

The Mediating Role of Psychological Capital in the Effect of Emotional Intelligence on Resistance to Change

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Abstract

Psychological capital (PsyCap) has been found as a substantial contributor to a range of desirable organizational outcomes. Emotional intelligence (EI) and PsyCap have both been shown to be effective in overcoming resistance to change (RTC). In an ever-changing field such as the banking sector, one of the biggest problems with managing change is that employees may resist it when they have to adapt to the change. The data for the study was gathered via the use of a questionnaire that was sent online to 253 private bank employees. After the validating factor analysis with the help of SPSS AMOS 26 program, the structural equation model was drawn and the relationships between the variables were evaluated. This research examines the influence of EI and PsyCap on employee RTC. The findings show that EI has a positive impact on PsyCap and a negative impact on RTC. PsyCap has a negative impact on RTC. PsyCap mediated the impact of EI on RTC.

Keywords: Emotional intelligence, psychological capital, resistance to change, banking sector, mediation analysis

Duygusal Zekanın Değişime Dirence Etkisinde Psikolojik Sermayenin Aracı Rolü

Öz

Psikolojik sermaye, bir dizi arzu edilen örgütsel sonuca önemli bir katkıda bulunmuştur. Duygusal zeka ve Psikolojik sermayenin değişime karşı direncin üstesinden gelmede etkili olduğu gösterilmiştir. Bankacılık sektörü gibi sürekli değişen bir alanda, değişimi yönetmede en büyük sorunlardan biri, çalışanların değişime uyum sağlamak zorunda kaldıklarında buna direnebilmeleridir. Çalışmanın verileri, 253 özel banka çalışanına çevrimiçi olarak gönderilen bir anket kullanılarak toplanmıştır. SPSS AMOS 26 programı yardımıyla yapılan doğrulayıcı faktör analizden sonra yapısal eşitlik modeli çizilerek değişkenler arasındaki ilişkiler değerlendirilmiştir. Bu araştırma, duygusal zeka ve psikolojik sermayenin çalışanların sergilediği değişime direnç üzerindeki etkisini incelemektedir. Bulgular, duygusal zekanın psikolojik sermaye üzerinde olumlu ve değişime direnç üzerinde olumsuz bir etkisi olduğunu göstermektedir. Psikolojik



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sermayenin değişime direnç üzerinde olumsuz etkisi vardır. Psikolojik sermaye, duygusal zekanın değişime direnç üzerindeki etkisine aracılık etmektedir.

Anahtar Kelimeler: Duygusal zeka, psikolojik sermaye, değişime direnç, bankacılık sektörü, aracılık analizi

Introduction

Change has become an ongoing process for organizations in today's competitive world as a result of ever-changing external conditions such as technological advancements, international pressures, and market conditions (Amarantou et al., 2018); Georgalis et al. (2015). An increasing number of people are realizing that greater attention has to be given to globalization and competitiveness that forces companies to respond to changing business structures, laws, or regulatory structures continuously and use advantages as soon as possible (Noe et al., 2010). As a result of these efforts, which are relentless and never-ending, corporations and their personnel are subjected to considerable amounts of stress. According to Bernerth et al. (2007), in organizations, there have been different explanations for change to guide how businesses should react to or be aware of these causes and take measures.

According to numerous surveys, the following reasons for organizational change arise: responding to crises, covering performance holes, introducing emerging technologies, identifying new markets, responding to domestic or overseas demand, mergers and acquisitions, and expected abandonment. Because changes in businesses are so prevalent and swift, the people, team, and organizational dynamics of change are increasingly important for an organization to comprehend.

People usually dislike changes since adapting to different circumstances necessitates certain alterations, setbacks, and unlearning of previously acquired skills (Beerel, 2009). Employee opposition to change is caused by disruptions to daily procedures, a lack of confidence and communication from senior leadership, a lack of participation in the change decision, or a belief that there is no benefit to them (Dhingra & Punia, 2016; Michel et al., 2013).

