044	.412	.000		9.152	1.000	1.000
Climacteric Period	.059	.044	.060	.182		1.336	1.000	1.000
3 (Invariant)	3.498	.044		.000	.172	79.579		
Hope	.404	.045	.414	.000		8.999	.959	1.043
Climacteric Period	.059	.044	.060	.185		1.329	.999	1.001
Hope *Climacteric Period	-.009	.038	-.011	.816		-.233	.958	1.043

*p<0.05, **p<0.01

In the hierarchical regression analysis carried out to determine the influence of hope sub-dimension of psychological capital on affective commitment and the moderating role of the climacteric period and age on this relationship, in the first group, hope ($\beta=.411$, $p<0.01$) inserted into the model was found to be statistically significant in affective commitment, in the second group climacteric period ($\beta=0.60$, $p>0.05$) inserted into the model was not found to be statistically significant. In the third group, the transactional premise ($\beta=-.011$, $p>0.05$) obtained by the multiplication of hope and climacteric period was not found to be statistically significant. The analysis results demonstrate that hope is influential in affective commitment; however, climacteric period does not have any moderating role in the process (Table 5).

Table 6. The Influence of the Self-Efficacy Aspect of Psychological Capital on Affective Commitment and the Moderating Role of the Climacteric Period

Model	B	S.H.	B	P	R2	t	Tolerance	VIF
1 (Invariant)	3.499	.044	.403**	.000	.162	79.295		
Self-Efficacy	.393	.044		.000		8.906	1.000	1.000
2 (Invariant)	3.499	.044		.000	.165	79.315		
Self-Efficacy	.393	.044	.402	.000		8.899	1.000	1.000
Climacteric	.049	.044	.050	.272		1.099	1.000	1.000
3 (Invariant)	3.498	.044		.000	.166	79.261		
Self-Efficacy	.391	.044	.400	.000		8.832	.996	1.004
Climacteric	.048	.044	.049	.276		1.090	1.000	1.000
Self-Efficacy * Climacteric Period	.031	.042	.033	.469		.725	.996	1.004

* p<0.05, **p<0.01

In the hierarchical regression analysis carried out to determine the influence of hope sub-dimension of psychological capital on affective commitment and the moderating role of the climacteric period and age on this relationship, in the first group, the independent variable inserted into the model show that self-efficacy ($\beta=.403$, $p<0.01$) is statistically significant in affective commitment; in the second group, climacteric period ($\beta=0.50$, $p>0.05$) inserted in the group was not found to be statistically significant in affective commitment. In the third group, the transactional premise ($\beta=0.33$ $p>0.05$) obtained by the multiplication of self-efficacy and climacteric period was

not found to be statistically significant. The analysis results demonstrate that self-efficacy is influential in affective commitment; however, climacteric period does not have any moderating role in the process (Table 6).

4. Conclusion and Discussion

Following the analyses carried out to determine the influence of positive psychological capital on affective commitment and the moderating role of climacteric period in the process, it has been found that positive psychological capital and its sub-dimensions have a significant effect on affective commitment. These results support hypotheses H₁. According to these results, among positive psychological capital and its sub-dimensions, the most influential variable on affective commitment is the general positive psychological capital levels ($\beta=.421$, $p<0.05$). This result demonstrates that the affective commitment of the female employees of Mersin province private hospitals arises partly from their strong levels of psychological capital, and that it is possible to make use of psychological capital in order to increase affective commitment. This research finding is also compatible with other studies carried out regarding the same subject in the literature (Gupta et al., 2021; Wu and Chen, 2018; Miao and Bozionelos, 2017). However, contrary to the studies in the field, this research found that the climacteric period does not have any moderating role in this relationship and hypothesis H₂ is not supported it is thought that this result stems from the fact that female employees in health sector are more knowledgeable regarding the psychological changes during premenopause, menopause, and postmenopause periods, depressive disorders arising from climacterium, and vasomotor and atrophic changes. Thus, it is thought that they will go through this period with more ease and more consciously compared to other female employees in other factors. Studies conducted by Koçak et al. (2017), Kökkaya (2018), Sert (2009) demonstrate that knowledge level and awareness regarding the climacteric period, receiving social support and participating in various trainings lower menopausal symptoms significantly, increase life quality, that women accept this period as a natural process and that they exhibit a positive attitude towards menopause. Female employees in the healthcare sector are able to inform their societies with their awareness of the topic. It is this study's evaluation that the fact that a significant differentiation, an important influence or a role of the climacteric period was not found in the positive psychological capital and affective commitment between female employees who are not in the climacteric period and those in the climacteric period in the healthcare sector in Mersin province may be because of the aforementioned reasons.

