A Research towards the Reality of Psychological Capital in Modern Workforce

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

Keywords: Psychological capital, Work psychology, Organizational atmosphere.

Introduction

The fact that the human element cannot be imitated has further increased the value of this element. Therefore, businesses have begun to give full attention to identifying, developing and managing the types of intangible capital in order to make them more unique than their competitors.¹ Therefore, the concept of psychological capital (PsyCap) has begun with the increasing importance of human-centered approaches in existing organizational environments.² The psychological capital, added as a new...
type of capital to the capital types providing competitive superiority to in the organizations (See Figure 1), emerged from the positive school of organization, which is based on the idea that focusing on perfection and opening up hidden potential in individuals is beneficial not only to the individual but also to the organization. Positive organization school is a product of an approach aimed at solving the tendency of negativity in organizations and focuses on the development of positive and powerful aspects of individuals, communities and teams in the organizational sense and the formation of productive dynamics in organizations.

Figure 1. Types of Capital in Ensuring Competitive Advantage

PsyCap is defined as “an individual's positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success”.

Positive psychological is an approach that aims to accelerate the internal dynamics of the individual capital rather than focusing on adversities and assumes that people have positive features that can be developed to improve performance. The main point intended to be reached with psychological capital is to draw attention to the fact that strengths and psychological capacities of the employees can be continuously improved in order to increase their performance.

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

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

\textsuperscript{12} Luthans, Luthans and Luthans, "Positive Psychological Capital: Beyond Human and Social capital", s.46.
\textsuperscript{13} M. G. Shahnawaz and Hassan Jafri, "Psychological Capital as Predictors of Organizational Commitment and Organizational Citizenship Behaviour", Journal of the Indian Academy of Applied Psychology, 35 (2009), p.79.
expectation.\textsuperscript{19} The final dimension of psychological capital is psychological resilience. Psychological Resilience is “the capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility”.\textsuperscript{20} Luthans et al. indicated that these four components could be measured reliably and validly and could be used to predict the desired business performance outcomes.\textsuperscript{21}

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

**Positive Work Psychology in Workplace**

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

\textsuperscript{24} Ocak and Guler, “Psikolojik Sermayenin Tükenmişlik Üzerine Etkisi: Görgülü Bir Araştırma”, p.115.
ganization productivity, quality of goods or service production, competitive power, continuity and profitability. Therefore, it is important that positive work psychology is dominant in the organizational atmosphere and that individual or organizational factors that will increase the positive work psychology are identified.

Positive psychology is concerned with welfare, satisfaction, job satisfaction, hope, optimism and happiness at the subjective level, and with positive individual characteristics such as “the capacity of love and profession, courage, interpersonal skill, aesthetic sensitivity, perseverance, originality, long-sightedness, high skill and wisdom at the individual level”.27 With these developable features as well as the effect of the organizational atmosphere three basic positive attitudes form in the worker, namely organizational commitment, motivation and job satisfaction, which represent the positive work psychology as a whole. Organizational commitment, together with being one of the most widely discussed topics in work and organizational psychology, is a key factor within the relationship between individuals and organizations in the literature of management and behavioral sciences.28 The reason for this is that organizational commitment affects organizationally important factors such as “work force turnover, absenteeism, job performance, organizational citizenship behavior and job satisfaction”.29 Organizations therefore value employees’ commitment because it is assumed that employee commitment reduces withdrawal behaviors such as coming late to work, not showing up to work and leaving.30 In the literature, organizational commitment is defined with various definitions such as “a psychological state that connects the organization to the individual” by Allen and Meyer31, “the interests and values of an organization being suitable for the employees of that organization, the employees’ feeling accepted by the social environment of the organization” by Robinson32, “an emotional reaction of the individuals against the characteristics of the organization in which they work” by Cook and Wall33, “the sum of normative pressure” by Wiener.34 “Organizational commitment that begins with an employee entering in an organization and psychologically feeling as an element of the organization.”

