

How Internal Customers' Job Tenure Affects Four Dimensions of PSYCAP?

İç Müşterilerin Kıdem Süresi, Psikolojik Sermayenin (PSYCAP) Dört Boyutunu Nasıl Etkilemektedir?

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Abstract: This paper examines the effect of job tenure on psychological capital (PSYCAP) of internal customers. The aim is to point out the importance of job tenure and reveal its relation with the subdimensions of psychological capital. In order to have positive organizational behavior in the workplace, the previous studies showed that to create a higher level of self-efficacy, hope, optimism, and resiliency of the internal customers which all together compose psychological capital (Avey et al. 2011). This research aims to illuminate how internal customers' psychological capital is affected by job tenure. Job tenure is analyzed according to total tenure, current job tenure, and the last position tenure. Furthermore, for the survey, the convenience sampling method is used and 212 employees are reached from medium and large size companies in İstanbul, Turkey. A structured questionnaire is used to collect the data. The questionnaire is composed of twenty statements of Luthans', Youssef's and Avolio's (2007) PSYCAP's scale that was translated into Turkish by Çetin and Basım (2012) and demographic items. Self-efficacy, hope, optimism, and resiliency impact employees' attitudes and outcomes in the workplace. The results indicate that resilience and self-efficacy are two subdimensions of psychological capital where the means are significantly different between groups.

Keywords: Job Tenure, Psychological Capital, Internal Customers

JEL Classifications: M12, M31, L20, M54, J20

Özet: Bu makale kıdem için müşterinin psikolojik sermayesi üzerine etkisini incelemektedir. Amaç, iş hayatında kıdem önemi vurgulamak ve kıdem psikolojik sermayenin alt boyutlarıyla ilişkisini ortaya koymaktır. Daha önceki çalışmalar, iş yerinde pozitif organizasyonel davranışların görülmesi için iç müşterinin psikolojik sermaye kavramını oluşturan öz yeterlik, umut, iyimserlik ve direnç daha yüksek seviyede göstermesi gerekliliğini ortaya koymuştur (Avey et al. 2011). Bu araştırma, iç müşterinin psikolojik sermayesinin iş kıdeminden nasıl etkilendiğini açıklamayı hedeflemektedir. Araştırmada kıdem; toplam çalışma yılı, mevcut iş yerindeki kıdem ve son mevkiindeki kıdem olmak üzere üç başlıkta analiz edilmiştir. Bu çalışmada kolayda örnekleme yöntemi kullanılmıştır. Araştırma sürecinde İstanbul Türkiye 'de orta ve büyük ölçekli işletmelerden 212 çalışana ulaşılmıştır. Veriyi toplamak için yapılandırılmış bir anket kullanılmıştır. Anket Luthans, Youssef ve Avolio'nun (2007) PSYCAP ölçeğinin Çetin ve Basım (2012) tarafından Türkçeye çevrilmiş yirmi adet ifadesini ve demografik ifadeleri kapsamaktadır. Öz yeterlik, umut, iyimserlik ve esneklik, çalışanın işyerindeki tutum ve sonuçlarını etkilemektedir. Ampirik araştırma neticesinde, psikolojik sermayenin iki alt boyutu olan direnç ve öz yeterlik değişkenlerinin, gruplar arası ortalamalarının farklılık gösterdiği saptanmıştır.

Anahtar Kelimeler: Kıdem, Psikolojik Sermaye, İç Müşteri

JEL Sınıflandırması: M12, M31, L20, M54, J20

1. Introduction

Internal customers generate goods and services for the end customer and, as such, are crucial to providing customer satisfaction (Mohr-Jackson 1991). All employees of an organization are internal customers (Gummeson 1987; George 1990). They are the critical elements for sustainable competitive advantage of an organization. Many studies demonstrated that in order to provide sustainable competitive advantage in the market, it should be initially satisfied internal customers to procure them to perform according to objectives (Wright and Cropanzano 2000; Judge et al. 2001). For the sustainability of the job itself, there are many previous studies proved that there is a negative relationship between positive mood, job satisfaction and turnover intentions, absenteeism (Shore and Martin 1989; George and Jones 1996). Psychological capital originates from the positive organizational behavior paradigm, which is the study and use of 'positive human strengths and psychological capacities' that can be developed and managed for improved employee performance (Luthans, Youssef and Avolio 2007).

