

Optimism and Organizational Resilience of Deposit Money Banks in South-South Nigeria

Miebaka David Ateke,¹ I. Zeb-Obipi² (Prof.) and Uchenna Chizoba Ekweozor³ (Ph.D)

¹Department of Management, Faculty of Management Sciences,
Rivers, State University, Nkpolu-Oroworukwo,
PMB 5080, Port Harcourt, Nigeria.

²Lecturer, Department of Management, Faculty of Management Sciences,
Rivers, State University, Nkpolu-Oroworukwo,
PMB 5080, Port Harcourt, Nigeria

^{**}Lecturer, Department of Office & Information Management,
Rivers State University, Nkpolu-Oroworukwo,
PMB 5080, Port Harcourt, Nigeria
Correspondence: henryakani@yahoo.com

Abstract:

This study investigated the relationship between optimism and organizational resilience of Deposit Money Banks in South-South, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was 1120 employees of the 18 Deposit Money Banks operating in South-South, Nigeria. A sample size of 295 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at 0.05 level of significance. Results from analysis of data revealed that optimism significantly influences organizational resilience of Deposit Money Banks in South-South, Nigeria. The study recommends that Deposit Money Banks should evaluate assess and identify optimistic employees in their organizational recruitment and appraisal systems and also cultivate a working environment that promotes optimism.

Keywords: *Optimism, Organizational Resilience, Organizational Learning, Adaptive Capacity, Dynamic Capabilities*

INTRODUCTION

Due to today's dynamic and globalized world, organizations are faced with immense competitive challenges, turbulent times and high level of changing markets. These challenges stem from factors such as intense local and foreign competitions, capital problems, and customers' quest for improved quality products at lower cost, inadequate skilled employees and globalization. These have become serious concerns to all organizations as most of them find it difficult to make accurate forecast about the future and in decision making for business plans. Organizations are thus in search for more effective, adaptive and productive strategies in order to gain competitive advantages (Obiekwe, Zeb-Obipi & Ejo-Orusa, 2019). When organizations do not have the ability to be resilient, it could lead

to failure to cope with pressures and challenges, decrease in morale, lack of confidence, Inability to foresee possible solutions to present nagging situations and non-actualization of organizational goals and objectives which would adversely affect productivity. There has been a decrease or poor organizational resilience amongst organizations and as a result, sustainable development has not been ensured. One argues that lack of optimism amongst employees which is expressed in inability to cope with changing environment, is one of such major cause for the inability of management to tackle turbulent situations which face organizations. Studies have shown that management of organizations barely anticipate, prepare for, respond to and adapt to sudden incremental change or distortions that face the organization. (Umoh, Amah, & Wokocha, 2014). To achieve this organizations need optimistic employees to achieve its objectives.

Optimism is a source to create the best environment towards the completion of organizational objectives. Every business organization laid stress on the good relationship among the employees and also towards employees. Good leadership style develops the level of performance of the employees through motivation and creating the competitive environment (Wilson, Floden & Ferrini-Mundy, 2001). Optimism, and work management are important blessing for career success. Optimistic ability leads to task accomplishment, from practitioners' point of view; it is one of the managerial characteristics (Javed, Ahmad, Nawaz, & Sajid, 2016) which influence job performance positively. This study concentrated solely on the relationship between optimism and work engagement and validated it in a sample of managers.

Optimism could be argued to be a basic requirement in managerial work, as managers are expected to look trustfully to the future, anticipate positive results, and be innovative. They are more likely to treat adversities as an opportunity, and thus preserve their involvement in work. Thus, optimism is expected to influence directly managers' experience of work engagement.

Optimistic individuals have a clearer positive perspective about their future, therefore they remain more confident and assertive about their ability to exert effort when confronted by challenges and opportunity (Avey, Wersing & Luthans, 2008) and thus they are more likely to exhibit higher levels of engagement in their work. Othman & Nasurdin (2013) researched on the relationship between work engagement and two personal resources, self-efficacy and optimism in a Malaysian context; the two variables positively related with work engagement; however, none of the five control variables made any significant contribution towards the variance in work engagement. In a study of citizenship behavior, a closely related work-related behaviour of employee engagement, Naeem, Malik and Bano (2014) found demographic variables do not contribute to the variations in citizenship behaviors among Indian employees.

This study therefore examines the relationship between optimism and organizational resilience of Deposit Money Banks in South-South Nigeria.