As change is unavoidable in today's setting, it is critical for administrators to recruit and retain employees that are open to and positive about change. Employees who are really devoted to the organization's success may object to a change offered as it undermines something of worth by voicing worry in the process of change. Foster (2010) explains that, the first step in a change management procedure is to ensure that staff are adequately motivated. An important note must be made here that employee participation during organizational change management is regarded as an increasingly important consideration because employee opposition has major implications for management and employee interest has a huge impact on the achievement of change in the organization (Avey et al., 2008). When change is inevitable, administrators must ensure that their employees are committed. Managers need a staff that encourages rather than hinders transition processes.

There has been a drastic change in the nature of work since liberalization began in the 1990's in the Turkish financial sector. Client retention has been a serious worry for the Turkish banking industry with the advent of privatization in the country's financial system. The main causes of this abrupt and dramatic shift are the effects of privatization on the Turkish economy, which is followed by mergers, acquisitions, and joint ventures.

Organizational change academics have been investigating the factors that contribute to employee resistance to change, as well as the most effective strategies for

coping with this resistance. It is possible that positive psychological capital could enable new pathways for bringing about organizational transformation, and that it will assist workers in coping with the changes and in recognizing and adapting to new work circumstances as well (Saruhan,2013, p.17).

To succeed in this competitive climate, dynamic personnel, in addition to skills and mental capacities, are necessary. In terms of the banking industry, consumer expectations for service quality are always shifting, resulting in constant changes in personnel duties and abilities. Employees' internal abilities, such as character, temperament, and competence, are more valued in modern organizations, and the term "emotional intelligence" may be more properly defined (Jain et. al., 2018, p.2).

The goal of this study is to find out how psychological capital affects the relationship between emotional intelligence and resistance to change, both directly and indirectly. It is hoped that the current study will contribute to the fact that there is currently insufficient research on the subject and sector.

1. Literature Review

An overview of the literature that is relevant to the work that has been presented.

1.1. Emotional Intelligence

Salovey and Mayer (1990, p. 189) invented the word "Emotional Intelligence" (EI) in 1990 and described it as "the ability to pursue emotions and sensations, to distinguish between and apply this information to direct one's own thoughts and behavior." Serrat (2017, p.330) defines EI as "the ability to perceive, communicate, grasp, analyze, reason, and handle sentiments in oneself and others." Mayer et al. (2004, p. 197) define EI as "the capacity to appropriately perceive feelings, access and generate feelings in order to assist thought, evaluate feelings and emotional experiences, and manage feelings in a reflective manner". EI is characterized as "a sequence of interconnected abilities, including sensing, understanding, and emotional control at the emotional and cognitive interface" (Lopes, 2016, p. 316). There is still a consensus among researchers that emotional intelligence studies need to be improved and that accurate measurement of this concept will be an improvement in their organizations' favor (Dulewicz & Higgs, 2000). The increasing importance of emotional intelligence, its direct relationship with entrepreneurship and superior performance, require organizations to increase the emotional intelligence of their existing employees and direct new recruits to choose people with high emotional intelligence (Zampetakis et al., 2009). Emotional intelligence, according to Van Tonder (2004), is critical for facilitating the recognition of organizational change. In business, the role of emotions is an area of research that has long been neglected. Components of emotional intelligence and effective management are conceptually relevant elements. Managers should be able to plan well and think rationally without being influenced by their emotions (George, 2000, p. 1027).

1.2. Resistance to Change

Resistance to Change (RTC) refers to individuals who oppose the creative framework in order to preserve the status quo. Any new mechanism causes anxiety and is associated with RTC since it is regarded as a possible obstacle to the continuity of previous routines (Reginato et al., 2016).

As described by Thomas et al. (2011, p.22), "Organization is a change-induced feature—a transient trend constructed and created by micro-interactions among

participants, situated in their daily work". In other words, change is something that is normal and ongoing within any organization. RTC is a concept that refers to the challenge of breaking one's habit or the mental tension that occurs as one is confronted with change (Guo et al., 2013). As a result, RTC is positioned among the major barriers human values that only have a negative influence upon the acceptance of a certain technology—when it comes to technological adoption (Cenfetelli, 2004), a group of elements that has gotten little attention in the academic (Bhattacharjee & Hikmet, 2007). Individual issues are frequently disregarded in organizational transformation studies, which have mostly focused on organizational difficulties. Many change models focus on solving problems, but the emotional effect is also underestimated (Saruhan, 2013). Since how employees in an organization respond to change is so important, some scholars have taken the opportunity to look at the interpersonal problems that come with it (Vakola et al., 2004). Over time, RTC has been defined as more individuals' negative reactions to an emerging situation, and it is psychological (Dent & Goldberg, 1999). Piderit (2000) established three dimensions of RTC during the study of previous changes. The behavioral axis reacts to change; the rational aspect is an expectation of change; and the affective dimension feels the condition, forming together a dynamic and sometimes unpleasant psychological reaction to change. However, the new globalized climate has required companies to monitor and handle change, which is one of the most valuable management skills (Syahmi et al., 2019).