According to the previous studies, PSYCAP relates positively to extra-role behavior, job satisfaction and organizational commitment, and decreases employees' intention to resign from their jobs (Hur, Rhee and Ahn 2016; Luthans et al. 2008). Although there are several results established that employees who have a higher level of

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psychological capital are expected to have a higher level of organizational commitment and less intention to leave their jobs; what if the span of time of the employees working in the same position, the same company or their total work-life period affects their psychological state of self-efficacy, optimism, hope, and resiliency. In response to this problem, our study proposes to investigate the relation of job tenure with all subdimensions of psychological capital. Job tenure is evaluated as total tenure, current job tenure, and last position tenure.

In reference to the resource-based view of the firm, resources that are valuable, rare, inimitable, and non-substitutable create a competitive advantage for organizations (Barney 1991). Organizations employ both tangible (e.g. buildings, equipment, financial resources) and intangible resources (e.g. human resource capital) (Ployhart, Weekley and Ramsey 2009). While tangible resources are important to the success of organizations, intangible resources such as human resource capital have a greater potential to provide a competitive advantage if they are valuable, rare, inimitable, and non-substitutable (Barney 1991; Wright, McMahan and McWilliams 1994).

Human capital is an intangible asset, best thought of as a stock of knowledge, comprising education, information, and productive and innovative skills; that is formed through investments in education, training, health, and informal knowledge transfers (Becker 1962). So, the human capital theory suggests that higher levels of human capital at the individual and aggregate levels should result in greater effectiveness (Becker 1965). Therefore, when there is turnover, the performance of an organization may suffer because the newly hired individuals need time to learn about the procedures, personalities, relationships, and subcultures of the firm. Thus, it is important for employees and managers to be able to work together for a sustained period (Groysberg, Nanda and Nohira 2004). Additionally, when managers and employees work together, over time trust may develop between the manager and employees (Leana and Van Buren 1999). As being defined, an individual's positive psychological state of development, psychological capital is directly related to employee performance (Luthans et al. 2010). The purpose of this study is to theoretically develop and empirically test the relation of tenure with psychological capital. Based on human capital theory and Groysberg's, Nanda's and Nohira's (2004) point of view of; to create a specific contribution by searching the relationship between tenure and PSYCAP is aimed in this study. Another objective of this study is also to add value to the practice, revealing the importance of job duration on self-efficacy, hope, optimism, and resiliency in order to have positive organizational behavior of internal customers.

2.Literature Review

Psychological capital (PSYCAP) is an individual's positive psychological state of development and it 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) to succeed, and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success (Luthans, Youssef and Avolio 2007).

Psychological capital is also defined as the holistic mental state that an individual can obtain as a result of experience-based rewards (knowledge, skills, talent development). Within this framework of the definitions, it can be said that the psychological capital focuses on the changeable and developable aspects of the individual, unlike the static and difficult personality features (Erkuş and Fındıklı 2013).

In business life, there is a new form of the psychological contract. Neither employers nor employees are willing or able to sustain their mutual commitment and loyalty, at least in the traditional sense, for extended periods of time. Lifetime employment, seniority-based human resources practices, union-negotiated working conditions, and attitudes of entitlement have given way to what has been termed "career resiliency" (Waterman, Waterman and Collard 1994). The best places to work are no longer the ones that promise lifetime employment but, rather, those that provide their participants with the opportunities, resources, and flexibility for sustainable growth, learning, and development (Luthans, Youssef and Avolio 2007). An organizationally important aspect of psychological capital is that it is open to development and is directly related to employee performance. Luthans, Avey, Avolio, and Peterson (2010) state that psychological capital can be developed through short-term training and may have a positive effect on employee performance. In this respect, in this research, it is assumed that according to the different duration of job tenure, each subdimension of psychological capital can differentiate between the groups based upon the length of tenure.

The PSYCAP constructs 4 dimensions: Hope, optimism, resilience, and self-efficacy. It is used the acronym 'HERO within' to represent these four resources and their importance and relevance in producing exceptional capabilities and outcomes in individuals. The term was chosen to differentiate and go beyond the term human capital, which is widely recognized as employees' education, skills, experience, and tacit knowledge (i.e., what employees know). As indicated, PSYCAP is the HERO within: who you are (the psychological self) and who you can become (the potential self) (Luthans 2012).

