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## THE RELATIONSHIP BETWEEN DEMOGRAPHIC FACTORS AND PSYCHOLOGICAL RESILIENCE LEVELS

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In this study, the relationship between demographic variables and psychological resilience levels of hotel employees was analysed. The main purpose of the study is to determine the relationship between the variables of gender, marital status, age, educational status, position and duration of study and psychological resilience of hotel employees. To collect data for the study, the survey technique was used and questionnaire form was conducted on 408 hotel employees' working in five star hotels. In the analysis of the data, mean, frequency and percent distributions as well as independent groups t-test and one way ANOVA were used. The findings of the study indicate that the level of the the employees' psychological resilience was at above average. In addition, research findings show that there is a significant and positive relationship between psychological resilience and demographic variables. According to this, the level of psychological resilience of employees does not show any significant difference according to gender, marital status and educational status. However, the level of psychological resilience of employees is significantly different in terms of age, position, department and working time.

**Keywords:** Psychological resilience, Demographic Factors, Hotel Employees.

### *Introduction*

Psychological resilience, is one of the most debated and worked topics in literature in recent years. Psychological resilience, as "the sum-total of psychological processes that permit individuals to maintain or return to previous levels of functioning and well-being in response to adversity". The word psychological resilience originates from the Latin verb *resilire*, or "to leap back" and is defined as being able to withstand or recover quickly from difficult conditions. Psychological resilience as "the role of mental process and behavior in promoting personal assets and protecting an individual from the potential negative effect of stressors".

In literature, resolution (Bulut et al., 2013), psychological resilience (Erdopan, 2015), and endurance (Çakar, vd. 2014; Arastaman ve Balcı, 2013; Çevik vd. 2016) are dealt with as protective factors in all studies (Kaya et al., 2016). Psychological resilience is preferred in this study.

Alongside the debate about how psychological resilience should be defined, there has also been considerable discussion about the conceptualization of psychological resilience. However, psychological resilience refers to an individual's capacity to withstand stressors and not manifest psychology dysfunction, such as mental illness or persistent negative mood. Psychological resilience is rather than

a personality trait, the ability to bounce back from a negative experience and the result of successfully coping with distress (Avey vd., 2011). Psychological resilience is not a rare ability; in reality, it is found in the average individual and it can be learned and developed by virtually anyone with gradual discovery of personal and unique abilities.

Risk factors that increase the likelihood of an adverse event and affect aggression are addressed at the individual, environmental, familial, and cultural dimensions. These factors include genetic, biological, sociocultural and demographic conditions or characteristics, and some negative personality traits and later acquired life conditions increase the likelihood of individuals faced risky situations. The people who succeed in removing the risk factors are adapting more quickly to the environment. This helps the individual to feel more psychologically stronger and develop a positive outlook on life by making him less affected by risk factors in his later life.

If the risk factors in the individual's life can not be removed, protection factors that increase the resistance of the individual to these factors need to be developed (Bolat, 2013). Protective factors ensure that the individual is in a healthy fit by reducing or eliminating the risk factors of the individual. Thus, while the individual is empowered in terms of information, attitudes and behaviors make him/her

feel emotional and physically well and the level of psychological resilience is increase. The protective factors that increase the level of psychological resilience of the individual are good cognitive abilities, intelligence, academic competence, high self esteem, optimism, control over their own life, humor feelings.

The psychological resilience that enables the individual to succeed by coming from above the difficulties despite the adverse environmental conditions in his/her working life is a developable feature (Basim ve Çetin, 2011). The development of psychological resilience ensures that employees acquire the ability to cope with organizational stress and burnout. Thus, while the professional skills, job and life satisfaction of employees increase, psychological problems such as intention to leave work, exhaustion, stress and depression decrease (Kırımoglu et al., 2010). The studies related to psychological resilience more concentrate on students, teachers and health workers. Some of these studies show that the concept of psychological resilience is related to many psychological variables such as positive attachment, stress, hopelessness, depression and optimism (Johnson et al., 2011; Rainey et al., 2014; Jung et al., 2015). Although in studies involving some demographic characteristics, such as age, education, gender, or service duration, is investigated for the effects on the level of psychological resilience of individuals however results were not very consistent (Arastaman and Balcı, 2013; Kırımoglu et al., 2010).

There are a limited number of studies that deal with the concept of psychological resilience in terms of tourism businesses. In the study conducted by Yıldırım and Toker (2017), the psychological resilience and hopelessness status of the undergraduate educated students and attitudes towards the tourism sector were investigated. In another study conducted by İslamoğlu and Kirtulukoğlu (2017), the relationship between the level of psychological endurance of managers in hotel enterprises and perceptions of organizational justice was examined.