1.3. Psychological Capital

PsyCap represents a positive outlook on work and life (Chen & Lim, 2012). The term originated in the fields of economics, finance, and sociology, and it stresses people's constructive psychological resources and motivational tendencies. PsyCap is a new philosophy aimed at furthering the area of positive psychology. Individual psychological factors are hope, optimism, self-efficacy, and resilience (Bandura, 2010; Masten, 2001; Seligman, 2006; Snyder et al., 2002). Hope is characterized in positive psychology as the belief in one's ability to determine paths to expected outcomes and to motivate individuals to use these paths (Snyder et al., 2002). Optimism has traditionally been thought of in psychology as a goal-oriented construct that happens when a result has outstanding value (Scheier et al., 2001). According to Bandura (1997, p. 7), in social cognitive theory, self-efficacy is defined as a person's belief in their own ability to attain desirable outcomes through their own behavior.

The ability to "bounce back" from hardship, instability, disagreement, loss, or even positive improvement, growth, and expanded accountability is known as resilience (Luthans, 2002, p. 60). PsyCap focuses on the interdependence of these factors, their shared characteristics, and their links to a variety of desirable work-related outcomes.

The majority of PsyCap studies have concentrated on its effects on individuals, though some scholars have begun to look at its effects on organizations and teams (Walumbwa et al., 2011). PsyCap has proved to have a favorable influence on the lives of employees and their individual lives (Baron et al., 2016).

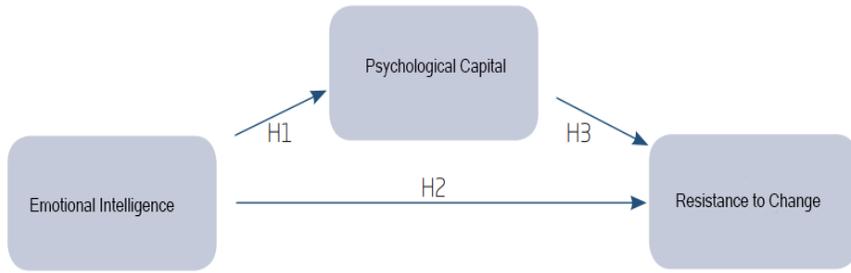


Figure 1. Research Model

1.4. Emotional Intelligence and Psychological Capital

EI has a substantial relationship with psychological capital, and employees can further increase their emotional stability by encouraging and motivating themselves and enhancing their capacity for emotional regulation in diverse scenarios (Mellão & Mónico, 2013).

Bandura (1978) found that self-efficacy is influenced by one's mental state. Moderate emotions help build self-efficacy, but excessive emotions diminish self-efficacy. Individuals with EI can more successfully manage their emotions and develop self-efficacy. Furthermore, positive psychological orientation has been proven by certain researchers to aid individuals in developing stronger EI, maintaining good interpersonal connections, and achieving the highest organizational performance (Pradhan et al., 2016). According to a recent research, managers' emotional intelligence (EI) plays an essential role in attaining psychological capital (Sarwar et al., 2017).

Sadoughi and Zarjini (2017) used a validated questionnaire and the correlation design to test their hypothesis about the relationship between the two variables they were looking at. This was part of their research on the relationship between emotional intelligence and psychological capital among 220 female high school teachers. The findings demonstrated that emotional intelligence and psychological capital had a positive relationship. An investigation into what motivates and enhances employee performance conducted by Boerrigter (2017) among 197 employees of a multinational professional services organization in the Netherlands using a survey approach discovered that emotional intelligence is significantly positively associated with psychological capital.

As a result, it is reasonable to expect people with high EI are likely to have strong psychological capital:

H1: Emotional intelligence has a positive impact on psychological capital.