Hope is defined as a positive motivational state that is based on an interactively derived sense of successful (1) agency (goal-directed energy) and (2) pathways (planning to meet goals) (Snyder, Irving and Anderson, 1991, p. 287). Snyder (2002) explains hope as a multidimensional construct that consists of an individual's 'willpower' and 'waypower'. Willpower is an individual's agency or determination to achieve goals and 'waypower' is one's ability to devise- alternative pathways and contingency plans to achieve a goal in the face of obstacles. Hope enables individuals to be motivated to attain success with the task at hand by looking for the best pathway (Avey, Wernsing and Luthans 2008). According to Snyder's (2002) definition, goals are anything that individuals desire to get, do, be, experience, or create. Goals come in

many forms—they may vary in difficulty (from easy to very hard), in specificity (from vague to clearly defined), in timeframe (from short-term, requiring only minutes to achieve, to long-term, taking months or years to accomplish). Therefore in this research, it is assumed that means of hope can change upon the length of job tenure in order to feel the sense of success because the employees with longer job tenure can have a higher level of hope as they will have more time to be successful.

H1: Means of hope change upon total tenure

H2: Means of hope change upon current job tenure

H3: Means of hope change upon current position tenure.

Self-Efficacy is concerned with people's beliefs in their ability to influence events that affect their lives. This core belief is the foundation of human motivation, performance accomplishments, and emotional well-being (Bandura 1997; Bandura 2006). Those with high levels of efficacy will perceive challenges as surmountable, given sufficient competencies and effort (Avey, Luthans and Jensen 2009). In results from a comprehensive meta-analysis, self-efficacy was found to have a strong positive relationship with work-related performance (Stajkovic and Luthans 1998; Bandura and Locke 2003). In addition to this, Wright and Bonett (2002) proposed that more tenured workers may increasingly become more burned out and less motivated. On the other hand, job performance may be correlated positively with tenure because performance should improve with experience (Hall and Hall 1976; Hall and Mansfield 1975; Schmidt, Hunter and Outerbridge 1986). Accordingly, in this research as two variables correlated with job performance, it is assumed that means of self-efficacy can change upon the length of job tenure.

H4: Means of self-efficacy change upon total tenure

H5: Means of self-efficacy change upon current job tenure

H6: Means of self-efficacy change upon current position tenure.

Resiliency is defined by Rutter (1987) as people's ability to manipulate their environment successfully to protect them from the negative consequences of adverse events. In this regard, resilient people move on in life after having had a stressful experience or event such as personal adversity, conflict and/ or failure. Therefore, resilience highlights the strength of the individual and his or her coping resources to successfully resolve and/or manage testing situations (Baumgardner and Crothers 2010). Luthans defined resilience as a “positive psychological capacity to rebound, to ‘bounce back’ from adversity, uncertainty, conflict, failure, or even positive change, progress, and increased responsibility” (Luthans 2002, 702). The concept of resiliency has recently been applied to the workplace through the work of Masten and Reed (2002) and Coutu (2002). Coutu (2002) described resilient individuals at the workplace as likely to be those who have a strong awareness and acceptance of reality and an ability to be flexible, to improvise, and to adapt to change. Broadwell (1985) argued that the lesser the employees' tenure within an organization, the more likely they will accept change and therefore they are in a better position to cope with the change. Therefore, in this research, it is assumed that the means of resiliency can change upon the length of job tenure.

H7: Means of resiliency change upon total tenure

H8: Means of resiliency change upon current job tenure

H9: Means of resiliency change upon current position tenure.

Optimism is defined as the tendency to always expect positive outcomes (Scheier and Carver 1993). It is also defined by persistence and pervasiveness - two key dimensions of how people explain events (Carver and Scheier 2002). People with an optimistic outlook see setbacks as challenges and opportunities that can eventually lead to success (Luthans et al. 2005). These individuals persevere in the face of obstacles (Stajkovic and Luthans 1998). Scheier, Weintraub, and Carver (1986) found pessimism to be associated with maladaptive coping strategies. Despite the real and potential organizational benefits associated with employee optimism, there are only a few studies related to optimism in the workplace. Accordingly, Rego, Ribeiro, and Cunha (2010) reported that optimism as a perceived organizational feature has been understudied. It is not known why researchers have unanimously ignored the relationship between employee optimism and positive job behaviors. In the studies pointed out optimism in the work context, an optimistic employee is better able to assess external, temporary and situational circumstances (Youssef and Luthans 2007). People with optimistic outlook have demonstrated more motivation, more persistence, and high performance (Taylor and Brown 1988). Accordingly, in this research, it is assumed that the means of optimism can change upon the length of job tenure.