Furthermore, this study will also be guided by the following research questions:

- i. To examine the relationship between optimism and organizational learning of Deposit Money Banks in South-South Nigeria.
- ii. To examine the relationship between optimism and adaptive capacity of Deposit Money Banks in South-South Nigeria.
- iii. To examine the relationship between optimism and dynamic capability of deposit money banks in South-South Nigeria.



Figure 1.1 Conceptual Framework of optimism and organizational resilience

Source: Authors (2020)

LITERATURE REVIEW

Theoretical Foundation

Positive Psychology Theory

According to Sheidon and King (2001) positive psychology is the scientific study of ordinary human strengths and virtues. They further note that the theory resists the average person with an interest in finding out what works, is right and what is improving. The field of positive psychology at the subjective level is about valued subjective experiences: well-being, contentment, and satisfaction (in the past), and flow and happiness (in the present). At the individual level, it is about positive individual traits, the capacity for love and vocation, courage, interpersonal skill, aesthetic sensibility, perseverance, forgiveness, originality, future mindedness, spirituality, high talent and wisdom (Seligman and Csikszenton Halyi, 2000).

Gable and Haidt (2005), state that positive psychology is the study of the conditions and process that contribute to the flourishing or optimal functioning of the people, groups, and institutions. Employees then must be in a positive psychological state in order to function optimally in an organization. The characteristics of optimism, hope and self-esteem are positive psychological developmental states that enable employees to flourish or work maximally with their job duties. The journal of positive psychology (2005), note that positive psychology is about scientifically informed perspectives on what makes life worth living. It focuses on aspects of human condition that lead to happiness, fulfillment, and flourishing.

Social cognitive theory is an extension of the behaviorism theory that emphasizes the importance of behavioral factors, environmental and individual (cognitive) in the learning process (Desmita, 2005; Chawdhury and college, 2006; Hisrich, 2008). In other words, the social cognitive theory states that there is a reciprocal relationship that occurs between the behavior, the individual (cognitive) and the environmental influences in understanding how individuals learn. Banndura (1977), an early proponent of this theory state that recognizing the importance of reciprocal relationships that occur between these three factors gives understanding of how individuals learn. He puts the main emphasis on observational learning.

Optimism

According to Tiger (1979), optimism is a mood or attitude associated with an expectation about the social or material future –one which the evaluator regards as socially desirable, to his advantage, or for his pleasure. Buchanan and Seligman (1995) explain optimism in line with attribution theory as they discuss optimism form an explanatory style which has its roots in attribution theory. Seligman (1998), thinking in same line of thought with Buchanan and Seligman (1995), opined that in positive organizational behavior, optimism is an explanatory style that views negative events with an internal locus of control where events are attributed to personal, permanent and pervasive causes. They define optimism as an attribution style that characterize positive results and events as personal and long-lasting where s negative events are caused due to external situation and are characterized as temporary. Peterson (2000) observes that the individuals who demonstrate realistic optimism have high levels of engagement towards organizations. The commitment and engagement towards organization leads to improved performance which results to organizational resilience. (Luthans *et al*, 2007). From the forgoing, one argues in the same line of thought with Luthans *et al* (2007) that optimism varies significantly with organizational resilience. One can assume that there is a positive relationship between optimism and performance commitment. It is not out of focus if one assumes that when an organization is resilient, it will perform better, therefore one can deduce from the above that optimism significantly varies with organization resilience.

Concept of Organizational Resilience

Before we give the definition or explanation of organizational resilience, let us first explain via literature the concept of resilience. The definition of resilience can be drawn from several fields which include organizational studies, developmental psychology, ecology, material science, and social sciences. According to Weick, Sulcliffe and Obstifeld (1999) resilience is the maintenance of positive adjustment under severe challenging conditions or situations. It is also the ability of a system to absorb disturbance and reorganize while undergoing change so as to still remain the same function, structure, identity and feedback (Walker, Holling, Carpenter & Kinzig, 2004). This means that despite severe challenges threatening the very existence and life of an organization or a system, an organization or system possesses the ability to survive, adapt, and bounce back from it crisis and disturbances, to thrive and enhance its core capabilities.

