



PSYCHOLOGICAL CAPITAL LEVEL OF AIRPORT EMPLOYEES AND THE RELATIONSHIP BETWEEN WORKPLACE HAPPINESS

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Abstract

The concept of psychological capital is used for purposes such as ensuring sustainability and gaining competitive advantage for businesses. The first aim of the research is to determine the relationship between the psychological capital levels of airport employees and their workplace happiness levels. The second aim is to reveal whether there is a difference between psychological capital averages according to demographic characteristics. Data were collected from 209 participants via survey. Since the data were not normally distributed, statistical analyses were performed with non-parametric tests. As a result, a strong positive and significant relationship was found between the psychological capital levels of airport employees and their workplace happiness ($p < .05$). According to the comparison of psychological capital levels by gender, it was determined that there was no significant difference between men and women. When psychological capital levels were analyzed according to age groups and marital status, no significant difference was found ($p > .05$).

Keywords: *Psychological Capital, Positive Psychology, Workplace Happiness, Airport Management, Aviation Management*

JEL Classification: *D23, L93*

HAVALİMANI ÇALIŞANLARININ PSİKOLOJİK SERMAYE DÜZEYİ VE İŞYERİ MUTLULUĞU İLE İLİŞKİSİ

Öz

Psikolojik sermaye kavramı, işletmeler için sürdürülebilirliğin sağlanması ve rekabet avantajı elde edilmesi gibi amaçlarla kullanılmaktadır. Araştırmanın ilk amacı, havalimanında çalışanların psikolojik sermaye düzeyleri ile işyeri mutluluk düzeyleri arasındaki ilişkiyi belirlemektir. İkinci amaç, demografik özelliklere göre psikolojik sermaye ortalamaları arasında fark olup olmadığını ortaya koymaktır. Veriler, anket yöntemiyle 209 katılımcıdan toplanmıştır. İstatistiksel analizler, verilerin normal dağılmaması nedeniyle parametrik olmayan testlerle yapılmıştır. Sonuç olarak, havalimanı çalışanlarının psikolojik sermaye düzeyleri ile işyeri mutlulukları arasında güçlü pozitif ve anlamlı bir ilişki saptanmıştır ($p < .05$). Psikolojik sermaye düzeylerinin cinsiyete göre karşılaştırılmasına göre kadın ve erkek arasında anlamlı bir fark olmadığı tespit edilmiştir. Psikolojik sermaye düzeyleri yaş gruplarına ve medeni duruma göre incelendiğinde anlamlı bir fark saptanmamıştır ($p > .05$).

Anahtar Kelimeler: *Psikolojik Sermaye, Pozitif Psikoloji, İşyeri Mutluluğu, Havalimanı yönetimi, Havaçılık Yönetimi*

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1. Introduction

Psychological capital refers to the set of indicators that are characterized by the psychological states, emotions, thoughts, behaviors and, personal characteristics of individuals and provide discrimination between individuals. In the past, studies have been conducted on only negative aspects of psychological situations that require treatment, but it has been realized that psychology is not only a reflection of negative and treatment-requiring behaviors, it can also manifest itself positively in individuals and is an element that can be improved. The concept of psychological capital that emerged at this point has revealed the existence of positive aspects of people and argued that they can be improved. Psychological capital is the individual's happiness, endurance, self-esteem, etc.

Managers who want to be successful in their organizational goals by recruiting skilled employees in a hyper-competitive business environment; bring employees together with many attractive alternatives, from job design to wage and fringe benefits, from career opportunities to programs that balance business and family life. This approach is described in the literature as a "fight for talent". However, employees establish an organization ideal that will contribute to their development and learning and provide career opportunities in this direction rather than an organization that provides lifelong employment. Therefore, in the context of organizational behavior research, less and less emphasis is placed on the war for talent perspective, and a more decisive, renewable, and unique paradigm is needed in managing and developing human resources. This new paradigm is described as psychological capital and states that organizations can gain competitive advantage in the long run by contributing to the psychological capital of employees (Bitmiş, 2014: 5).

The psychological capital of individuals in today's world has become very important in business life as well as in their private life. In the study, by explaining the concepts of psychological capital and workplace happiness, which are important both individually and organizationally, the relationship and importance of these two concepts have been determined and the effects and results of the Elazığ airport example are presented.