H10: Means of optimism change upon total tenure

H11: Means of optimism change upon current job tenure

H12: Means of optimism change upon current position tenure.

3. Research Method

In this research, an empirical study is surveyed to find out the mean differences among four subdimensions of psychological capital: Hope, self-efficacy, resiliency, optimism and job tenure. In the research job tenure is evaluated in three different ways: total job tenure, current job tenure, and last position seniority. The main research question is ‘how internal customers’ psychological capital is affected by job tenure’.

Convenience sampling, as a non-probabilistic sampling method is used in the research. A structured questionnaire is surveyed among 212 attendants. These are the members of the medium and large size companies in İstanbul companies with those the researchers have already been in contact with. A structured questionnaire is used to collect the data. The questionnaire is composed of Luthans, Youssef and Avolio (2007) PSYCAP’s scale that was translated into Turkish by Çetin and Basım (2012) including 20 statements is used in the research. Luthan’s 5 Likert intervals PSYCAP scale is composed of 6 statements of optimism, 5 statements of hope, 4 statements of self-efficacy and 5 statements of resilience. Furthermore, 4 demographic questions and 13 queries about job tenure including total job tenure and the last job tenure and also about performance evaluation system are investigated via nominal scale questions. A pretest was realized among 44 employees to check the applicability of the questions that seem relevant to continue.

4. Analysis

4.1. Sample Profile

46 percent of the sample is represented by females and 57 percent of the attendants are married. 58 percent of the sample is younger than 35 years, being followed by people who are between 36-45 years old (32%). 80 percent of the attendants are post-graduated and university graduated, whereas 13 percent are graduated from a vocational school.

More than half of the sample (57%) has nine years and longer tenure. Between one and three years has the largest portion for the last job tenure (25%) that is followed by nine years and longer (18%) and between three and five years (16%). More than half of the respondents (56%) is employee, 24 percent is manager and 10 percent is executive. Distribution of the duration in the last post is 25 percent between one and three years, 20 percent between three and five years, 17 percent is less than one year and 15 percent is longer than nine years. 34 percent of the attendants work in a large department that has 16 people and more. 28 percent are between six and ten people and 24 percent are in a small department with less than five people.

Distribution of the sector that the attendants belong to; 24 percent retailing and FMCG, 23 percent automotive, 18 percent technology, 16 percent tourism, and 8 percent transportation and logistics. The majority of the respondents work in a large company, 44 percent are 50-249 people and 49 percent are 250 workers and beyond. Half of the attendants (53%) have a performance evaluation system in their company where they receive feedback on their performance. 44 percent receive annually, the rest does monthly (12%), quarterly (8%) and biannually (6%).

4.2. Test of hypothesis

In the research, the analysis made according to total tenure, current job tenure and current position tenure. Therefore, hypotheses written in the theoretical background are renumbered during the analysis.

4.2.1 Total Tenure and Internal Customers’ Psychological Capital

Ho1: Means of optimism do not change upon total tenure.

H11: Means of optimism change upon total tenure

Ho2: Means of hope do not change upon total tenure.

H12: Means of hope change upon total tenure.

Ho3: Means of self-efficacy do not change upon total tenure.

H13: Means of self-efficacy change upon total tenure.

Ho4: Means of resiliency do not change upon total tenure.

H14: Means of resiliency change upon total tenure.

Table 1. Test of Homogeneity of Variances

	Levene Statistic	Df1	Df2	Sig.
OPTIMISM	3,07	2,00	209,00	0,05
HOPE	1,87	2,00	209,00	0,16
SELF-EFFICACY	0,45	2,00	209,00	0,64
RESILIENCY	1,30	2,00	209,00	0,27

According to Levene Statistics; Ho2, Ho3, and Ho4 that have higher significance rates than 0,05, provide the prerequisite condition of homogeneity of variances to continue ANOVA test. Since Ho1 significance value 0,05, homogeneity the precondition of ANOVA is not assured, these hypotheses are tested via robust test (Durmuş, Yurtkoru and Çinko 2018).