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

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

structure of employees is examined”. Long-term retention of a highly productive workforce in the organization is desirable and human resources aim to attract and retain these employees. Hence, it is imperative that human resources know how to maximize the length of time workers stay in the organization. The employees being pleased from their jobs is not only important for the organization, but also for “the satisfaction of individuals with their positive effects on their mental and physical health and their satisfaction in life and accordingly, in providing social peace and happiness”.

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

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

Material and Method

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

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

64 Luthans, volio, Avery and Norman. “Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction.”
Research Sample and Data Collection Method from Sample

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

Research Model and Hypotheses

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

\begin{figure}
\centering
\includegraphics[width=\textwidth]{figure2.png}
\caption{Conceptual Model of the Research}
\end{figure}

\textbf{Hypotheses of the Research;}

\textbf{H}_{1a}: There is a significant relationship between the psychological capital and positive work psychology.

\textbf{H}_{1b}: Positive work psychology increases as self-efficacy of the employee increases.

\textsuperscript{65} Luthans, Avolio, Avey and Norman, “Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction”.

\textsuperscript{66} Fatih Çetin and Nejat Basım, “Örgütsel Psikolojik Sermaye: Bir Ölçek Uyarlama Çalışması”, \textit{Amme İdaresi Dergisi}, 45/1 (2012).
$H_{1c}$: Positive work psychology increases as hope of the employee increases.

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

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

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

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

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

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

**Research Data Analysis**

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

**Findings Obtained Through the Research**

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

**Table 1. Basic Information on Data Providers**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>78</td>
<td>58,2 %</td>
</tr>
<tr>
<td>Female</td>
<td>56</td>
<td>41,8 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Younger than 21</td>
<td>5</td>
<td>3,7 %</td>
</tr>
<tr>
<td>21-30</td>
<td>50</td>
<td>37,3 %</td>
</tr>
<tr>
<td>31-40</td>
<td>61</td>
<td>45,5 %</td>
</tr>
<tr>
<td>41-50</td>
<td>13</td>
<td>9,7 %</td>
</tr>
<tr>
<td>51-60</td>
<td>4</td>
<td>3,0 %</td>
</tr>
<tr>
<td>Older than 60</td>
<td>1</td>
<td>0,7 %</td>
</tr>
</tbody>
</table>
Table 2. Reliability Analysis

<table>
<thead>
<tr>
<th></th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Work Psychology</td>
<td>0.850</td>
<td>22</td>
</tr>
<tr>
<td>Psychological Capital</td>
<td>0.744</td>
<td>23</td>
</tr>
</tbody>
</table>

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

Table 3. Correlation Analysis

<table>
<thead>
<tr>
<th>Psychological Capital</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Positive Work Psychology</td>
<td>0.735</td>
</tr>
<tr>
<td>Sub-dimensions of Psychological Capital</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Self-efficacy</td>
<td>0.708</td>
</tr>
<tr>
<td></td>
<td>Hope</td>
<td>0.544</td>
</tr>
<tr>
<td></td>
<td>Psychological Resilience</td>
<td>0.703</td>
</tr>
<tr>
<td></td>
<td>Optimism</td>
<td>0.199</td>
</tr>
</tbody>
</table>

Table 3 provides the correlation table between the dependent variable main independent variable and independent sub-variables of the research. According to this table, a positive and highly significant \( r=0.735 \) relationship was found between the
dependent variable positive work psychology and the main independent psychological capital. A highly significant and positive relationship was found between self-efficacy and psychological resilience, independent sub-dimensions of the research, and dependent dimension positive work psychology ($r=0.708 / r=0.703$). A positive and moderately significant relationship between the hope dimension of psychological capital variable and positive work psychology ($r=0.544$). A positive and quite less significant relationship between the fourth sub-dimension, optimism and psychological capital variable and positive work psychology ($r=0.199$).