1.5 Emotional Intelligence and Resistance to Change

Positive emotions increase people's stress tolerance thresholds, and employees with positive emotions are able to find alternative ways to succeed in difficult situations (Avey et al., 2008; Fredrickson, 2001). Employees with different emotional intelligence express different feelings about the same change. The effectiveness of reform initiatives or their failure depends on employees' emotional dynamics (Malik & Masood, 2015). Avey et al. (2011) support previous observations. In their meta-analysis, they discovered that PsyCap is associated with negative organizational behaviors such as negativity, turnover

intentions, deviance, fatigue, and anxiety. PsyCap was shown to be negatively associated with resistance to change (Beal III et al., 2013).

According to the findings of a regression study by Moradi et al. (2012), emotional intelligence shows a substantial inverse correlation with resistance to change. A similar finding in the study of Alzahrani (2019) revealed that emotional intelligence has a significant and positive effect on readiness to change. Therefore, based on the available background, the following hypothesis can be proposed:

H2. Emotional intelligence has a negative impact on resistance to change.

1.6. Psychological Capital and Resistance to Change

In addition to employee psychological capital, employee resistance to change should now be regarded as an individual aspect. According to ClappSmith, Vogelgesang, and Avey (2009), employee psychological capital is positively related to organizational trust. It is possible to use positive emotions and PsyCap to assist in combating the negative attitudes and behaviors that inhibit organizational transformation (Avey et al., 2008). PsyCap aids in the prevention of occupational deviance, which can serve as an impetus for constructive organizational change (Avey et al., 2008). The findings imply that high levels of PsyCap may override the moderating impact of RTC in certain situations. Research suggests that PsyCap or its dimensions are often linked to change-related behaviors and perceptions (Bandura, 1982; Peterson et al., 2011; Saruhan, 2013). In the current context, it is assumed that an employee with greater psychological resources would exhibit less RTC. Diedericks et. al. (2019) found a significant and negative relationship between PsyCap and RTC. According to the study authors, PsyCap was shown to be associated with reduced levels of RTC.

As a result, the following hypothesis is proposed:

H3: Psychological capital has a negative impact on resistance to change.

1.7. Mediation Role of Psychological Capital

According to Malik and Masood (2015), psychological capital serves as a mediator between emotional intelligence and resistance to change by mediating the relationship between the two. Qadeer and Jaffery (2014) have indicated that only a small amount of research has explored the role of mental capital as a mediator since a novel idea is the psychological model.

Although early work has shown a link between each of the component factors independently, psychological capital's mediation of the relationship between EI and RTC has not been sufficiently studied. EI resulted in high PsyCap, and more PsyCap means less RTC (Wong & Law 2002; Mello & Mónico (2013)). As a result, PsyCap is predicted to act as a mediator in reducing RTC, as indicated in the fourth hypothesis:

H4. In the link between emotional intelligence and resistance to change, psychological capital serves as a mediating factor.

2. Method

In this part of the research, information about the universe, sampling, and data collection tools are included.

2.1. The Universe and the Sample

The universe of the research is composed of private bank employees operating in Istanbul. A total of 300 private bank employees, selected by convenience sampling method, participated in the research. 47 survey forms that were filled out incorrectly or incomplete were eliminated.

2.2. Data Collection Tool

The data collection method is divided into four sections: the emotional intelligence scale, the resistance to change scale, the psychological capital scale, and the demographics form.

The emotional intelligence scale was developed by Schutte (2006). Turkish adaption and validation of the short version scale was carried out by Aslan and Özata (2008). Scale consists of 12 items and four dimensions (emotional appraisal, positive regulation, empathic sensitivity, and positive utilization) along with a five-point Likert-scale.

The scale of resistance to change was created by Oreg (2006) and Turkish adaption and validation was carried out by Çalışkan (2019). Scale consists of 15 items and three dimensions (cognitive resistance, emotional resistance, and behavioral resistance), along with a seven-point Likert-scale.

Avey et al. (2011) validated the short form of Psycap. Turkish adaption and validation of the short version scale was carried out by Oruç (2018). Scale consists of 12 items and four dimensions (Self-efficacy, hope, resilience, and optimism) along with a five-point Likert-scale.