Employees in hotel businesses play a key role on service quality, customer satisfaction and hotel success. For this reason, in terms of hotel management, the psychological status, attitudes and behaviors of employees are vital. However, employees in hotel enterprise are exposed to many problem and adversiy caused by customers and other employees because of long and exhausting working hours, low level of job security and due to seasonal work. Despite all these negativities, hotel employees are expected to do their jobs efficiently without being affected by the negativities they experience. Therefore, it is necessary for hotel employees to be psychologically strong, that is, to have high levels of psychological resilience. For this reason, it is

important to know the factors that affect the psychological resilience levels of the employees in the hotel enterprises. The purpose of the work carried out here is to investigate whether the hotel employees' psychological resilience differs according to the demographic variables. In the literature, there was'nt observed that examines the relation between the psychological resilience levels of the employees in the hotel enterprises and their demographic characteristics. It is considered that the research to be important in this respect, and is expected to contributing to both literature and the practitioners.

#### ***Methodology***

The method used in conducting this study includes information about the population, the sample, data collection tools, procedure and statistical data analysis.

#### ***Research Design***

This study was designed to describe a previous or current event to specify the possible relationship and effect between demographic factors of hotel employees and psychological resilience. This is a descriptive study with a quantitative research methodology.

#### ***Respondents***

The research was carried out with employees working in 5-star hotels in Alanya (Turkey). According to data of Alanya Chamber of Commerce and Industry, 69 5-star hotels exist in Alanya (ALTSO, 2017). Research data were obtained from employees working in 27 different 5-star hotels. After the questionnaire form is prepared, all 5-star hotels in Alanya were asked for their permission to conduct the study. The permission was taken from 27 5-star hotel's general managers. In total, 500 questionnaires were distributed, 408 questionnaires were returned. The data were collected July 2017.

#### ***The Measurement Instrument***

Survey technique of quantitative research methods were used to collect survey data. The survey instrument was a self-administered questionnaire with sections of demographic characteristics and psychological resilience. In the first part of the questionnaire, there is a «Personal Information Form» consisting of seven questions aiming to determine the demographic characteristics of the employees.

In order to determine psychological resilience level of employees, «Psychological Resilience Scale» scale developed by Smith et al. (2008) and adapted into Turkish by Dopan (2015) was used. The scale is composed of 6 items in total. The scale was designed to 5 points Likert scale ( 1=Strongly Disagree; 5=Completely Agree).

The Kaiser-Meyer-Olkin (KMO) coefficient and the Barlett sphericity tests have been used for testing the factor analysis of the survey data. The Kaiser Mayer Olkin coefficient in this study has been

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calculated as 0.87 and Barlett Sphericity Test value is 1932.38 ( $p < 0.01$ ). The Cronbach Alfa coefficient has been found as 0.80. According to these results, the scale can be considered that the level of the validity and reliability is good.

### **Data Analysis**

Data as to demographical characteristics of respondents were analyzed through frequency and percentage distribution. So as to determine normal distribution of data, Kolmogorov Smirnov and Shapiro Wilk testes were applied. It was observed that the normality values  $p > 0.05$  for both test results.

This results indicated that research data have normal distribution. For this reason, research data was tested by Independent Groups t-Test and One-way Analysis of Variance (ANOVA). Significance level was accepted as  $p < 0.05$  in statistical analysis.

### **Findings**

#### *Profiles of The Respondents*

The data related to demographic characteristics of participants can be seen in Table 1.

As seen in Table 1, 56.4% of respondents are male and 43.6% are female, 44.1% married and 55.9% single. Examining educational level of respondents, it is seen most of them have graduated from senior high school (46.3%). Vocational college graduates with 24.8%, elementary graduated with 21.6% and follow faculty graduates with 7.4%. Respondents are mostly composed of employees at 18–24 ages (40.7%). The age groups were as follows: 25–34 ages (36.8%), 35–44 (13.2%), 45–54 (6.9%), and 55 age and above (2.5%). Accordingly, it can be said that the average age of the participants is relatively young. Most of the respondents have been working for 0–5 years (57.8%). And the others have been working 6–10 years (19.9%), 11–15 years

(12.5%), 16–20 years (6.9%), and 21 year and above (2.9%). The position on the job of the respondents, are ranked as employees (88%), middle-level managers (7.8%) and senior executive (4.2%). Departments of employees show a balanced distribution as restaurant/bar (22.1%), housekeeping (20.8%), kitchen (17.2%), front office (16.9%) and security (8.3%).