Table 2. Total Tenure Means

Variables	Total Tenure(years)	N	Mean
OPTIMISM	≥9 years	121	4,23
	5-9 years	46	4,09
	< 5 years	45	4,06
	Total	212	4,17
HOPE	≥9 years	121	4,09
	5-9 years	46	3,98
	< 5 years	45	4,12
	Total	212	4,07
SELF-EFFICACY	≥9 years	121	4,36
	5-9 years	46	4,14
	< 5 years	45	4,28
	Total	212	4,29
RESILIENCY	≥9 years	121	3,96
	5-9 years	46	3,70
	< 5 years	45	3,88
	Total	212	3,88

Based upon the significance rates those are higher than 0,05; Welch and Brown-Forsythe do not indicate any difference among the means.

Table 3. Robust Tests

	Statistic	Df1	Df2	Significance
Welch	2,13	2,00	88,56	0,12
Brown-Forsythe	2,11	2,00	125,47	0,13

Significance values of hope and self-efficacy are higher than 0,05, therefore, Ho2 and Ho3 are accepted meaning that there is no difference among the means of self-efficacy and hope in terms of total tenure.

ANOVA test results point out the significance value of 0,03 < 0,05, therefore, Ho4 is rejected and H14 is accepted; at least one of the means differs from others. To find out the difference, Scheffe test is applied due to different observation numbers of three groups (Durmuş, Yurtkoru and Çinko 2018).

Table 4. ANOVA

		Sum of Square	Df	Mean Square	F	Sig.
OPTIMISM	Between Groups	1,31	2	0,66	2,23	0,11
	Within Groups	61,63	209	0,29		
	Total	62,94	211			
HOPE	Between Groups	0,55	2	0,28	1,08	0,34
	Within Groups	53,33	209	0,26		
	Total	53,88	211			
SELF-EFFICACY	Between Groups		2	0,81	2,88	0,06
	Within Groups		209	0,28		
	Total		211			
RESILIENCY	Between Groups		2	1,09	3,74	0,03
	Within Groups		209	0,29		
	Total		211			

Scheffe test below explains; people who work longer than 9 years are more resilient than people who fall in five and nine years tenure.

Table 5. Scheffe Test

Schaffer (I)	Multiple (J)	Comparison Mean Difference(I-J)
>9 years	Between 5-9 years	0,25537*
	<5 years	0,07
Between 5-9 years	>9 years	-0,25537*
	<5 years	-0,18
<5 years	>9 years	-0,07
	Between 5-9 years	0,18

4.2.2 Current Tenure and Internal Customers' Psychological Capital

Ho5: Means of optimism do not change upon current tenure.

H15: Means of optimism change upon current tenure

Ho6: Means of hope do not change upon current tenure.

H16: Means of hope change upon current tenure.

Ho7: Means of self-efficacy do not change upon current tenure.

H17: Means of self-efficacy change upon current tenure.

Ho8: Means of resiliency do not change upon current tenure.

H18: Means of resiliency change upon current tenure.

Table 6. Current Tenure Means

Variables	Current Tenure	N	Mean
OPTIMISM	≤3 years	97	4,10
	>3 years, 5 years≤	34	4,10
	>5 years, 9 years≤	43	4,17
	>9 years	38	4,36
	Total	212	4,17
HOPE	≤3 years	97	4,06
	>3 years, 5 years≤	34	4,30
	>5 years, 9 years≤	43	3,97
	>9 years	38	4,19
	Total	212	4,07
SELF-EFFICACY	≤3 years	97	4,29
	>3 years, 5 years≤	34	3,84
	>5 years, 9 years≤	43	4,20
	>9 years	38	4,38
	Total	212	4,29
RESILIENCY	≤3 years	97	3,90
	>3 years, 5 years≤	34	3,84
	>5 years, 9 years≤	43	3,76
	>9 years	38	4,03
	Total	212	3,88

Table 7. Test of Homogeneity of Variances-Current Tenure

Variables	Levene Statistics	Df1	Df2	Significance
OPTIMISM	1,35	3	208	0,261
HOPE	1,83	3	208	0,143
SELF-EFFICACY	0,38	3	208	0,766
RESILIENCY	1,60	3	208	0,189

According to the significance values of Levene statistics that are higher than 0,05, ANOVA prerequisite condition for all Ho hypothesis is assured.