Everyone who took part in the study was asked to complete a demographics form, that included questions on their age, gender, marital status, job type, and length of service.

3. Analysis and Results

The demographics of the respondents, reliability tests to assess the scales, and the results of the hypotheses analyses are all presented in this section of the study.

3.1. Participants' Demographics

49,0 % of respondents are female and 51,0 % are male employees. 4 % of the participants are managers, 70.8 % are box office clerks, 9.9% are customer representatives and 15.4% are experts. The demographic characteristics of the participants are shown in Table 1.

	Frequency (n)	Percent (%)		Frequency (n)	Percent (%)
AGE			JOB TYPE		
20-25	51	20,2	Manager	10	4,0
26-30	50	19,8	Box office clerk	179	70,8
31-35	48	19,0	Customer representative	25	9,9
36-40	36	14,2	Expert	39	15,4
41-45	35	13,8	JOB TENURE		
46 >	33	13,0	Less than 1 year	64	25,3
MARITAL STATUS			1-5 year	44	17,4
Single	118	46,6	6-10 year	46	18,2
Married	135	53,4	11-15 year	48	19,0
GENDER			16 >	51	20,2
Male	129	51,0			
Female	124	49,0			

Table 1. Participants' Demographic Characteristics

3.2. Findings on Scales

Confirmatory factor analysis of scales is given in Table 2. Descriptive statistics for baseline measurement reliability values, means, standard deviations and bivariate correlations between endogenous and exogenous variables are given in Table 3.

	CMIN/DF	RMSEA	RMR	GFI	CFI	TLI	AVE	CR
Acceptable Fit*	≤5	≤,08	≤,08	≥,85	≥,95	≥,90	>0.5	>0.7
Emotional Intelligence	2,591	0,079	0,026	0,924	0,942	0,917	0,507	0,924
Psychological capital	2,241	0,070	0,033	0,934	0,980	0,972	0,739	0,971
Resistance to change	2,475	0,076	0,059	0,911	0,977	0,970	0,737	0,976

Source: (Hair et al., 2009, p. 573)

Table 2. Confirmatory Factor Analysis

The Maximum Likelihood (ML) approach was used to measure the model's conformity with the factor structures using the SPSS AMOS 21.0 program. The psychological capital scale's item 11 is omitted due to low factor loading in the confirmatory factor analysis. The observation that all values of AVE were above 0.5

further confirmed the convergent validity, and that CR values were above 0.7 and CR>AVE confirmed the composite reliability of the constructs. The scales have suitable goodness of fit values.

	M	Sd.	1	2	3
EI	4,59	0,48	(.898)		
PsyCap	4,02	0,81	,262**	(.936)	
RTC	3,68	1,21	-,389**	-,626**	(.962)

Table 3. Descriptive Statistics and Correlation Coefficients Emotional Intelligence and Psychological Intelligence Have A Negative Correlation with Resistance to Change

Emotional intelligence has a positive correlation with psychological capital. The numbers in parentheses are the Cronbach alpha values.

3.3. Findings on Hypotheses

In this part of the study, the findings of hypotheses created to examine the relationships of employees with emotional intelligence, psychological capital, and resistance to change behaviors are included. This study has investigated the relationship between EI, PsyCap, and RTC. The research was centered on four hypotheses.

H1: Emotional intelligence has a positive impact on psychological capital.

H2: Emotional intelligence has a negative impact on resistance to change.

H3: Psychological capital has a negative impact on resistance to change.

H4: In the link between emotional intelligence and resistance to change, psychological capital serves as a mediating factor.

In the effect of emotional intelligence on resistance to change, path analysis was carried out with a structural equation model in order to test the role of psychological capital as a mediator. Regression coefficients are given in Table 4.

Hypotheses	Tested Path		St. Est.	S. E.	P	
H ₁	Emotional Intelligence	→	Psychological Capital	0,262	0,102	0,000
H ₂	Emotional Intelligence	→	Resistance to Change	-0,242	0,121	0,000
H ₃	Psychological Capital	→	Resistance to Change	-0,562	0,073	0,000

Table 4. Regression Coefficients of the Structural Equation Path Analysis

It shows that emotional intelligence (the independent variable) has a positive and significant influence on PsyCap (the mediating variable), according to path analysis regression coefficients (0,262; p<0,001), which is consistent with previous research. It can be observed that emotional intelligence (independent variable) has a negative significant effect on RTC (dependent variable) ($\beta=-0,242$; p<0,001). PsyCap (mediating variable) has a negative significant effect on RTC (dependent variable) ($\beta=-0,562$; p<0,001).