2. Literature Review

In this section, concepts such as psychological capital, sub-dimensions of psychological capital, positive psychological capital, and workplace happiness are defined and the relationship between psychological capital and workplace happiness is explained.

In the late nineties, a new trend of thought began to develop in psychology under the leadership of the famous American psychologist Martin Seligman. Seligman, who was elected as the president of the American Psychology Association in 1998, introduced the concept of positive psychology, which is different from the psychology approach that deals with the treatment of diseases and problems, which became much more important after the Second World War (Seligman, 2002). Although it is as long as it is, it is scientifically recognized for the work of Abraham Maslow. The concept of "psychological capital", which was first acquired by Goldsmith in the literature in 1197, is interpreted as the individual's opinions about themselves, their job attitudes, ethical compliance, and their approach to life and as personality traits for individual productivity in psychology. Luthans and his friends were inspired by Seligman's work in this field. Afterward, they wanted to use positive psychology in the field of business and organizational life (Bankacı, 2016: 67). First of all, studies have been conducted on the relationship between wages and psychological capital, which manifests itself in economics, investment, and sociology documents. According to the studies of Goldsmith et al. "Psychological capital is predicted to affect productivity by encompassing infinite personal characteristics. The psychological capital of the individual contains many features that are the reflection of the individual's views and self-esteem" (Çakmak & Arabacı, 2017: 18). Psychological capital emerged with the positive psychology movement aimed at increasing the standard of living, preventing negativities, and developing positive aspects.

Psychological capital deals with "who" and "who can be" and is broadly defined as a person's positive psychological development (Bekmezci et al., 2020: 857). Psychological capital is the orientation of individuals to psychologically positive situations and development and progress in this respect. "To be competent to take on difficult tasks and to make the necessary effort to accomplish these tasks, to achieve success in the current situation and afterward, to make efforts within the framework of goals and boundaries, and to re-check the paths to these goals, to be successful even if a problem is encountered to continue his job" (Yetim, 2019: 5-6). Psychological capital is first related to the individual awareness created by the accumulation and blending of knowledge, skills, and experiences over time. It is known that this awareness will increase individual efficiency and productivity, especially in working life. However, it is known that psychological capital positively affects work-related behaviors, increases ethical behaviors, provides a positive perspective on life, and has such effects (Erkuş & Fındıklı, 2013: 304).

2.1. Psychological Capital

Psychological Capital shows the positive psychological development of an individual and encompasses the following characteristics: (1) self-confidence (self-efficacy) to take on and overcome challenging tasks; (2) making a positive attribution (optimism) about success now and in the future; (3) believing in their goals and reorienting the paths to that goal in order to achieve success; (hope) and (4) not giving up (resilience) when faced with problems and difficulties (Luthans et al., 2007: 3). An example of how psychological capital factors interact, is where hopeful people will be more motivated and more resilient to achieve their goals and overcome challenges are examples of the effect. At the same time, confident people will be able to use their hopes, optimism and, stamina in tasks in certain areas of their lives. Similarly, a flexible person will master the adaptation mechanisms necessary for realistic and flexible optimism. All of these are only representative of many positive results that may arise from the interaction between psychological capital factors (Luthans et al., 2007: 19).

Components of psychological capital are as follows (Çakmak and Arabacı, 2017):

Self-confidence/Trust: It is people's belief in their abilities to achieve results.

Optimism: It is to provide a positive view of the causes and to be explanatory.

Hope: It is the will of people to achieve their goals.

Resilience: It is the capacity of individuals to recover in situations of setback and failure, including major positive changes.

Having high self-efficacy provides belief and determination that individuals will be successful in their goals. A high level of optimism makes people think positively about the outcome of their initiative and the future. High hope provides individuals with a strong will, a versatile perspective and the opportunity to find more than one solution. Luthans et al. (2007a) stated that each dimension of psychological capital can be developed and that dimensions affect employees' attitudes, behaviors, and performance. In the research, process justice, authentic leadership behavior, organizational support and emotional intelligence depend on psychological capital, psychological capital's success, job satisfaction, perception of affective well-being, social capital, job satisfaction, organizational commitment, organizational identification, organizational citizenship, job performance and well-being. It has been found to have a positive effect. The impact of psychological capital on job performance makes it more important for organizations and employees than other types of capital. While psychological capital is a psychological resource that increases growth and performance at the individual level, it is an important management tool that increases employee performance at the organizational level and provides a competitive advantage (Bekmezci et al., 2020: 857-858).