Table 8. ANOVA-Current Tenure

Variables		Sum of Squares	df	Mean Square	F	Significance
OPTIMISM	Between Groups	1,830	3	0,61	2,08	0,10
	Within Groups	61,114	208	0,29		
	Total	62,944	211			
HOPE	Between Groups	1,079	3	0,36	1,42	0,24
	Within Groups	52,802	208	0,25		
	Total	53,881	211			
SELF-EFFICACY	Between Groups	0,602	3	0,20	0,70	0,55
	Within Groups	59,724	208	0,29		
	Total	60,326	211			
RESILIENCY	Between Groups	1,538	3	0,51	1,74	0,16
	Within Groups	61,414	208	0,30		
	Total	62,952	211			

Since four significance values of 0,10 for optimism, 0,24 for hope, 0,55 for self-efficacy and 0,16 for resiliency are higher than 0,05; Ho5, Ho6, Ho7, Ho8 hypothesis are accepted. In conclusion, means of four current tenure groups do not differentiate in optimism, hope, self-efficacy, and resiliency.

Ho5: Means of optimism do not change upon current tenure.

H15: Means of optimism change upon current tenure

Ho6: Means of hope do not change upon current tenure.

H16: Means of hope change upon current tenure.

Ho7: Means of self-efficacy do not change upon current tenure.

H17: Means of self-efficacy change upon current tenure.

Ho8: Means of resiliency do not change upon current tenure.

H18: Means of resiliency change upon current tenure.

4.2.3 The Last Position Tenure and Internal Customers' Psychological Capital

After the observation of total and current job seniorities, the last position tenure is going to be evaluated.

Ho9: Means of optimism do not change upon the last position tenure.

H19: Means of optimism change upon the last position tenure

Ho10: Means of hope do not change upon the last position current tenure.

H110: Means of hope change upon the last position tenure.

Ho11: Means of self-efficacy do not change upon the last position tenure.

H111: Means of self-efficacy change upon the last position tenure.

Ho12: Means of resiliency do not change upon the last position tenure.

H112: Means of resiliency change upon the last position tenure.

Table 9. Means of the Last Position Tenure

Variables	The last post. tenure	N	Mean
OPTIMISM	<1 years	36	4,13
	1-3 years	53	4,18
	>3 years, 5 years≤	42	4,05
	>5 years, 9 years≤	49	4,07
	>9 years	32	4,47
	Total	212	4,17
HOPE	<1 years	36	4,13
	1-3 years	53	4,09
	>3 years, 5 years≤	42	4,00
	>5 years, 9 years≤	49	3,96
	>9 years	32	4,25
	Total	212	4,07
SELF-EFFICACY	<1 years	36	4,35
	1-3 years	53	4,18
	>3 years, 5 years≤	42	4,25
	>5 years, 9 years≤	49	4,23
	>9 years	32	4,55
	Total	212	4,29
RESILIENCY	<1 years	36	3,97
	1-3 years	53	3,82
	>3 years, 5 years≤	42	3,75
	>5 years, 9 years≤	49	3,91
	>9 years	32	4,04
	Total	212	3,88

Significance values of hope and self-efficacy are higher than 0,05 leads these two variables to be analyzed with ANOVA whereas optimism and resiliency could not be evaluated with ANOVA due to not assuring the prerequisite condition of having significance values higher than 0,05 to continue ANOVA test. As a conclusion, optimism and resiliency are tested by robust tests.

Table 10. Test of Homogeneity of Variances- the Last Position Tenure

Variables	Levene Statistics	Df1	Df2	Significance
OPTIMISM	3,06	4	207	0,018
HOPE	0,53	4	207	0,714
SELF-EFFICACY	0,16	4	207	0,959
RESILIENCY	2,47	4	207	0,046

As can be seen from table 11, the significance of hope (0,10) is greater than 0,05 therefore; H_0 is accepted in other words, the last position tenure means of five groups for hope do not differentiate. On the other hand, the significance of self-efficacy (0,03) is less than 0,05 accordingly, H_0 is rejected and H_1 is accepted. At least, one within five groups differentiates from others for self-efficacy.