Madni (2007) defines resilience as the ability to anticipate a perturbation, to resist by adapting and to recover by restoring the pre-perturbation states as much as possible. Kpakol and Zeb-Obipi (2017) opine that resilience is the leader’s ability to anticipate and plan for conflict or the other forms of perturbation state as much as possible. Fletcher and Sarkar (2013) view resilience as consisting of two main concepts; adversity and adaptability. Adversity refers to the possibility of oppositions which may seem as a challenge for an organization, adaptability refers to the tendency for an organization to be able to adjust to meet the external challenges. Umoh, Amah, and Wokocha (2014) in an attempt to measure resilience noted that organizational learning, adaptive capacity and dynamic capability are measures of resilience.

Sutchiffe and Vogus (2003) note that resilience develops over time from continually handling risks, stresses and strains, where an entity not only survives and thrives by positively adjusting to current adversity, but also, in the process of responding, strengthens its capability to make future adjustments. Resilience therefore, extend to several fields and covers both knowledge of the environment, level of preparation, anticipation of perturbations, adaptation, control, recovery- ability and survival, among others. As Wildavsky (1988) note, resilience will be a necessary capacity to cope with anticipated dangers after they become manifest. According to Stephenson (2010),

resilience is highly needed for organizations to effectively respond to disruptions as well as positively adapt in the face of challenging conditions, leveraging opportunities and delivering sustainable performance improvement. Thus managers need to both prepare against bad events, as well as adapt and change or their organization s will pay the penalty. Hearnshaw and Wilson (2013), traditionally note that resilience means an organization's ability to carry out its functions and return to a stable state after major disturbances or stress by considering the before and during disturbance period (Cumming, Barnes, Perz, Schnink, Sieving & Southworth, 2005).

Resilience is a theoretical concept, a metaphor, a result of interactions between people and the environment, a property of a dynamic system (Carpenter, Walker & Anderies 2001), a measurable social and cultural construct (Mallak, 1998b) and a paradigm (Paton and Johnston, 2001). The first use of the term resilience has been contested but can be attributed to ecology, physics or psychology (Manyena, 2006). In ecology, it was introduced through Hollings' (1973) seminal work: *Resilience and Stability of Ecological Systems*. Holling described resilience as, "...a measure of persistence of systems and their ability to absorb change and disturbance and still maintain the same relationships between populations or state variables". (Holling, 1973:14). Kasperson and Kasperson (2005) discuss examples of the influence of random events on natural systems and suggest that we can better understand resilience if we "...shift the emphasis towards assuming change and then try to explain stability" (Kasperson and Kasperson, 2005: 255). Holling (1973) also notes that traditional analysis within the field of ecology has been inherited from developments in physics. In physics resilience is "...the ability for a material to get back to its initial shape following an external shock" (Lecoze and Capo, 2006: 3). Zimmerman and Arunkumar (1994: 2) refer to psychological resilience and argue that it refers to "...fending off maladaptive responses to risk and their potential negative consequences".

Kikuchi and Yamanguchi (2013) perceive resilience as a term which essentially refers to the physical ability to return to one's original state, elasticity or flexibility. In addition, there are a number of definitions and concepts of resilience in the field of psychology. The definition by Best and Garmezy (1990) is widely used: resilience is 'the process of capacity for or outcome of successful adaptation despite challenging or threatening circumstance. Oshio, Nakatani, Kaneko & Nagarne (2002) consider resilience as "mental restoration ability" which is characterized as the internal ability owned by individuals who can flexibly cope with and recover from temporary mental illness. Denyer (2017) skilfully and intelligently opine that organizational resilience is the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden distortions in order to survive and prosper.

Another common understanding of resilience is the ability to bounce back (Coutu, 2002). Holling (1996) discusses the difference between resilience in engineering versus resilience in ecology. He describes resilience in engineering as the stability of equilibrium near a steady state and argues that, in engineering, resilience can be measured as the speed of return to equilibrium. Judging from these views, the term "resilience," can be described as a word that denotes both strength and flexibility; implies the ability to adjust to "normal" or anticipated stresses and strains and to adapt to sudden shocks and extraordinary demands. According to Klein, Nicholls and Thomalla (2003) resilience can be traced back to the Latin word *resilire* which means "to jump back". The general character of the word resilience has led to a wide application of the concept; it can be found in many disciplines, such as engineering/safety systems, ecology, risk management, psychology, and sociology, environmental science (Fiksel, 2006).

