

SITUATIONAL STRENGTH BASED ON CULTURE AS A MODERATOR OF  
THE PERSONALITY-JOB PERFORMANCE RELATIONSHIP

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## **ABSTRACT**

### **SITUATIONAL STRENGTH BASED ON CULTURE AS A MODERATOR OF THE PERSONALITY-JOB PERFORMANCE RELATIONSHIP**

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The purpose of the present study is to examine the moderating influence of cultural dimensions on the relationship between personality and job performance. The main focus is on the situational strength framework (Meyer & Dalal, 2009) which claims that characteristics of situations moderate the relationship between personality and outcomes, in this case job performance. In the current study, situations are studied in terms of cultural characteristics that also pertain to organizations; namely uncertainty avoidance, power distance, and masculinity-femininity (Hofstede, 1980; 2001). The expectation is that in strong situations, which are defined as those with higher levels of uncertainty avoidance, power distance, masculinity/lower levels of femininity, the relationship between personality and job performance will be weaker when compared to weak situations.

The data related to personality and culture dimensions were collected from employees working in Turkey and in Germany, while their immediate supervisors

rated their performance in terms of task performance and several organizational citizenship behaviors. Matched data from 120 employees and their supervisors were analyzed to test the hypotheses.

Findings showed that there were several personality-job performance relationships moderated by cultural dimensions. Firstly, power distance moderated the conscientiousness-task performance, and -personal industry relationships. For lower power distance, conscientiousness positively predicted both task performance and personal industry. Furthermore, masculinity/femininity moderated the conscientiousness-, and extraversion-loyal boosterism relationships. For the low masculinity/high femininity level, both conscientiousness and extraversion had a positive association with loyal boosterism.

Results are discussed together with the limitations and strengths. Implications for practitioners and suggestions for future research are presented.

**Keywords:** Situational Strength, Personality, Culture, Task Performance, Organizational Citizenship Behaviors

## ÖZ

# KÜLTÜRE BAĞLI DURUMSAL GÜCÜN ÇALIŞAN KİŞİLİĞİ VE İŞ PERFORMANSI ARASINDAKİ İLİŞKİYE OLAN ETKİLERİ

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Bu çalışmanın amacı durumsal faktörlerden biri olan kültürün çalışan kişiliği-iş performansı ilişkisi üzerindeki etkisini araştırmaktır. Çalışmanın odak noktasını Meyer ve Dalal tarafından (2009) ortaya atılmış olan durum özelliklerinin kişilik özellikleri ve iş performansı arasındaki ilişkiye düzenleyici etkisi yaptığı savunan durumsal güç (situational strength) teorisi oluşturmaktadır. Bu çalışmada düzenleyici etkisi araştırılan durum özelliklerini kültür boyutlarından belirsizliğin önlenmesi, güç mesafesi, ve erillik/dışillik olarak belirlenmiştir. Bu çalışmada çalışan kişilik özellikleri ile iş performansı arasındaki ilişkinin güçlü durumlara kıyaslandığında, zayıf durum olarak isimlendirilen yani; kültür boyutlarının düşük seviyede olduğu durumlarda, daha zayıf olması beklenmektedir. Kişilik ve kültür verisi Türkiye ve Almanya sınırları içerisinde farklı kurumlardaki çalışanlardan toplanırken, amirlerinden de çeşitli performans boyutları (görev performansı ve örgütsel vatandaşlık davranışları) üzerinden çalışanlarını değerlendirmeleri istenmiştir. Toplamda eşleştirilen 120 çalışan ve amirden elde edilen veri hipotezleri test etmek için kullanılmıştır.