Psychology science, which was concerned with the dark aspects of human behavior such as failure, stress, pathology, burnout and helplessness in previous times, emphasized that individuals

can live happily with the positive psychology current and in this sense access the opportunities offered by modern life for individuals. In general, positive psychology can be defined as the study of the processes and conditions for the functioning and development of individuals, groups and institutions. Positive psychology wants to find out what goes right in individuals. In other words, positive psychology focuses on what is right and how this can be improved rather than what is wrong in humans (Keleş, 2011: 345-346).

As we mentioned before, the concept of positive psychology, which was first brought to the agenda by Maslow (1954) in the literature, tries to find the abnormal aspects of the human being. Positive psychology draws attention to the need to understand and develop the individual's strengths and positives. Thus, it was stated that it is not enough to focus only on the negative aspects or defects of individuals in psychology, and the importance of the concept of positive psychology was emphasized (Karatepe et al., 2019: 106). This approach, which is also used in the form of humanistic psychology, is used as positive psychology today. In this regard, various theorists have attached importance to the issue of a healthy personality, and Seligman's focus on finding the good and right aspects of people and developing them reveals the forgotten missions of psychology. While clinical psychology focuses solely on the treatment of illnesses, positive psychology, which emerged in order to overcome the remaining deficiencies, aimed to find and encourage the development of individuals and societies and the elements that provide them. Thanks to this positive focus that attaches importance to positivity in science, research and practice, the positive psychology movement quickly spread in education, economy, management, health care, public health, social and human services, neuroscience, leadership and other organizational fields (Yıldız, 2015: 15-16).

The general purpose of positive psychology, which we define as the science of conditions and processes that contribute to the development or ideal functioning of groups and organizations, as well as individuals, is to create orderly systems that realize human potential. In addition to all these, it has been stated that the science of psychology should include new basic concepts such as development, sacrifice, love, optimism, courage, satisfaction, the realization of potential. In other words, by integrating positivity into this process, a balance is achieved. In addition, positive psychology, positive personal experience (happiness, well-being, satisfaction, hope, optimism, and positive emotions), positive personal traits (abilities, interests, creativity, wisdom, values, character strengths, meaning, purpose, growth, and courage) and positive institutions (positive families, schools, businesses, communities and societies) (Oruç & Kutanis, 2014: 146).

2.2. Workplace Happiness

Human happiness is one of the issues that positive psychology gives importance to. Happiness, which is defined as "subjective well-being" in psychology, has an important place in people's private lives as well as in their business lives. The job, position and workplaces they work for are very important. Business and business environment creates decisive effects on people's lives. For many people, work includes not only financial gain, but also job satisfaction, peace and pride, a sense of accomplishment, and contribution to the state and society. Unlike these factors, people's workplace dissatisfaction causes stress and discontent. In this context, the workplace and the work done significantly affect the lives of employees (Apalı & Özmen 2018: 276). The factors that determine the happiness of the individual at work; doing your job with pleasure, being proud of your job, taking responsibility, being open to continuous learning and development, having fun colleagues, being able to easily increase your self-motivation about work, being energetic and dynamic, etc. It is defined as "getting more support, showing good performance, establishing good relations with colleagues and managers". Today, the reason for the increase in research on happiness at work is mostly individual and organizational goals. Individual happiness at work is important in terms of achieving job satisfaction and increasing the living standard. In organizational terms, individuals' positive feelings about the job are explained by high motivation, performance and efficiency (Keser, 2018: 48).

Being a part of the work in accordance with the needs that people encounter while working is a very important element for the psychological integrity of the person. In other words, working is an indispensable fact of life for people to feel good. The cause of the underlying problem should be investigated when the employees of the organization do not like their work situation. It is likely to arise from a reason that employees do not like their work in cases such as when it is difficult to start the day early, lack of dialogue with colleagues, not being able to complete the work to be completed on time and being unhappy when leaving the workplace (Akduman and Duran, 2017: 32).