### **Independent Groups t-Test and One Way ANOVA Analyses Findings**

It was determined that the difference was not significant in terms of both variables according to the results of the independent groups t-test conducted to determine whether the psychological resilience levels of the respondents differ according to the gender and marital status of the employees ( $p > 0.05$ ).

According to the finding of the ANOVA made to determine whether the level of psychological resilience of the employees differs according to the educational status, the psychological resilience levels of the employees do not show a statistically significant difference according to the educational status ( $p > 0.05$ ). The difference is statistically significant in terms of other variables.

The relationships between psychological resilience levels and demographic characteristics of hotel employees have been surveyed with ANOVA analysis. As given in the figures of one way ANOVA in Table 2, it has been determined that psychological resilience levels of employees the difference by of the age groups was found to be statistically significant ( $F = 3.804$ ;  $p < 0.05$ ). Later, in order to determine that which groups the differ was originated from, complementary post-hoc analysis has been done.

The relationships between psychological resilience levels and demographic characteristics of

Table 1

**Distributions of The Respondents by Demographic Characteristics**

Variables	F	%	Variables	F	%
Gender			Marital Status		
Female	178	43.6	Married	180	44.1
Male	230	56.4	Single	228	55.9
Age			Working Period		
18–24 Age	166	40.7	0–5 Years	236	57.8
25–34 Age	150	36.8	6–10 Years	81	19.9
35–44 Age	54	13.2	11–15 Years	51	12.5
45–54 Age	28	6.9	16–20 Years	28	6.9
55 Age and Above	10	2.5	21 Years and Above	12	2.9
Education Status			Department		
Elementary School	88	21.6	Restaurant / Bar	90	22.1
Senior High School	189	46.3	Kitchen	70	17.2
Vocational College	101	24.8	Front Office	69	16.9
Faculty	30	7.4	Housekeeping	85	20.8
Job Position			Technical Service		
Senior Executive	17	4.2	Accounting	20	4.9
Middle Level Manager	32	7.8	Security	34	8.3
Employees	359	88.0	Others	34	8.3

Table 2  
ANOVA Findings: Age and Psychological Resilience Levels

	Sum of Squares	df	Mean Squares	F	p
Between Groups	11.018	4	2.755	3.804	0.005*
Within Group	291.852	403	0.724		
Total	302.870	407			

Note: \* – Mean difference is significant at the 0.05 level

As given in the figures of one way ANOVA in Table 3, it has been determined that psychological resilience levels of employees the difference by the job position was found to be statistically significant ( $F=5.104$ ;  $p<0.05$ ). The post-hoc tests show that the significant differences were between «mid-level managers» and «the employees». The Scheffe test results, indicates that the level of psychological resilience levels of the employees ( $\bar{x}=3.28$ ) is higher than those of mid-level managers ( $\bar{x}=2,78$ ). This condition can arise from that the intense communication and interaction problems experienced of mid-level managers who form a bridge between senior executives and employees.

Table 3  
ANOVA Findings: Job Position and Psychological Resilience Levels

	Sum of Squares	df	Mean Squares	F	p
Between Groups	7.447	2	3.723	5.104	0.006*
Within Group	295.424	405	0.729		
Total	302.870	407			

Note: \* – Mean difference is significant at the .05 level

As given in the figures of one way ANOVA in Table 4, it has been determined that psychological resilience levels of employees the difference by of the department was found to be statistically significant ( $F=4.419$ ;  $p<0.05$ ). The post-hoc tests show that the significant differences were between «kitchen employees» and «housekeeping employees». The Scheffe findings, indicates that the level of psychological resilience levels of the kitchen employees ( $\bar{x}=3.63$ ) is higher than those of housekeeping employees ( $\bar{x}=2,93$ ). The jobs in housekeeping services is more tiring and less prestigious than other departments. This situation can evaluated that as a factor that affects psychological resilience level of the employees negatively.

As given in the figures of one way ANOVA in Table 5, it has been determined that psychological resilience levels of employees the difference by of the tenure was found to be statistically significant

( $F=6.411$ ;  $p<0.05$ ). The post-hoc tests show that the significant differences were between «employees working for 6–10», «employees working for 0–5» and «employees working for 11–15».