Analiz sonuçları bazı kültür özelliklerinin bazı kişilik-performans ilişkilerine olan düzenleyici etkilerini desteklemiştir. Güç mesafesinin, özdisiplin sahibi olma-görev performansı ve özdisiplin sahibi olma-kişisel çalışkanlık ilişkileri üzerindeki düzenleyici etkisi bulunmuştur. Güç mesafesi düşük olan yerlerde özdisiplin sahibi çalışanların daha yüksek görev performansı ve kişisel çalışkanlığa sahip oldukları gözlemlenmiştir. Ayrıca erillik/dışillik kültür boyutunun da özdisiplin sahibi olma-sadık destek ve dışa dönüklük-sadık destek ilişkilerini düzenlediği bulunmuştur. Düşük erilliğin/yüksek dışilliğin hakim olduğu yerlerde özdisiplin sahibi ve dışa dönük çalışanların kurumlarını, kurum dışında överek sadık destek davranışını daha çok sergiledikleri görülmüştür.

Tüm bulgular çalışmanın güçlü ve zayıf yanlarıyla birlikte tartışılmıştır. Uzmanlar için pratik uygulamalar ve gelecek çalışmalar için bazı öneriler sunulmaktadır.

**Anahtar kelimeler:** Durumsal Güç, Kişilik, Kültür, Görev Performansı, ÖrgütSEL Vatandaşlık Davranışları

*To my beloved one and dearest friend*

*Aras Korkmaz*

*who always believes in me and makes me believe in myself...*

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## **LIST OF ABBREVIATIONS**

A	Agreeableness
C	Conscientiousness
DE	Germany
E	Extraversion
MF	Masculinity/Femininity
OCB	Organizational Citizenship Behaviors
PD	Power Distance
TR	Turkey
UA	Uncertainty Avoidance



# **CHAPTER 1**

## **1. INTRODUCTION**

### **1.1 Overview**

As the cross-cultural study's definition, "*the scientific study of human behavior and mental processes, including both their variability and invariance, under diverse cultural conditions*" (Ho & Wu, 2001), suggests, it is essential to investigate job performance, one type of behavior most people engage in daily, through different cultural conditions.

Regardless of which culture the employee is coming from, his/her job performance is one of the most important work-related outcomes in the view of the employer. Although there are several definitions of this term, determining dimensions and antecedents of job performance has been studied more than defining it (Jex & Britt, 2008). As a precise and inclusive one, the definition made by Campbell (1990) which states that job performance is the accumulation of behaviors performed by employees at work that contributes to organizational goals can be given. The importance and popularity of job performance are mostly due to the fact that company profit and long-run viability are influenced by how well employees perform their tasks and responsibilities in the organizations (Dubinsky & Hartley, 1986; Harrison, Newman, & Roth, 2006). Researchers have devoted considerable attention to determine factors influencing job performance, which are common across jobs and organizations (Dubinsky & Hartley, 1986). Among those, personality would be the one which is related to both job performance (e.g. Barrick & Mount, 1991) and culture (e.g. McCrae & Allik, 2002).

Personality is one of the most frequently researched individual-level factors influencing job performance. Several individual and metaanalytical studies revealed that personality is an antecedent of job performance (e.g. Anderson & Viswesvaran, 1998; Barrick & Mount, 1991; Meyer, Dalal, & Bonacchio, 2009; Mount & Barrick, 1998; Salgado, 1997). But some of these studies also found out that personality's influence on performance varies by the strength of the situation in which performance occurs (e.g. Barrick & Mount, 1991; Meyer et al., 2009).

In the current study, it is proposed that the strength of the situation which occurs as a moderator of the personality-job performance relationships depends on individuals' perceptions of culture which represent cues from the work environment. The reason why the national cultural dimensions are represented by work environment practices is that providing a more concrete stage to individuals would make easier to evaluate these dimensions rather than abstract values. This representation is not different from evaluating natural culture directly since an individual's cultural roots are so deeply embedded they overshadow the organizational culture (Laurent, 1991). Furthermore, Hofstede also claims that national culture is a major constraint on organizational culture (1983; 2001) and in a similar manner it was also emphasized that organizational culture mirrors national culture (House, Hanges, Javidan, Dorfman, & Gupta, 2004). Additionally, the model of cultural fit asserts that societal values have influence on work practices through the mediation of organizational culture (Aycan, Kanungo, & Sinha, 1999).