Table 11. ANOVA-The last position tenure

Variables		Sum of Squares	Do	Mean Square	F	Significance
HOPE	Between Groups	1,988	4	0,50	1,98	0,10
	Within Groups	51,894	207	0,25		
	Total	53,881	211			
SELF-EFFICACY	Between Groups	3,042	4	0,76	2,75	0,03
	Within Groups	57,284	207	0,28		
	Total	60,326	211			

Table 12. Tukey- Multiple Comparison Test-SELF-EFFICACY

(I)	(J)	Mean Difference (I-J)	Standard Error	Significance
Less than 1 year	1-3 years	0,16326	0,11362	0,605
	>3 years, 5 years≤	0,09722	0,11948	0,926
	>5 years, 9 years≤	0,11253	0,11548	0,866
	>9 years	-0,19965	0,12781	0,523
1-3 years	Less than 1 year	-0,16326	0,11362	0,605
	>3 years, 5 years≤	-0,06604	0,10868	0,974
	>5 years, 9 years≤	-0,050073	0,10425	0,989
	>9 years	-0,36291*	0,11777	0,020
>3 years, 5 years≤	Less than 1 year	-0,09722	0,11948	0,926
	1-3 years	0,06604	0,10868	0,974
	>5 years, 9 years≤	0,01531	0,11062	1,000
	>9 years	-0,29688	0,12344	0,118
>5 years, 9 years≤	Less than 1 year	-0,11253	0,11548	0,866
	1-3 years	0,05073	0,10425	0,989
	>3 years, 5 years≤	-0,01531	0,11062	1,000
	>9 years	-0,31218	0,11956	0,072
>9 years	Less than 1 year	0,19965	0,12781	0,523
	1-3 years	0,36291*	0,11777	0,020
	>3 years, 5 years≤	0,29688	0,12344	0,118
	>5 years, 9 years≤	0,31218	0,11956	0,072

Since the numbers of observations of five groups are close; Turkey test is used to determine the differentiated group(s) (Durmuş, Yurtkoru and Çinko 2018).

Tukey test indicates that self-efficacy mean of who have been in their last position longer than nine years is higher than the mean of who have been in their last position between one and three years.

As has been mentioned above the failure of hypothesis on optimism and resiliency based upon the results of the test of homogeneity of variances to be evaluated with ANOVA, these two variables are tested with robust tests of equality of means those are Welch and Brown-Forsythe.

Table 13. Robust Test of Equality of Means

Variable	Test	Statistic	Df1	Df2	Significance
Optimism	Welch	4,232	4	99,902	0,003
	Brown-Forsythe	3,683	4	201,163	0,006
Resiliency	Welch	1,931	4	100,041	0,111
	Brown-Forsythe	1,813	4	203,013	0,128

Significance rates those are higher than 0,05 for resiliency indicates no differentiation within means, whereas for optimism, significance rates underline any differentiation. To determine that differentiation, Tamhane test will be applied (Durmuş, Yurtkoru and Çinko 2018). Table 14 below shows that; people who have worked in their last job for longer than nine years, are more optimistic than the ones who have performed their last position for the last year and also for longer than five years.

Table 14. Tamhane- Multiple Comparison Test-OPTIMISM

(I)	(J)	Mean Difference (I-J)	Standard Error	Significance
Less than 1 year	1-3 years	-0,05	0,12	1,00
	>3 years, 5 years≤	0,08	0,10	1,00
	>5 years, 9 years≤	-0,33912*	0,11	0,03
	>9 years	0,05	0,11	1,00
1-3 years	Less than 1 year	0,05	0,12	1,00
	>3 years, 5 years≤	0,13	0,12	0,96
	>5 years, 9 years≤	-0,29	0,12	0,20
	>9 years	0,10	0,12	0,99
>3 years, 5 years≤	Less than 1 year	-0,08	0,11	0,03
	1-3 years	-0,13	0,12	0,20
	>5 years, 9 years≤	-0,41716*	0,11	0,00
	>9 years	-0,02	0,11	0,01
>5 years, 9 years≤	Less than 1 year	-0,05	0,11	1,00
	1-3 years	-0,10	0,12	0,99
	>3 years, 5 years≤	0,02	0,10	1,00
	>9 years	-0,39392*	0,11	0,01
>9 years	Less than 1 year	0,33912*	0,11	0,03
	1-3 years	0,29	0,12	0,20
	>3 years, 5 years≤	0,41716*	0,11	0,00
	>5 years, 9 years≤	0,39392*	0,11	0,01