Table 4  
ANOVA Findings: Department and Psychological Resilience Levels

	Sum of Squares	df	Mean Squares	F	p
Between Groups	24.652	8	3.082	4.419	0.000*
Within Group	278.218	399	0.697		
Total	302.870	407			

Note: \* – Mean difference is significant at the .05 level

Table 5  
ANOVA Findings: Tenure and Psychological Resilience Levels

	Sum of Squares	df	Mean Squares	F	p
Between Groups	22.367	5	4.473	6.411	0.000*
Within Group	280.504	402	0.698		
Total	302.870	407			

Note: \* – Mean difference is significant at the 0.05 level

The Scheffe findings, indicate that the level of psychological resilience levels of the employees working for 6–10 years ( $\bar{x}=3.54$ ) is higher than those the employees working for 0–5 years ( $\bar{x}=3.23$ ), and 11–15 years ( $\bar{x}=2.90$ ). In terms of psychological resilience levels of the employees, the difference between the other groups is not statistically significant ( $p>0.05$ ). This can be explained that by occupational exhaustion as well as to the stress created by the long and tiring working conditions of the tourism industry. In addition, it can be said that the negative experiences that have taken place over the years have broken down the resistance of the employees and decreased the level of psychological resilience.

### Conclusion

The aim of this study is to examine the relationship between the psychological resilience levels of workers in the hotel enterprises and the demographic variables. In this direction, a questionnaire was applied to the employees of 5-star hotel companies operating in Alanya (Turkey) and the data were analyzed with statistical methods. Findings from the survey show that the level of psychological resilience of hotel employees is above the average ( $\bar{x}=3,23$ ). The fact that the level of employees' psychological resilience is above the average can be evaluated positively in terms of both employees and hotel management.

Psychological resilience is the development of psychological strength to assist the individual to

overcome and grow from challenges. It requires a close review of the environment in which the person exists and an honest examination of oneself. Findings obtained from the research reveal that the level of psychological resilience levels of the employees is affected by some demographic variables. Therefore, it is necessary to take individual and organizational measures to increase the level of psychological resilience of hotel employees. At this point, employees should be provided with opportunities to recognize and develop themselves. In addition, to developing the positive life expectations of employees, to reduce stress level, to directing employees to different activities and improving working conditions will increase the level of psychological resilience. Psychological resilience has the potential to assist an individual to live a happy and fulfilled life and can transform organisations towards being flexible, able to accept change with minimal disruption and being seen as a good place to work.

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## ВЗАЄМОЗВ'ЯЗОК МІЖ ДЕМОГРАФІЧНИМИ ФАКТОРАМИ ТА РІВНЯМИ ПСИХОЛОГІЧНОЇ СТІЙКОСТІ

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У цьому дослідженні було проаналізовано взаємозв'язок між демографічними змінними та рівнями психологічної стійкості працівників готелю. Основна мета дослідження – визначити зв'язок між змінами статі, сімейним станом, віком, освітнім статусом, положенням і тривалістю навчання та психологічною стійкістю працівників готелю. Для збору даних для дослідження використано методику опитування та було складено анкету для 408 співробітників готелю, які працюють у п'ятизіркових готелях. При аналізі даних використовувались середні, частотні та відсоткові розподіли, а також незалежні групи t-тесту та одностороння ANOVA. Результати дослідження показують, що рівень психологічної стійкості працівників був вище середнього. Крім того, результати досліджень показують, що між психологічною стійкістю та демографічними змінами існує значний і позитивний зв'язок. Згідно з цим, рівень психологічної стійкості працівників не відображає суттєвої різниці залежно від статі, сімейного стану та освітнього статусу. Проте, рівень психологічної стійкості працівників значно відрізняється за віком, положенням, відділом і робочим часом.

**Ключові слова:** психологічна стійкість, демографічні фактори, працівники готелю.

## **ВЗАИМОСВЯЗЬ МЕЖДУ ДЕМОГРАФИЧЕСКИМИ ФАКТОРАМИ И УРОВНЯМИ ПСИХОЛОГИЧЕСКОЙ УСТОЙЧИВОСТИ**

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*В этом исследовании проанализирована взаимосвязь между демографическими переменными и уровнями психологической устойчивости сотрудников отеля. Основной целью исследования является определение взаимосвязи между переменными пола, семейным положением, возрастом, образовательным статусом, положением и продолжительностью обучения и психологической устойчивостью сотрудников отеля. Для сбора данных для исследования использовался метод опроса и была составлена анкета для 408 сотрудников отеля, работающих в пятизвездочных отелях. При анализе данных использовались средние, частотные и процентные распределения, а также независимые группы *t*-тест и один способ ANOVA. Результаты исследования показывают, что уровень психологической устойчивости сотрудников был выше среднего. Кроме того, результаты исследований показывают, что между психологической устойчивостью и демографическими переменными существует значительная и позитивная взаимосвязь. В соответствии с этим, уровень психологической устойчивости сотрудников не показывает существенных различий в зависимости от пола, семейного положения и образовательного статуса. Однако, уровень психологической устойчивости сотрудников существенно отличается по возрасту, положению, отделу и рабочему времени.*

**Ключевые слова:** психологическая устойчивость, демографические факторы, сотрудники отеля.