All in all, this study is important, since it has the potential to contribute to an understanding of the role of personality as a dispositional factor and culture as a situational factor, and their interaction in influencing different facets of job performance.

## **1.2 Job Performance and Personality**

Although the conceptualization of job performance revolves around in-role behavior, extra role behavior has also been included as a separate job performance construct since it has been found to influence organizational effectiveness. The differentiation between in-role and extra-role behaviors has been theorized (Barnard, 1938; Katz, 1964; Katz & Kahn, 1978) and demonstrated by several researchers (Hattrup, O'Connell, & Wingate, 1998; MacKenzie, Podsakoff, & Fetter, 1991; VanDyne & LePine, 1998; Williams & Anderson, 1991). According to this bifurcation of job performance, in-role behavior or task performance is the basis of regular and ongoing job performance, while extra-role behavior is the discretionary part. More specifically, task performance is the extent to which the employee effectively performs the activities which make either direct contribution by implementing a part of its technical core, or indirect contribution by providing it with required materials or services, to the organizations' technical core (Borman & Motowidlo, 1993). On the other hand, extra-role behavior does not have a particular definition. There are many different constructs of extra-role behavior described in a similar fashion; contextual performance (Borman & Motowidlo, 1993), organizational spontaneity (George & Brief, 1992), prosocial organizational behavior (Brief & Motowidlo, 1986), and organizational citizenship behavior (Organ, 1988). Since the differences among these constructs are only minor, recently it is suggested to collect them under one roof. In fact, Organ (1997) accepted that organizational citizenship behavior (OCB) may be a synonym for contextual performance (Borman & Motowidlo, 1993), but still preferred to call it OCB. Organ (1988) initially defined OCB as "*individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization*" (p. 4). But then, he redefined OCB as "*activities contributing to the maintenance and enhancement of the social and psychological context that supports task performance*" (Organ, 1997, p. 91), and avoided any reference to job prescriptions and organizational rewards. As examples of OCB, helping a co-worker who has been absent from work, supporting the organization and volunteering for

additional work or responsibility, representing the company enthusiastically at public functions, and acting in ways that improve morale, and resolving unconstructive interpersonal conflict are given (Organ, 1990).

There is a bunch of different views on the dimensionality of OCB such as the five-dimension model of Borman and Motowidlo (1993); (1) persisting with enthusiasm and extra effort as necessary to complete own task activities successfully; (2) volunteering to carry out task activities that are not formally part one's of own job; (3) helping and cooperating with others; (4) following organizational rules and procedures; and (5) endorsing, supporting and defending organizational objectives, McNeely and Meglino's (1994) distinction of OCB-I (organizational citizenship behaviors directed to individuals) and OCB-O (organizational citizenship behaviors directed to organizations), Allen's and Rush's dimension of OCB-CH (organizational citizenship behaviors-change oriented) proposed as an addition to McNeely and Meglino's (1994) two dimensions, and frameworks the four-dimension model of Graham's (1989) model with four OCB dimensions; (1) interpersonal helping, which expresses helping coworkers in their jobs when it is needed, (2) individual initiative, which describes communications with others in the workplace to improve individual and group performance, (3) personal industry, which reflects the performance of specific tasks above and beyond the call of duty, and (4) loyal boosterism, which defines the promotion of the organizational image to outsiders. The current study focuses on the four-dimensional model by Grahamsince it is thought to be an all-encompassing model of OCB.