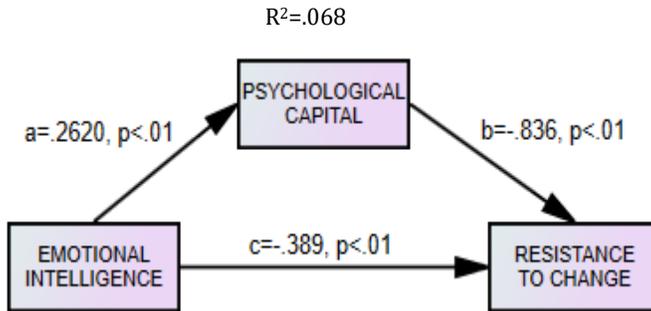


Figure 2. Mediation Analysis

Direct effect (c') = $-.2421$, $p<.01$

Indirect Effect = $-.367$, %95 CI [$-.588$, $-.069$]

Note: Standardized coefficients are reported. R^2 values express explained variance.

Figure 2 displays the implications of using the bootstrap approach to evaluate the mediating relationships. According to Khyareh (2017) and Safari et al. (2020), bootstrapping has risen to become the most common and effective approach for evaluating mediation models in recent years. As can be seen, EI has an impact on RTC via PsyCap, which has a value of $-.367$. The significance of this connection is confirmed, because the lower and higher boundaries do not include 0. Since a decrease in the relationship between the variables X (EI) and Y (RTC) occurs, it can be said that there is a partial mediation according to the Baron and Kenny approach (Baron & Kenny 1986).

4. Conclusion and Discussion

In the first hypothesis, the relationship between EI and PsyCap was investigated. Regression was used to test this hypothesis. The relationship between the two structures was demonstrated ($\beta=0,262$; $p<0,001$). EI was also high among people who had high PsyCap. Mellão and Mónico (2013) found similar results in a survey conducted in Portuguese. Sadoughi & Zarjini (2017) in their study that there is a positive impact of EI on PsyCap. Aderibigbe & Mjoli (2019) indicate that EI has a positive impact on PsyCap. The second hypothesis of EI and RTC relations was demonstrated as ($\beta=-0,242$; $p<0,001$). This result is verified by the studies of Vakola et al. (2004) and Huy (1999). Avey et al. (2008) found a negative impact, that having a positive psychological capital is important to overcome the resistance to change in an organization. When it comes to change, Peterson et al. (2011) published a research that verified the premise that individuals with high psychological capital are more enthusiastic and organizationally adaptable. The study concluded that positive psychological capital is beneficial in overcoming opposition to organizational change. It can be inferred that having more emotional intelligence reduces employee resistance to organizational change. In sum, psychological capital is highly beneficial for managing organizational change in behavior. The third hypothesis suggests that there is a negative impact of PsyCap on RTC. This hypothesis was confirmed by the finding ($\beta=-0,562$; $p<0,001$). This finding was confirmed by the research conducted by Beal et al. (2013), Malik et al. (2015), Dorling (2017), Mennon & Prabhu (2016), Diedericks et al. (2019). Avey et al. (2008) also found that having a positive PsyCap is important in overcoming conflicting views. Research done by Peterson et al. (2011)

confirmed the premise that workers with high PsyCap are more hopeful and adaptive to organizational change.