In relation to the study focus, organizational resilience refers to the ability of the organization to respond to challenges through organizational learning, adaptive capacity and dynamic capability. They are subsequently discussed as the measures of organizational resilience for the study

Organizational Learning

This refers to the process of creating, retaining and transferring knowledge within an organization. (Zeb-Obipi, Obiekwe & Ateke, 2019). It is an organization-wide continuous process that enhances its collective ability to accept, make sense of, and respond to internal and external changes (Business Dictionary, 2018; Umoh *et al.*, 2014). Aggestam (2006) posits that a learning organization has a culture that supports learning and innovations both by individuals and by organizations. He maintained that the environment promotes a culture of learning, a community of learners, and it ensures organization as a whole. Aggestam (2005) maintains that a learning organization is organized in such a way that it scans for information in its environment, creates information by itself and encourages individuals to transfer knowledge between the individuals in team. Such an organization acts as a minding being (Zeb-Obipi, 2007; Ahiauzu and Asawo, 2016; Kpakol and Zeb-Obipi, 2017).

Adaptive Capacity

This refers to an aspect of resilience that reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Zeb-Obipi *et al.*, 2019). For Umoh *et al.* (2004) adaptive capacity entails attributes of individuals, organizations and institutions that might foster learning when faced with change and uncertainty, such as willingness to learn from mistakes, engage in collaborative decision-making arrangements, and encourage institutional diversity. Adaptive capacity may be defined as the ability or inclination of an individual or a group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances (Umoh *et al.*, 2014).

Folke, Colding and Berkes (2003) identified four dimensions of adaptive capacity as learning to live with uncertainty, nurturing diversity for reorganization and renewal, combining different types of knowledge for learning and creating opportunities for self-organization. Luthans and Youssef (2004) defined adaptive capacity as the extent to which a system can modify 'its circumstances to move to a less vulnerable condition'. It is the ability of an organization to alter its strategy, operation, management system, governance structure and decision - support capabilities to withstand perturbations and disruptions (Starr, Newfrock & Delurey, 2004). Dalziell and McManus (2004) posit that a system reflects the ability of an organization to actively respond to changes in its environment, and to recover from any damage to internal structure within the system that affect its ability to achieve its purpose. Any system can adapt to change in three ways which include: (i) Application of existing available responses to address the problem (ii) Application of an existing response in a new context to address the problem (iii) Application of novel responses to address the problem (Dalziell and McManus, 2004). Generally, adaptive capacity represents the social, technical and administrative skills and strategies possessed by an individual, group or organization, which are directed towards responding to changes.

Dynamic Capabilities

This can be defined as a firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environment (Teece, Pisano and Shuen, 1997; Teece, Pisano

and Shuen, 2010). Umoh *et al.* (2014) opine that dynamic capabilities can be distinguished from operational capabilities which pertain to the current operations of an organization. Helfat, Finkelstein, Mitchell, Peteraf, Singh, Teece and Winter (2007) cited in Teece, *et al.* (2010) argue that dynamic capability by contrast refers to ‘the capacity of an organization to purposely create, extend or modify its resource base. For Umoh *et al.* (2014), the basic assumption of the dynamic capability framework is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage. For them what matters for business is corporate agility, ‘ the capacity (1) to sense and shape opportunities for threat, (2) to seize opportunities (3) to maintain competitiveness through enhancing combining, protecting, and when necessary, reconfiguring the business enterprise’s intangible and tangible assets. Teece, Pisano and Shuen (1997) propose a set of three dynamic capabilities that is vital for an organization to meet new challenges. These are the ability to learn quickly and to build new strategic assets by employees; the integration of these new strategic assets, and the transformation or reuse of existing assets which have depreciated. Teece (2007) note that dynamic capabilities encompasses three clusters of activities and adjustment which include (i) identification and assessment of an opportunity, (ii) mobilization of resources to address an opportunity and to capture value from doing so (seizing), and (iii) continued renewal (transforming). Generally, dynamic capability is seen as a source of competitive advantage for firms; and entails six capabilities seen as relevant firm capabilities. These are managerial capabilities, marketing capabilities, technological capabilities, R & D capabilities, innovation capability and human resources capability (Breznik & Lahovnik, 2016).