Since both task performance and OCB are essential for organizational effectiveness (Allen & Rush, 1998; Organ & Paine, 2000; Podsakoff, Whiting, Podsakoff, & Blume, 2009), researchers have given special attention to investigate their predictors. While some have focused on attitudinal variables such as job satisfaction (e.g. Organ & Ryan, 1995; Van Scotter, 2000), some have examined organizational factors such as type of leadership (for OCB; e.g. Schnake, Dumler, & Cochran, 1993; for task performance; e.g. Howell & Avolio, 1993), and some

turned their attention to dispositional variables such as personality (Konovsky & Organ, 1996; Neuman & Kickul, 1998; Organ & Ryan, 1995). Borman and Motowidlo (1997) suggest that task performance and OCB are both practically and theoretically distinct since they probably are determined by different antecedents. In their model, they claim that cognitive ability is the main antecedent of task performance, whereas personality is the main antecedent of citizenship performance. The reason why personality has been chosen as the focus point of the current study is that culture would be more likely to influence personality-job performance relationship rather than the one with cognitive ability. Furthermore, both task and contextual performance are considered as the performance criteria, since the personality-performance relationship shows variance across different performance criteria (e.g. Barrick & Mount, 1991; Borman, Penner, Allen & Motowidlo, 2001).

Personality traits are acknowledged as individuals' stable and even innate mental constructs which generally have control over their choices and behaviors (Cattell, 1943). Since it is the most comprehensive, well-accepted (Anderson, Spataro, & Flynn, 2008) and universal (McCrea & Allik, 2002) taxonomy of personality traits, and has well-demonstrated validity in predicting job performance across occupations and across performance criteria (Barrick & Mount, 1991; Barry & Stewart, 1997; Mount & Barrick, 1998; Salgado, 1997; Tett, Jackson, & Rothstein, 1991), the Five Factor Model of personality will be taken into consideration as the operationalization of personality in the current study. It is clearly shown by several studies that the Five Factor Model of personality classifies a number of traits under general but easily understandable dimensions (Rothstein & Goffin, 2006) which are universally accepted and able to describe human behavior at work and organizational settings (Goodstein & Lanyon, 1999).

Personality researchers have stated that prosocial and functional tendencies are specific to conscientious, agreeable, and emotionally stable individuals (Digman, 1997; Mount, Barrick, & Stewart, 1998), and agentic, dynamic and personal superiority tendencies are related with openness to experience and

extraversion(Hogan & Holland, 2003). Each of these personality trait-tendency relationship can be explained by these individuals' predictable and responsible behavior (for conscientiousness), interpersonal sensitivity (for agreeableness),and absence of negative emotions (for neuroticism; Oh & Berry, 2009), curiosity and learning orientation (for openness to experience), dominance (for extraversion), and proactivity (for both openness to experience and extraversion; Fuller & Marler, 2009).

In the relevant literature, the research conducted on the personality-job performance relationship can be divided into chronologically two stages in terms of their methodology and findings (Barrick, Mount & Judge, 2001). The studies in the first stage, which were conducted between the early 1900's and the mid 1980's, were pessimistic about personality-performance relationship as concluding that personality was not a valid predictor of job performance across traits and across situations (Guion & Gottier, 1965; Mischel, 1968; Schmitt, Gooding, Noe, & Kirsch, 1984; Weiss & Adler, 1984). During the second stage beginning from the mid 1980's to present, this pessimistic view turned into optimism as result of research findings, particularly those based on the Five Factor Model (FFM) of personality and advances in meta-analytic methodology (Barrick et al., 2001). To date, more than sixteen meta-analytic studies have revealed that personality is correlated with job performance (for review, see Penney, David, & Witt, 2011). In specific, the results of the meta-analytical study of Barrick and Mount (1991) showed that the relationship between personality and performance can vary across occupations and performance criteria.

At the point of choosing which personality traits to focus on as the predictors of performance, in which their effects are expected to be moderated by culture, in the present study, the suggestion of Meyer and his colleagues (2014) was followed. They stated that a moderator variable will be most beneficial to the extent that itcontributes to our understanding of an already meaningful trait-outcome relationship. That is why the personality traits; conscientiousness, extraversion, and agreeableness, which were found as the best predictors of overall job

performance in the most recent meta-analysis conducted by Judge, Rodell, Klinger, Simon, and Crawford (2013), are chosen for the current study. Moreover, Hogan (1983) suggests that societal needs are fulfilled through social and vocational roles which are mostly related to the expression of the personality traits of extraversion and agreeableness. Therefore, considering the purpose of the present study which is closely related to culture as one of the societal elements, extraversion, and agreeableness will be chosen as two variables which are expected to interact with culture in the prediction of job performance. On the other hand, Wiggins and Trapnell (1996) views conscientiousness, neuroticism, and openness to experience as dimensions that either facilitate (desirable) or interfere with (undesirable) the development and maintenance of various enterprises within a social group. Among these three influencers, conscientiousness will be considered as the focal dimension due to its robustness which have been supported by its predictive validity across job performance as work outcomes and across jobs (e.g. Dalal, 2005; Barrick et al., 2001; Mount & Barrick, 1998).