In the fourth hypothesis, the mediating effect of psychological capital on emotional intelligence and resistance to change was examined. EI affects RTC through PsyCap with a value of $\beta = -.367$, %95 CI [-.588, -.069]. The relevance of this connection is confirmed since the lower and upper boundaries do not include 0. As a confirmation of this result, Malik & Masood (2015) in their study found that PsyCap fully mediated the link between EI and RTC. The findings of this study aim to make a contribution to the literature on EI, PsyCap, and RTC relationships, which have been insufficiently studied in the Turkish setting. As a conclusion, social capital and emotional intelligence resources should be used to overcome resistance to change in organizational settings. The findings of the research can be applied in a variety of different ways. According to the findings of Vakola et al. (2004), an important connection may be made between EI and the management of change. Managing employee productivity during a significant organizational shift can be aided by understanding the connection between EI and RTC. The degree of EI that a someone possesses is a significant factor in determining how healthy their mental state will be. Since greater emotional stability will increase the PsyCap level of employees, organizations can adopt a number of techniques to improve the EI of their employees. Investing in the training and development of employees in this area will be beneficial. This study may be beneficial to administrators because it gives them guidelines for introducing systematic reform to employees in a manner that reduces the likelihood of RTC. Organizations may make use of this knowledge to undertake the change initiative by finding ways of enhancing PsyCap and EI in a practical way.

5. Limitations

In spite of the fact that the sample size of 253 employees from the banking industry was adequate for statistical analysis, generalization of the findings may be restricted due to the fact that the sample may not be authentically representative of employees in other sectors and working circumstances. The cross-sectional nature of the research eliminates the possibility of reaching any form of causation-related conclusions. Cross-sectional research do not take into consideration the orientations of either the associations that have been identified. However, whenever a significant connection is established, a plethora of parts of future linkages may also be uncovered, leading to the identification of significant cause-and-effect interpretations.

6. Directions for Future Research

This work offers a variety of avenues for further research. It would be helpful to start by seeing if PsyCap's mediation of emotional intelligence in different industries follows a similar pattern. For future research, the mediating effect of different variables such as organizational commitment or empowerment between the relationship on emotional intelligence and resistance to change can be investigated.

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Özet

Bir örgüt değişime yöneldiğinde ya da yeni bir model sunulduğunda, çalışanlar bu duruma tepki vererek direnç gösterebilmektedirler. Teknoloji ve çağın getirdiği yeniliklerle, değişimin çok yoğun yaşandığı banka sektöründe, başarının yakalanması için, değişime direncin iyi yönetilmesi hayati önem arz etmektedir. Sektördeki durumu analiz etmek amacıyla yapılan çalışma da veriler kolayda örnekleme yöntemi ile toplanmıştır. Çalışmanın örneklemini banka çalışanları oluşturmaktadır. SPSS AMOS 26 programı yardımıyla yapılan doğrulayıcı faktör analizden sonra yapısal eşitlik modeli çizilerek değişkenler arasındaki ilişkiler değerlendirilmiştir. Psikolojik sermayenin ve duygusal zekanın değişime direnci istatistiki olarak anlamlı ve negatif yönde etkilediği belirlenmiştir. Duygusal zekanın psikolojik sermayeyi istatistiki olarak anlamlı ve pozitif yönde etkilediği tespit edilmiştir. Ayrıca duygusal zekanın değişime direnç üzerindeki etkisinde psikolojik sermayenin aracılık rolü olduğu da tespit edilmiştir. Bu duygusal zeka perspektifinden bakıldığında değişime karşı direnci yönetmede psikolojik sermayenin de önem arzettiğini gösteren bir işaretir. Duygusal zekanın değişim yönetimi üzerinde önemli bir etkisi olduğu Vakola vd. (2004)

tarafından da ortaya konmuştur. Duygusal zekanın değişime karşı direnç üzerindeki etkisi nedeniyle, büyük örgütsel değişiklikler sırasında çalışan verimliliğinin yönetimine yardımcı olabilecektir. Çalışanlar duygusal iyilik halleri, sahip oldukları zeka seviyesiyle bağlantılıdır (Huy,1999) ve duygusal zeka arttıkça, çalışanların örgütsel bir değişime karşı direnç tutumunu azalttığı sonucuna varılmaktadır (Malik ve Masood, 2015). Peterson ve arkadaşları (2011), yüksek psikolojik sermaye gösteren çalışanların örgütsel bir değişime karşı daha iyimser ve dayanıklı oldukları önerisini destekleyen bir çalışma yapmışlardır. Örgütler çalışanlarının duygusal zeka seviyelerini geliştirmek amacıyla bir dizi program geliştirmelidirler. Bu alanda çalışanların eğitime ve gelişimine yatırım yapmak değişime karşı direncin yönetilmesinde faydalı olabilecektir.