Optimism and Organizational Resilience

Scherer & Carver (1985) note that optimism is less closely related to resilience than hope and is defined as a generalized expectancy that one will experience good outcomes in life, which will lead to persistence in goal-striving. Whereas Luthanset al, (2007) in terms of a factor of psychological capital, view optimism as a positive attribution about succeeding now and in the future. Peterson (200) posits that optimists generally take personal responsibility for the positive outcome in life, while deflecting responsibility for negative events through an optimistic explanatory attribution style optimism however does not take into account the necessity of a trigger event (Benanno, 2005). The divergence between optimism and resilience is that an optimistic employee may not delve into the true meaning of adversity and simply brush it off.

Sweet (2012) conducted a study in the health care industry and discovered that there is a positive and significant relationship between optimism and organizational learning (which is a dimension of organizational resilience). She hypothesized that optimism has a significant influence on organizational learning. Taking a look at this simply means that optimism has a significant relationship with organizational resilience. Anyur & Aysen (2015) in their research observe that learning occurs when individuals in the organization face a problematic situation and search for it across the organization. They opine that individuals realize that there is a discrepancy between the actual situation and the expected outcome, and the discrepancy is counteracted by the process of thinking and further action. In their empirical study of the correlation between the organizational learning of the schools and the academic optimism of the teachers, Anijur & Aysen (2015) discover that there is a moderate positive correlation between teacher’s organization learning perceptions and academic optimism levels.

This is what is expressed in the following hypotheses designed for testing in this study:

- H₀₁:** There is no significant relationship between optimism and organizational learning in the deposit money banks in South-South Nigeria.
- H₀₂:** There is no significant relationship between optimism and adaptive capacity in the deposit money banks in South-South Nigeria.
- H₀₃:** There is no significant relationship between optimism and dynamic capabilities in the deposit money banks in South-South Nigeria.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the relationship between the variables. Primary data was generated through self-administered questionnaire. The population for the study was 1120 employees of the 18 Deposit Money Banks operating in South-South, Nigeria. The sample size of 295 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Table 1 below displays the results of data generated. The results indicate positive relationships between optimism and the measures of organizational resilience. These results were reported in relation to the earlier stated hypotheses.

Table 1: Optimism and the Measures of Organizational Resilience

		Optimism	Learning	Adaptive	Dynamic
Spearman's rho	Correlation Coefficient	1.000	.583**	.623**	.560**
	Optimism Sig. (2-tailed)	.	.000	.000	.000
	N	258	258	258	258
	Correlation Coefficient	.583**	1.000	.664**	.634**
	Learning Sig. (2-tailed)	.000	.	.000	.000
	N	258	258	258	258
	Correlation Coefficient	.623**	.664**	1.000	.584**
	Adaptive Sig. (2-tailed)	.000	.000	.	.000
	N	258	258	258	258
	Correlation Coefficient	.560**	.634**	.584**	1.000
	Dynamic Sig. (2-tailed)	.000	.000	.000	.

N	258	258	258	258
Sig. (2-tailed)	.000	.000	.000	.000
N	258	258	258	258

Source: Survey result, 2019

H₀₁: There is no significant relationship between optimism and organizational learning of Deposit Money Banks in South-South, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between optimism and organizational learning. The *rho* value 0.583 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between optimism and organizational learning of Deposit Money Banks in South-South, Nigeria.

H₀₂: There is no significant relationship between optimism and adaptive capacity of Deposit Money Banks in South-South, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between optimism and adaptive capacity. The *rho* value 0.623 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between optimism and adaptive capacity of Deposit Money Banks in South-South, Nigeria.

H₀₃: There is no significant relationship between optimism and dynamic capabilities of Deposit Money Banks in South-South, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between optimism and dynamic capabilities. The *rho* value 0.560 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between optimism and dynamic capabilities of Deposit Money Banks in South-South, Nigeria.

DISCUSSION OF FINDINGS

This finding aligns with the views presented by several empirical studies which have examined the personality trait optimism as a predictor for organizational outcomes. Seligman & Schulman (1986) examined the relationship of optimism and work performance in a study of 104 insurance sales agents. Optimism was operationalized as a person's explanatory style: how he or she explained the causes of bad events. Those who explained bad events with external, unstable, and specific causes are described as optimistic, whereas those who favoured internal, stable, and global causes are describe as pessimistic. Results showed that sales agents with low levels of optimism made fewer sales attempts, less persistence, and quitting.