The happiness of the individual in the workplace indicates that the individual is more unique, that he can rise in his career, provide organizational support, maximize performance, establish good relations with both colleagues and superiors, tend to work more with increased job satisfaction. In this sense, organizations gain more profit and cost advantage. provides. In summary, there is a direct proportion between the happiness of employees in their workplaces and the increase in efficiency in the business. Happy people in their workplaces are less likely to experience emotional distress, become more connected to their organizations and have less intention to quit (Kir et al., 2020: 8).

2.3. The Relationship between Psychological Capital and Workplace Happiness

Basically, finding talents and creative resources alone is not a challenge; more importantly, it is to find innovative ways to use and develop human social and especially psychological capacities of human resources for the continuity of competitive advantage that is often ignored in this war (Luthans et al., 2007: 4). Psychological capital, which is associated with organizational concepts such as success, productivity and commitment, continuity to work, job stress and burnout syndrome, establishes a relationship between the behavior of the members of the organization and the outputs of the organization. In other words, psychological capital; It is defined as the whole mental state that is declared to provide individual benefits today and in the future by gaining experience-based awards (knowledge, skills, skill development). With these definitions, it can be said different from the static personality trait. It focuses on the aspects of psychological capital that are not possible to distinguish, and where change and development are possible (Özler & Yıldırım, 2015: 167).

One of the most important features of psychological capital is that it is highly effective on job performance. While strengthening performance and providing growth in an individual sense; when examined in an organizational sense, it has become a powerful management tool in providing a competitive advantage to the business by increasing employee performance. In addition, as we mentioned before, finding a direct proportion between individual performance and organizational performance will increase organizational performance with an increase in individual performance (Kılınç, 2018: 8). Psychological capital includes employee's belonging to the company, job satisfaction, continuity to work, existence in the organization, personal efforts, intention to leave the job, stress level, rude behavior, work-life quality, etc. It also has got strategic importance in providing a competitive advantage in organizations with the manageable and improvable psychological capital, minimizing the negative feelings of the employees towards the business, increasing the job satisfaction of the employees, preventing the thoughts of leaving the job, maintaining the position of qualified personnel in the enterprise and moving away from the costs of the employment of new personnel (Yetim, 2019: 7-8). The fact that people feel happy in their work in which they spend most of their time is important from an organizational point of view as well as personally and creates important results. Psychological capital is not just human societies in which functional relationships exist. It is also all of the relationships that create attractive opportunities for employees. Based on this, it is possible to say that psychological capital not only inhibits the existing relationships in the organization but also possible relationships (Çiftçi, 2019: 9).

In the study conducted by Luchman et al. (2011) to analyze the relationship between happiness and age in the workplace, it was concluded that happiness for age has progressed in a 'U' shape. It is observed that the happiness level in the workplace, which is high at young ages (18-40 years old), decreased in Middle Ages (41-49 years old), but it was concluded that it reached the old high level in later ages (50-72 years old). Mousa et al (2020) found that gender does not affect physicians' perceptions of workplace happiness. Workplace happiness positively affects physicians' organizational citizenship behavior.

3. Method

3.1. Research Hypothesis

According to the literature, the following hypothesis are derived;

H1: There is a relationship between the psychological capital levels and workplace happiness of airport employees.

H2: The level of psychological capital affects workplace happiness.

H3: There is a significant difference between the means of psychological capital perceptions for males and females.

H4: There is a significant difference between the means of psychological capital perceptions according to the age variable.

H5: There is a significant difference between the means of psychological capital perceptions according to an educational degree.

H6: There is a significant difference between the means of psychological capital perceptions according to marital status.

H7: There is a significant difference between the means of psychological capital perceptions according to professional seniority.

H8: There is a significant difference between the means of psychological capital perceptions according to the department.

3.2. Aim and Importance

In the study, to determine the relationship between the level of psychological capital and workplace happiness, the effects, and results between the psychological capital and workplace happiness were determined with the questionnaire presented to Elazig airport employees.