Table 4. ANOVA

<table>
<thead>
<tr>
<th>Positive Work Psychology</th>
<th>Sum of Squares</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>13453.212</td>
<td>4484.404</td>
<td>66.860</td>
<td>0.000</td>
</tr>
<tr>
<td>Residual</td>
<td>8719.303</td>
<td>67.072</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>22172.515</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Table 5. Model Summary

<table>
<thead>
<tr>
<th></th>
<th>β</th>
<th>t</th>
<th>Sig.</th>
<th>R²</th>
<th>Adjusted R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant</td>
<td>12.765</td>
<td>2.400</td>
<td>0.018</td>
<td>0.607</td>
<td>0.598</td>
</tr>
<tr>
<td>Self-efficacy</td>
<td>1.159</td>
<td>4.501</td>
<td>0.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psychological Resilience</td>
<td>1.339</td>
<td>4.726</td>
<td>0.000</td>
<td>0.607</td>
<td>0.598</td>
</tr>
<tr>
<td>Hope</td>
<td>0.616</td>
<td>2.523</td>
<td>0.013</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

ANOVA results of multiple regression analysis performed by Stepwise method are shown in Table 5. Upon examining this table, a positive affect is observed between the dependent variable and independent variables. According to the table, it was determined that the 59.8% of the change in the positive work psychology of the employees was explained by their psychological capital. According to the result of the multiple regression analysis conducted, the value that the positive work psychology level can take can be formulated as follows;

"Positive Work Psychology = (1.159 x Self-efficacy) + (1.339 x Psychological Resilience) + (0.616 x Hope)"

According to the model obtained as a result of the regression analysis, it was determined that 1-unit increase in self-efficacy, the sub-dimension of the main independent variable psychological capital, caused an increase of 1.159 units in positive work psychology, 1-unit increase in psychological resilience caused an increase of 1.339 units in positive work psychology and 1-unit increase in hope dimension an increase of 0.616 units in positive work psychology.
Table 6. One-Way Analysis on Monthly Income, Psychological Capital and Positive Work Psychology

<table>
<thead>
<tr>
<th>Psychological Capital</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than TRY 1000</td>
<td>7</td>
<td>77.143</td>
<td>12.86375</td>
<td>4.86204</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between TRY 1000 – 2000</td>
<td>60</td>
<td>86.783</td>
<td>10.65339</td>
<td>1.37535</td>
<td>4.968</td>
<td>0.000</td>
</tr>
<tr>
<td>Between TRY 2000 – 3000</td>
<td>45</td>
<td>91.089</td>
<td>8.78486</td>
<td>1.30957</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between TRY 3000 – 4000</td>
<td>12</td>
<td>89.750</td>
<td>9.55487</td>
<td>2.75825</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between TRY 4000 – 5000</td>
<td>5</td>
<td>96.800</td>
<td>13.70036</td>
<td>6.12699</td>
<td></td>
<td></td>
</tr>
<tr>
<td>More than TRY 5000</td>
<td>5</td>
<td>101.400</td>
<td>8.96103</td>
<td>4.00749</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Positive Work Psyc.

| Less than TRY 1000          | 7  | 73.143| 16.32410       | 6.16993    |       |      |
| Between TRY 1000 – 2000     | 60 | 81.900| 13.28399       | 1.71496    |       |      |
| Between TRY 2000 – 3000     | 45 | 88.133| 9.44506        | 1.40799    |       |      |
| Between TRY 3000 – 4000     | 12 | 84.917| 14.84746       | 4.28609    |       |      |
| Between TRY 4000 – 5000     | 5  | 79.800| 13.31165       | 5.95315    |       |      |
| More than TRY 5000          | 5  | 98.600| 4.92950        | 2.20454    |       |      |

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

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

<table>
<thead>
<tr>
<th>Psychological Capital</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Std. Error</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>6</td>
<td>80.000</td>
<td>16.57709</td>
<td>6.76757</td>
<td>7.776</td>
<td>0.000</td>
</tr>
<tr>
<td>Between 1-2 years</td>
<td>30</td>
<td>83.233</td>
<td>12.33913</td>
<td>2.25281</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between 2-3 years</td>
<td>30</td>
<td>87.000</td>
<td>10.94185</td>
<td>1.99770</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Between 3-4 years</td>
<td>30</td>
<td>90.533</td>
<td>6.92688</td>
<td>1.26467</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 years and above</td>
<td>38</td>
<td>95.026</td>
<td>7.36862</td>
<td>1.19535</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Positive Work Psyc.