According to Carver and Scheier (2003) optimists are described as people who expect good things to happen to them and pessimists are people who expect bad things to happen to them. Optimists have been known to perceive unfavourable events as temporary states while pessimists view unfavourable events as permanent situations (Herbert, 2011). In the field of positive organizational behaviour, optimism is supported by theory and research. Seligman (1998) defined optimists as those who make internal, stable attributions regarding positive events (for example, task accomplishment) and those who attribute external, unstable, and specific reasons for negative events (for example, a missed deadline). Optimistic people take credit for the favourable situations they encounter and believe that the motivations behind these situations are within their power and they feel in control of events in their lives. A pessimistic orientation discourages the positive impacts of success and encourages the destructive potential of failure (Luthans & Youssef, 2007).

In a bid to deal with criticism, the idea of realistic optimism has been put forward. According to Herbert (2011), realistic optimism includes an objective assessment of what one can accomplish in a specific situation, given the available resources at the time. In order to be optimistic, one is recommended to have leniency for past events, appreciation for the present and opportunity for that which lies ahead. Optimism has been associated with positive outcomes such as greater levels of motivation and more psychological presence. The manner in which one attempts to do various things depends on the individual's outlook on events. The optimistic or pessimistic orientation of a person can affect their completion of work. Optimism is more closely associated with overall positive psychology than any other construct (Luthans et al., 2004). It is a realistic, flexible and dynamic construct which can be learned and developed (Peterson, 2000). Individuals who are optimists expect positive and desirable events in the future. Luthans, Avolio, Walumbwa and Li (2005) further elaborate that individuals who are optimistic approach setbacks as though they are challenges and opportunities that may possibly lead to success.

Optimism is not only about predicting positive things happening in the future. Rather it is dependable on the reasons and attributions one uses to explain why particular events have occurred, regardless if they were positive, negative, past, present or future (Luthans et al., 2007). Furthermore, it can be said that individuals who are optimistic very rarely lose hope when following their innovative ideas, even when faced with stressful circumstances these individuals will find positive or better alternative ways to make these ideas a success (Ziyae, Mobaraki & Saeediyoun, 2015).

Optimism may also have dysfunctions in the workplace as employees who are physically healthy may be optimistic about their health in the future and may neglect their physical and nutritional maintenance at the present time (Tabaziba, 2015). According to Luthans and Church (2002) one may tend to find individuals who are not optimistic about their future goals in the present, such as wanting to win the companies golf tournament or meeting some unrealistic sales goal. In order to address these dysfunctions, which could ordinarily result in a cost for the organisation, one needs to provide realistic optimism, which would involve an objective assessment of what an individual can accomplish within a specific context taking into consideration the available time and resources. Flexible optimism should also be provided which changes due to circumstances as is more functional in the work area (Peterson, 2002, Tabaziba, 2015).

Optimism plays an influential role in the way the individual approaches their work duties. Individuals with high optimism expect success when presented with a challenge (Sweetman & Luthans, 2010). However according to Avey et al., (2008) optimism is an individual level attribution, meaning individuals who are high in optimism have a high belief in their individual success, yet not

at the group or organisational level. Furthermore, those who are high in optimism tend to attribute their success to themselves and global attributes, while failures are attributed to external attributes or attributes specific to the situation.

The building of efficacy in pathways generation and obstacle planning provides a foundation for the development of generally positive outcomes (Luthans et al., 2006). This is achieved when individuals are able to confidently identify and plan to overcome obstacles, thus resulting in an increase in their expectations to achieve goals. The negative expectations that goals may not be accomplished are then challenged by the individual to identify pathways in order to achieve success and to find options on how to overcome obstacles. The feedback attained from the group increases the individuals' expectations as they witnessed how the other group members also expect and plan their success (Luthans et al., 2006). These results in the individual and the groups optimism increasing as the individual's expectations of success increased.

Resiliency is developed by building awareness of personal assets in the form of talents, skills and social networks (Luthans et al., 2006). The focus on these exercises is about making plans to avoid obstacles and to prevent them from becoming legitimate concerns. It is furthermore impacted by the individual becoming aware of their initial thoughts and feelings when faced with adversity and by choosing to focus on resilient thoughts which are based on their assessment of their resources and their options to overcome adversity (Luthans et al., 2006). Luthans and Youssef (2004) were of the view that optimistic individuals' distance themselves from less favourable events, thereby protecting themselves from feelings of depression, guilt and self-blame. Dawkins, Martins, Scott and Sanderson (2013) asserted that optimism needs to be realistic and flexible to enable positive impact on the individual and organization concerned. Luthans et al., (2007) cautioned against unrealistic optimism which underestimates consequences of actions and externalizes risk factors. Although individuals tend to have fixed ranges in relation to their degree of optimism, individuals can learn how to be optimistic (Larson & Luthans, 2006).