In this context, the dimensions of employee happiness such as employee working conditions, workplace environment effect, job satisfaction, motivation and self-confidence at work, stress management, executive support, colleague relations, etc. are tackled. It is aimed to contribute by explaining the negative or positive effects on issues such as corporate culture, competition, individual and organizational development, and change.

The sub-goals determined within the scope of this main objective are as follows:

What is the level of airport employees' psychological capital level?

Is there any relationship between psychological capital and workplace happiness?

Does psychological capital affect workplace happiness?

Does the level of airport employees' psychological capital level differ according to gender, educational status, age, professional seniority and department at the airport?

In the literature, similar studies have generally been done in the field of education. This study is important because there is no psychological capital study applied to airport employees in the

literature. Therefore, it will contribute to the literature. In addition to this, the safety issue is important for the air transport industry, so studying workplace happiness can help present airline services more carefully and safely. Recommendations of this study can help increase the satisfaction of employees who are internal customers.

3.3. Universe and Sample

The universe of the research has been determined as Elazig airport on the basis that speed, mobility, teamwork, time and stress management and therefore psychological factors are very important in airports with high circulation. The sample of the study consisted of participants from different age groups working in various professions and departments at Elazig airport. According to information by airport management, 560 employees work at the airport. 209 participants accepted to reply survey.

Elazig Airport was the most productive airport in 2015. Elazig Airport was also found to be efficient in 2015 according to the results of the input-oriented model (Uludağ,2020).

3.4. Research Method

In the study, a 20-question questionnaire was given to Elazig airport employees to determine the relationship between the level of psychological capital and workplace happiness using the psychological capital scale whose reliability coefficient is 0,97 (Akçay,2014) and the workplace happiness scale whose reliability coefficient is 0,72 (Bilginoğlu & Yozgat, 2020). After the introduction of demographic information in the questionnaire, there are 11 questions for the psychological capital level and 8 questions for the workplace happiness level. The response options were prepared on a five-point Likert scale: 1) strongly disagree / disagree / undecided / agree / 5) strongly agree. In line with the answers given, the relationship between the psychological capital level of the participants and workplace happiness, and how they vary according to age, gender, marital status, educational status, seniority in the workplace, and occupation characteristics will be explained statistically, and correlation and regression analysis will be used to determine the relationship between variables.

4. Results

In this part of the study, the analysis results regarding the relationship between the psychological capital levels of Elazığ Airport employees and their workplace happiness are presented. Within the scope of the data the research hypothesis was analyzed in the SPSS-22 statistical program and the findings obtained were reported in this section. Frequency and percentage analyses were used to determine the demographic characteristics of the airport employees participating in the study. The status of meeting the normality assumption of the data that has been obtained from the participants was checked by the Kolmogorov-Smirnov test and Shapiro-Wilk analyses. In the analysis, it was determined that the research data did not show a normal distribution. Therefore, the research continued with non-parametric analysis methods.

While comparing the psychological capital levels of airport employees in terms of gender and marital status, the Mann Whitney u test; when comparing the age group, education level, professional seniority and department, the Kruskal Wallis h test was used. In addition, the relationship between the psychological capital levels of airport employees and their workplace happiness was analyzed using Spearman correlation analysis.

4.1. Demographic Specifications of Participants

209 airport employees participated in this study to determine the relationship between the psychological capital levels of Elazig Airport employees and their workplace happiness. Findings of the demographic characteristics of the participants are presented below.

Table 1. Demographic Characteristics of the Participants

Variables	Group	f	%
Gender	Female	57	27,3
	Male	152	72,7
Age Range	18-25 years	10	4,8
	26-33 years	46	22,0
	34-41 years	101	48,3
	42-49 years	50	23,9
	50 years and more	2	1,0
Marital status	Marriage	172	82,3
	Single	37	17,7
Education Level	Primary Education	20	9,6
	High School	46	22,0
	Associate Degree	84	40,2
	Undergraduate	47	22,5
	Postgraduate	12	5,7
Seniority Level	1-5 years	21	10,0
	6-10 years	104	49,8
	11-15 years	60	28,7
	16-20 years	20	9,6
	21 years and more	4	1,9
Department	Fire Fighting/ARFF	10	4,8
	Consultants	10	4,8
	Cleaning Staff	14	6,7
	Health Staff	9	4,3
	Security Staff	18	8,6
	Technical / Administrative /Engineering	26	12,4
	Ground Staff and Ticket Sales	35	16,7
	RAMP Staff / Operation Staff	31	14,8
	Safety Staff	28	13,4
	State Airports Authority Staff	20	9,6
	Air Traffic Controller	8	3,8
Total		209	100.0