| Less than 1 year            | 6  | 73.500| 14.96329       | 6.10874    |       |      |
| Between 1-2 years           | 30 | 77.400| 11.95855       | 2.18332    | 6.451 | 0.000|
| Between 2-3 years           | 30 | 83.033| 14.70745       | 2.68520    |       |      |
| Between 3-4 years           | 30 | 88.033| 10.40717       | 1.90008    |       |      |
| 4 years and above           | 38 | 89.684| 10.12918       | 1.64317    |       |      |
Table 7 shows the analysis of the differences between the job experience duration of employees and the relationship between psychological capital and positive work psychology. According to the results of this analysis; the employees whose job experience duration is higher than 4 years have both the psychological capital and the positive work psychology at the highest level and the employees whose job experience duration is lower than 1 year have the psychological capital and positive work psychology at the lowest level. Accordingly, it was determined that the job experience duration of the employees caused a significant difference on psychological capital and positive work psychology.

Conclusion and Recommendations

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

Table 8. Test Matrix of the Research Hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Result</th>
<th>Significance</th>
<th>Significance</th>
<th>Result</th>
<th>Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>$H_{1a}$</td>
<td>Accepted</td>
<td>0.000</td>
<td>0.000</td>
<td>Accepted</td>
<td>$H_{1e}$</td>
</tr>
<tr>
<td>$H_{1b}$</td>
<td>Accepted</td>
<td>0.000</td>
<td>0.000</td>
<td>Accepted</td>
<td>$H_{1f}$</td>
</tr>
<tr>
<td>$H_{1c}$</td>
<td>Accepted</td>
<td>0.000</td>
<td>0.002</td>
<td>Accepted</td>
<td>$H_{1g}$</td>
</tr>
<tr>
<td>$H_{1d}$</td>
<td>Accepted</td>
<td>0.000</td>
<td>0.000</td>
<td>Accepted</td>
<td>$H_{1j}$</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.000</td>
<td>Accepted</td>
<td>$H_{1k}$</td>
</tr>
</tbody>
</table>

The test matrix for the hypotheses created as a result of the analyses conducted have been exhibited in Table 8. Upon examining the test matrix, it is observed that all 9 hypotheses put forward within the scope of the research are accepted. Accordingly, it has been found that psychological capital has a positive effect on positive work psychology which consists of job satisfaction, organizational commitment and motivation. Thus, this research confirms that the organizational reality of psychological
capital, an output of the positive organizational school, is very high. In addition, a new organizational factor that influences work psychology has also been identified. Upon examining the literature, Irefin and Mechanic found a positive and highly significant relationship between the organizational commitment and performance in their research on the employees of a soda company; Nimalatham and Brabete determined a positive and significant relationship between the job satisfaction and employee performance and revealed and the employees satisfied from the working conditions show a better performance and Chintalloo and Mahadeo researched the effect of motivation on the employee performance in a private company with high turnover and found a positive and moderately significant relationship between motivation and performance. The results of these researches also show that the positivity of work psychology in workers is an important requirement for organizations to achieve their goals in a fast, sustainable and effective manner. Particularly due to the effects on worker performance, work psychology should be emphasized, and the positive tendency should be supported. Therefore, it is extremely important for the organization managers to consider the psychological capital that has a high impact on positive work psychology, to provide optimal organizational climate, to use psychological capital tests actively in personnel selection, to prepare strategies that will increase the psychological capital of current staff, to provide internal trainings and implement psychological reinforcement.

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Modern İşgücünde Psikolojik Sermayenin Realitesine Yönelik Bir AraştırmA

H. TEZCAN UYSAL

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

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