5. Discussion and Conclusion

The previous studies analyzed job tenure in general in two different theoretical frameworks. First, Human Capital Theory (Becker 1962; Ng and Feldman 2010) argues that with increasing tenure, employees accumulate more firm-specific task-related knowledge and skills, and therefore they have learned better what the organization expects of them (Hunter and Thatcher 2007). Tenured employees base their effort on the organization's commitment. For instance, a highly tenured employee will be more likely to perceive to be entitled by the employer based on the veteran position and long-term commitment to the organization (Rousseau and Parks 1993). Second, according to Attraction-Selection-Attrition Theory (Schneider, Goldstein and Smith 1995), highly tenured employees are through self-selection those employees with better person-organization fit, since those who have a poor person-organization fit are more likely to leave the organization in the early years of tenure. Consequently, employees with high tenure are those with higher person-organization fit and will not immediately become less engaged and more inclined to leave the organization (Ng and Feldman 2010).

In parallel with these theories, in this research, it is aimed to deepen the role of job tenure and analyzed its role in the establishment of internal customers' psychological capital and four subdimensions of psychological capital: Hope, self-efficacy, resilience, and optimism. Related to the sample size, the collected data analyzed with mean comparison tests ANOVA, and Welch and Brown-Forsythe robust tests. The differentiations are determined with ad-hoc evaluation methods as Scheffe, Tukey, and Tamhane. The empirical study shows that job tenure plays a role in the establishment of internal customers' psychological capital.

Although job tenure is positively related to work experience, the two terms are not synonymous. First, more work experience can be gained through additional years of organizational membership, but it can also be gained by shorter-term job training and job rotation assignments. Second, two individuals with identical years of organizational tenure might have accumulated work experiences that are qualitatively very different (Tesluk and Jacobs 1998). Employees who have worked for a long period in their lifetime may still have low job tenure, in particular, if they have had frequent transfers or promotions over the years or have recently changed jobs. Similarly, current job tenure is also distinct from a hierarchical level. Although some organizations indeed use seniority as a criterion for promotion, long-tenured employees do not necessarily occupy most of the jobs at the top of organizational hierarchies.

As a result of the research, the effect of total job tenure is determined on resiliency which is a subdimension of PSYCAP. People who have worked longer than nine years are more resilient than the ones who worked longer than five but shorter than nine years. Nine years could be accepted as a turning point for total tenure, passing that point strengthens more individuals to successfully handle difficulties and negative situations and also to easily adapt themselves changes in their business life. This is an expected conclusion because as an individual's tenure expands, he or she witnesses more different cases and problems that construct experience, accordingly long-term experience makes people more resilient, with well-built up PSYCAP.

Nine years' turning point importance is valid not only for resiliency but also efficacy and optimism dimensions of PSYCAP in terms of tenure of the last position. More years in the same position bring self-efficacy and optimism together. The self-efficacy mean of people who worked in their last position longer than nine years is higher than the mean of who has less experience in their last position such as between one and three years. This is also an expected result due to increasing practice and experience that enhance self-efficacy. Meanwhile, those people who worked in the same position for a long time become more optimistic about their job. Highly confident individuals with enlarged experience in their last position for years, present optimistic characteristics and their ability well in their job, obtaining strengthened PSYCAP.

In the research, it is assumed that all long-tenured employees are willing to stay in their current organization because they are committed to doing their jobs and they are evaluated as well-performing. Nevertheless, in some organizations employees are long-tenured just because they are the part of the family, or are close to the top managers. The assumption of these cases become a limitation in the research. Therefore, in future researches, the number of the questionnaire can be increased to know better if the company is a family business or corporate and if there is a functional career management system related to performance. Moreover, in further studies can be analyzed the mediating effect of psychological contract within job tenure and psychological capital.

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