According to Table 1, the airport employees who participated in the study were generally; male (72.7%), 34-41 age group (48.3%), married (82.3%), associate degree (40.2%), 6-10 years professional seniority (49.8%) Ground Staff and ticket sales department (16.7%) consists.

4.2. The Assumption of Normality

Before analyzing the data of the research, the distribution of the data collected during the research process was examined. Normality controls of the data are performed using the Kolmogorov-Smirnov test and Shapiro-Wilk tests (Büyükoztürk, 2010).

Table 2. Distribution of Research Data

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistics	df	p	Statistics	df	p
Psychological Capital Level	,085	209	,001	,985	209	,026
Workplace Happiness Level	,111	209	,000	,968	209	,000

Since the normality of the data is $P < 0.05$, the data is not distributed normally, and the data is analyzed with non-parametric tests.

According to the Kolmogorov-Smirnov test and Shapiro-Wilk test findings in Table 2, the data on the psychological capital levels and workplace happiness of the airport employees do not show a normal distribution. Nonparametric analysis methods are used in the analysis of data that do not show normal distribution (Kul, 2014).

4.3. Relationship Between Psychological Capital Levels and Workplace Happiness Levels

Based on Table 3, when the relationship between the psychological capital levels of airport employees and their workplace happiness is examined; A strong positive and significant relationship was determined between the variables ($p < .05$). So H1 hypothesis was accepted.

Table 3. Relationship Between Psychological Capital Levels of Airport Employees and Workplace Happiness Levels

		Psychological Capital Level	Workplace Happiness Level
Psychological Capital Level	r	1,000	,550**
	p	.	,000
	n	209	209
Workplace Happiness Level	r	,550**	1,000
	p	,000	.
	n	209	209

4.4. The Effect of Airport Employees' Psychological Capital Levels on Workplace Happiness Levels

According to Table 4, airport employees' psychological capital levels affect their workplace happiness levels statistically [$F(1,207)=112.68$; $p=.000$]. In addition, the psychological capital levels of airport employees explain 35% of their workplace happiness [$t=10.62$; $p=.000$]. H2 Hypothesis was accepted.

Table 4. The Effect of Airport Employees' Psychological Capital Levels on Workplace Happiness Levels

Variables	B	SH	β	t	p
Workplace happiness	1.99	.21		9.66	.000
Psychological Capital Levels	.53	.05	.59	10.62	.000

$R=.59$; $R^2=.35$; $R^2=.35$; $F(1,207)=112.68$; $p=.000$

4.5. Comparison of Psychological Capital Levels by Gender

Nonparametric analysis methods were used in the analysis of the research data. In this context, comparisons based on variables with 2 groups were made using the Mann Whitney u test and comparisons with more than 2 groups were made using the Kruskal Wallis h test.

Table 5. Comparison of Psychological Capital Levels of Airport Employees Levels by Gender

Size	Gender	n	Rank Average	Rank Total	u	p
Psychological Capital Level	Female	57	92,16	5253,00	3600,00	,06
	Male	152	109,82	16692,00		

Moving from Table 5, when the psychological capital levels of the airport employees are examined by gender; no significant difference was determined by gender at the level of psychological capital ($p > .05$). H3 hypothesis was rejected.

4.6. Comparison of Psychological Capital Levels by Age Group

When the psychological capital levels of the airport employees are analyzed according to age groups based on Table 6; No significant difference was detected ($p > .05$). H4 Hypothesis was rejected.