Hope and Organizational Resilience

The finding presents hope as a significant antecedent to preferred organizational outcomes; this is as hope is considered a commonly used term as individuals generally hope to do well at tasks. Luthans (2002) noted that unlike self-efficacy, which has been proved to have a strong positive relationship with work related performance, previous findings on hope and organizational outcomes has been inconsistent. However, the findings of this study agree with those of scholars such as Luthans (2002) that hope is closely linked to goal expectancies, perceived control and positive affect. Snyder (2000) affirmed that hope is a cognitive set that is based on reciprocally derived sense of successful agency and pathways. Agency refers to determination that is goal directed and pathways entail planning of ways to meet goals. It is the combination of agency and pathways that makes hope a significant positivity psychology capability. Luthans et al., (2006) equated the willpower component of hope to efficacy expectations and the pathway component to efficacy outcome expectations. According to Luthans (2002), the major difference between hope and optimism is that optimism expectancies which are formed through others are forces outside the self, while hope is initiated and determined through the self. Although earlier research links the psychological capacity of hope to clinical psychology, evidence correlates hope to sporting and academic performance (Onwuegbuzie & Snyder, 2000).

There is a growing body of knowledge which suggests that the extent to which one is hopeful is determined by the perceived control one has. According to Luthans (2002), people who possess high levels of hope have the motivation and desire to attain objectives. Hope may be dispositional, which means that it may be displayed across all situations and times. Individuals may also have state hope, which manifests in specific situations only. Attempts have been made to foster the capacity of hope through training initiatives. According to Herbert (2011), the initial results from these efforts focusing on goal design, pathway generation, and overcoming obstacles are encouraging and could help human resource managers to influence employees' perceptions of challenges versus hindrances in stress management.

A micro-intervention session of hope development was proposed by Luthans et al., (2006). In their methodology, hope development starts with individuals identifying goals that are personally meaningful to them which they will make reference to throughout the session. Once workers have identified these goals, it presents a way of handling goals and emphasizes an approach of attempting goal attainment, which generates success. This is as management through mentoring also guides the workers to identify the indicators of success to their goals (Luthans et al., 2006). Synder (2000) noted the importance of breaking down the major goals into smaller, manageable goals. Accomplishing smaller goals has motivational potential towards accomplishment of the major goals. Luthans et al., (2006) further detailed that, after identifying multiple pathways, workers can be grouped with the aim of taking turns to share their goals with fellow group members who will contribute to already identified pathways or bring in new ones. The next step is identifying resources that are needed for the pathways to substantiate. At this stage, unrealistic pathways are discarded. Synder (2000) pointed out that there are always obstacles to just about any goal. In this regard, it becomes imperative to identify obstacles to the valuable goals, anticipate them and identify ways to surpass them. At this stage, small groups can be formed to brainstorm hindrances to goals and strategies to overcome them.

According to Luthans *et al.*, (2006), hope is attributed to the Expectancy-Value Theory and the positive attribution concept. Training on how to be more self-efficacious and more hopeful can be useful in building one's confidence and performance within the organization. This is particularly so because, as one identifies where they want to be, prepare for potential barriers and ways around the barriers, the pessimistic way of viewing circumstances is out-weighed. Hopefulness can be learnt by replacing a pessimistic explanatory style of events with a positive explanatory style. Schneider (2001) proposed a three-pronged strategy to attaining hope which emphasizes on leniency for the past, appreciation for the present and seeking opportunities for the future. This strategy entails careful evaluation of the impacts of harbouring negative feelings from past experiences on the ability to learn from past experiences and calculate future risks.

CONCLUSION AND RECOMMENDATIONS

Based on these observations, this study concludes that the evidence and tendency for worker to express psychological capital facets through optimism offers the organization a positive and advantageous positioning as it enhances its level of resilience and accounts for outcomes such as organizational learning, adaptive capacity, dynamic capabilities, situation awareness and keystone vulnerabilities.

The study recommends that Deposit Money Banks should evaluate assess and identify optimistic employees in their organizational recruitment and appraisal systems and also cultivate a working environment that promotes optimism.

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