As a result, the findings of the study highlights that it is important to make use of positive psychological capital to ensure affective commitment, which in turn aids in individual and organizational goals. It is known that the development of complete affective commitment where employees do not feel any financial or moral obligation is dependent equally on the employees' characteristics and their subsequent hopes for future, their optimistic perspective and their belief in future success as well as organizational atmosphere. In this context, the study concludes that positive psychological capital as a concept in the field of organizational behavior, which denotes the employees' strengths and improvable qualities, positively influences the attitudes and behaviors that reflect on the organizational atmosphere and individual and organizational gains.

The perception of psychological capital which can be described as a reflection of individuals' psychological state and their psychological capacity, may decrease or increase depending on many factors such as sex, age, income levels, education levels, work experience, career development, title, industry specific differences, the development level of the provinces, cultural differences and the like. For this reason, it is thought to be important that research in this area be repeated in different populations and samples and compared to the findings of this study, examined in order to support research findings and develop the literature in this area.

Research examining the influence of the symptoms and complaints seen in the climacteric period on women's physical, mental life quality exists in the literature. Besides this, it is important to examine women in climacteric and menopause in their business lives so that issues women face in this period can be detailed and their effect on their business lives be determined. In other words, women going through this period should be examined in their business lives; the study suggests that the relationship of menopause and the climacteric period with organizational attitudes and behaviors such as productivity, organizational commitment, job satisfaction, absenteeism, intention to leave, organizational cynicism, creative performance, problem solution quality is examined. Similarly, it is thought to be beneficial to research the influence of positive psychological capital on other organizational behavior variables (job satisfaction, job performance, creative performance, organizational citizenship behavior, job engagement, organizational cynicism, absenteeism, counterproductive work behavior, etc.) with respect to revealing different interactions.

Moreover, along with the examination of the relationship between positive psychological capital and other organizational behavior variables, it is important to examine the factors that influence positive psychological capital, that is, conducting research in which positive psychological capital is a dependent variable, so that psychological capacity can be improved. Furthermore, the study suggests the testing of research models to be conducted on the relationship between personality characteristics, which is an individual premise of positive psychological capital, and positive capital and the influence of this relationship on job attitudes.

It is predicted that the study also contains beneficial information for operators as well. In order to have healthier, more positive and more productive employees, organizations are advised to analyze positive psychological capital more closely. Luthans et al. (2006) stated that psychological capital and its dimensions can be improved and are open for intervention, and in their study determined that following the psychological capital intervention, business management students in the experimental group were found to have increased levels of psychological capital levels.

By employing people sufficiently equipped with their job descriptions in the context of self-efficacy, in the process, the prevention of putting employees in situations which could damage their beliefs in their improvable skills needs to be interpreted as an organizational effect that increases psychological capital. This approach, which may be defined as employing skill and talent beyond mere employment, will ensure investment in skills by protecting psychological capital in the context of individual belief that. It is thought that in organizations, the activity level of investments made in the interest of employees who do not receive support in terms of psychological capital and individual level skills will not reach desired levels.

Between this thought and optimism and effort, how much positive psychology supports expectations in working periods (day, month, year, etc.), so that future expectations do not turn into a period of anxiety for an employee who will show effort parallel to her expectations, and which occasions and situations that push employees to pessimism should be observed and measured.

In another aspect, an organizational culture that supports the psychological capital of the employee in the workplace by considering the relationship between hope and success, with practices that energize and guide the employee should become "the business manner".

In the context of psychological resilience, which is another aspect of psychological capital, in the periods of crisis and economical regressions of the organization, what levels of psychological capacity is created by what scale of psychological capital should be measured and recorded; employees who have these kinds of strengths should be prioritized in human resource management plans and they should be steered to positive tendencies as the strengths of the organization. In other words, defining positive organizational characteristics and individual-based organizational capacities that allow for these qualities will ensure the development of proactivity with the organization's strong employees. This process, which will help support strengths in times of crisis instead of eliminating

weaknesses, will make it easier to create an employee-based “positive behavior principles guide” about resolving the crisis. This approach will frame who to direct to behave prosocially and with which characteristics in which situations. It is thought that this will in turn reveal who will be the focus of empathy, cooperation and sharing in the organization and who will support the organization with maximum sacrifice and aid.

The fact that affective commitment can be increased by improving the positive psychological capital of the employees is a crucial data for businesses. What is valuable for the organizations in this situation is to interpret this data in a way that can be beneficial for the organization and to make the organization more productive and more effective positive organization.

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