Table 6. Comparison of Psychological Capital Levels of Airport Employees by Age Group

Size	Age Range	n	Rank Average	χ^2	df	p	Difference
Psychological Capital level	18-25 years	10	86,00	2,74	4	,60	
	26-33 years	46	101,38				

Table 6 (Continued). Comparison of Psychological Capital Levels of Airport Employees by Age Group

Size	Age Range	n	Rank Average	χ^2	df	p	Difference
	34-41 years	101	108,28				
	42-49 years	50	103,59				
	50 years and more	2	152,75				

4.7. Comparison of the Psychological Capital Levels by Education

Moving from Table 7, when the psychological capital levels of the airport employees are analyzed according to their education level; Significant differences were determined ($p < .05$). Accordingly, the psychological capital levels of the associate, bachelor and high-school graduates are higher than the psychological capital levels of the primary school graduates. H5 hypothesis was accepted.

Table 7. Comparison of the Psychological Capital Levels of the Airport Employees by Education

Size	Education Level	n	Rank Average	χ^2	df	p	Difference
Psychological Capital Level	Primary Education	20	46,28	33,10	4	,000	3>1
	High School	46	87,21				4>1
	Associate Degree	84	112,26				5>1
	Bachelor	47	128,24				
	Postgraduate	12	129,21				

4.8. Comparison of Psychological Capital Levels by Marital Status

Moving from Table 8, when the psychological capital levels and of the airport employees are analyzed according to marital status; No significant difference was determined ($p > .05$). H6 hypothesis was rejected.

Table 8. Comparison of Psychological Capital Levels of Airport Employees and by Marital Status

Size	Marital Status	n	Rank Average	Rank Total	u	p
Psychological Capital Level	Married	172	105,59	18161,00	3081,00	,76
	Single	37	102,27	3784,00		

4.9. Comparison of Psychological Capital Levels by Professional Seniority

Moving from Table 9, when the psychological capital levels of the airport employees are analyzed according to professional seniority; Significant differences were determined ($p < .05$). Accordingly, the psychological capital levels of the participants with 21 years or more professional seniority are higher than the psychological capital levels of the participants with 1-5 and 16-20 years of professional seniority. H7 hypothesis was accepted.

Table 9. Comparison of Psychological Capital Levels of Airport Employees by Professional Seniority

Size	Seniority Level	n	Rank Average	χ^2	df	p	Difference
Psychological Capital Level	1-5 years	21	94,45	12,09	4	,02	5>1
	6-10 years	104	100,15				5>4
	11-15 years	60	120,03				
	16-20 years	20	83,43				
	21 years and more	4	168,88				

4.10. Comparison of Psychological Capital Levels by Department

Based on Table 10, when the psychological capital levels of the airport employees are analyzed according to the departments; Significant differences were identified ($p < .05$). Accordingly, the psychological capital levels of the participants working in Fire Fighting / RFF, Health, Security, Technical / Administrative / Engineering, Ground Handling and Ticket Sales, RAMP / Operation, Security, State Airports Administration and Air Traffic Control departments are high. H8 Hypothesis (There is a significant difference between the means of psychological capital perceptions according to the department.) was accepted.

Table 10. Comparison of Psychological Capital Levels of Airport Employees by Department

Size	Department	n	Rank Average	χ^2	df	p	Difference
Psychological Capital Level	Fire Fighting/ARFF	10	114,70	48,08	10	,000	1>3
	Consultants	10	88,50				4>3
	Cleaning Staff	14	20,36				5>3
	Health Staff	9	132,67				6>3
	Security Staff	18	88,06				7>3
	Technical/Administrative /Engineering	26	100,06				8>3
	Ground Staff and Ticket Sales	35	110,03				9>3
	RAMP Staff / Operation Staff	31	94,50				10>3
	Safety Staff	28	131,95				11>3
	State Airports Authority Staff	20	123,50				
	Air Traffic Controller	8	162,81				

4.11. Results of Hypothesis Test

The results are as follows.

Table 11. Summary of Hypothesis test

Hypothesis	Result
H1: There is a relationship between the psychological capital levels and workplace happiness of airport employees.	Accepted
H2: The level of psychological capital affects workplace happiness.	Accepted
H3: There is a significant difference between the means of psychological capital perceptions for males and females.	Rejected
H4: There is a significant difference between the means of psychological capital perceptions according to the age variable.	Rejected
H5: There is a significant difference between the means of psychological capital perceptions according to an educational degree.	Accepted
H6: There is a significant difference between the means of psychological capital perceptions according to marital status.	Rejected
H7: There is a significant difference between the means of psychological capital perceptions according to professional seniority.	Accepted
H8: There is a significant difference between the means of psychological capital perceptions according to the department.	Accepted

5. Conclusion

Businesses that continue their activities in today's competitive environment need psychological capital more than in the past to ensure the organizational commitment and job satisfaction of the employees. Because increasing organizational commitment and job satisfaction is one of the main reasons for helping organizations achieve their goals, increasing employee commitment to work, ensuring continuity and customer satisfaction. For this purpose, each organization should develop and manage its psychological capital in order not to be defeated in the competitive environment (Ocak et al., 2016: 15).

Safety and job security are important for every workplace, but ensuring safety is more important in aviation management. In order to ensure safety, the psychological capital levels and happiness levels of the employees in the workplace should be high. Airport employees should have good psychology and be happy in order not to distract the employees and therefore to ensure safety. In the study, in order to determine the relationship between the level of psychological capital and workplace happiness, the effects and results between the psychological capital and its sub-dimensions, workplace happiness, and sub-dimensions were determined with the questionnaire presented to Elazig airport employees. In the analysis, it was determined that the research data did not show a normal distribution ($P=,001<0,05$). Therefore, the research continued with non-parametric analysis methods. When the relationship between the psychological capital levels of airport employees and their workplace happiness is examined; A strong positive and significant relationship was determined between the variables ($p < .05$). So, there is a relationship between the psychological capital levels and workplace happiness of airport employees was accepted.

Similar findings have been conducted in other samples when we look at previous literature research. For instance, Kun and Gadancz (2019) also found that workplace well-being and happiness correlated with inner psychological resources among teachers. Williams et al (2015) found that employee psychological capital and perception is related to greater work happiness.

Beside similar findings: the results of some studies in the literature are different from our study. Basinska and Rozkwitalska (2020) demonstrated that psychological capital does not moderate the relationship between thriving and happiness at work.

According to the comparison of psychological capital levels of airport employees by gender, there is no significant difference between men and women ($p > .05$). When the psychological capital levels of the airport employees are analyzed according to age groups and marital status, no significant difference was detected ($p > .05$). This result is different from Lurchman at all (2011) study.

According to a comparison by education, significant differences were determined ($p < .05$). Accordingly, the psychological capital levels of the associate, undergraduate and graduate graduates are higher than the psychological capital levels of the primary school graduates.

Accordingly, the psychological capital levels of the participants with 21 years or more professional seniority are higher than the psychological capital levels of the participants with 1-5 and 16-20 years of professional seniority. When the psychological capital levels and workplace happiness levels of the airport employees are analyzed according to the departments; significant differences were identified; especially cleaning staff feel unhappy and have bad psychological situations. So Psychological capital levels can be increased by improving the working conditions (such as wages and working hours) of cleaning workers. Happy employees will increase efficiency and productivity.

In the literature, similar studies have generally been done in the field of education. This study is important because there is no psychological capital study applied to airport employees in the literature. Therefore, it will contribute to the literature. In addition to this, the safety issue is important for the air transport industry, so studying workplace happiness can help present airline services more carefully and safely.

Managers should stimulate employee psychological capital since then they may strengthen happiness at work. In this context, psychological tests can be used to select candidates with high psychological capital when an organization is hiring a new employee. Besides, Managers can give some opportunities such as psychological counseling services to problematic employees for increasing the psychological capital level and happiness of employees. Psychological capital development can lead to quantifiable returns on investment, which can help align the benefits of

a psychologically healthy workplace with the strategic decision making and scarce resource allocation realities of today's workplace.

The non-normal distribution of the data, the non-parametric tests, and the non-generalizability of the sample to the population can be stated as the limitations of the study. In the future, generalization of the population can be made by working on a larger sample. Furthermore, some research is required to see if psychological capital is effective in improving the employee's positive work outcomes such as satisfaction, commitment, engagement and citizenship behaviors and in lessening the negative work outcomes such as intentions to quit, cynicism and deviance.

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