The recent studies associated with personality assessment focus on how well broad traits, in particular conscientiousness and extraversion, predict job performance (e.g. Barrick & Mount, 1993; Barrick, Mount, & Strauss, 1993; Barrick, Stewart, Neubert & Mount 1998; Hough et al., 1990; Judge et al., 2013; Stewart, Carson, & Cardy, 1996, for meta-analyses; Barrick & Mount, 1991; Barrick & Mount, 2001; Hough, 1992; Mount et al. 1998; Tett et al., 1991). The results of these studies provided support for conscientiousness as a trait capable of predicting performance across occupations, while providing a more complicated pattern for other traits.

### **1.2.1 Conscientiousness**

Conscientiousness is defined as “*maintenance of socially prescribed impulse control which enhances task- and goal-directed behavior*” (John & Srivastava, 1999, p.121). Individuals high in conscientiousness are characterized as organized, determined, self-disciplined, hardworking, and achievement-oriented (Costa & McCrae, 1992; Goldberg, 1992). In the literature, the idea of conscientiousness as

the only robust predictor of job performance has been well established. Both empirical and meta-analytical studies have indicated that, among all FFM personality dimensions, conscientiousness has the most generalizable (Barrick et al., 2001) and the most consistent validities in predicting job performance; task performance (Barrick & Mount, 1991; Barrick et al., 2001; Berry, Ones, & Sackett, 2007; Borman et al., 2001; Hurtz & Donovan, 2000; Tett et al., 1991; Salgado, 1997; Salgado, 2002) and OCB (Dalal, 2005). Furthermore, there are studies indicating that conscientiousness predicts higher levels of altruism (Konovsky& Organ, 1996), volunteering for extra-work (Motowidlo& Van Scotter, 1994), and with organizational citizenship performance in general (LePine &VanDyne, 2001; Van Scotter & Motowidlo, 1996). The most recent meta-analytical study of Judge and colleagues (2013) stated that conscientiousness is the best predictor of overall performance ( $R^2 = .06$ ), task performance ( $R^2 = .06$ ), and contextual performance ( $R^2 = .10$ ).

### **1.2.2 Extraversion**

As the second personality dimension, extraversion is described as “*energetic approach to the social and material world*” and characterized by assertiveness, talkativeness, activity level, sociability, and positive affectivity (John & Srivastava, 1999, p.121). Individuals who are high in extraversion are more prone to seek interpersonal interaction and social activity when compared to ones low in extraversion (Borman & Motowidlo, 1997). Despite discouraging findings related to extraversion-performance relationship (Barrick et al., 2001; Borman et al., 2001; Salgado, 2002), Barrick and Mount (1991) empirically found that extraversion predicted job performance at best in jobs involving social interaction, such as sales and managerial occupations, across performance criteria. Furthermore, Judge and colleagues (2013) indicated that extraversion is the second best predictor of contextual performance ( $R^2 = .04$ ), task performance ( $R^2 = .02$ ), and overall performance ( $R^2 = .04$ ). Therefore extraversion will be included as a predictor of OCB in addition to conscientiousness and agreeableness in the present study. It is also pointed out that extraversion was a valid predictor of training

proficiency across occupations (Barrick & Mount, 1991). In this example, it can be seen that traits related to extraversion, such as sociability, talkativeness, assertiveness and so on, may contribute to both performance in these jobs involving social interaction, and training involvement across all occupations. Although conscientiousness and agreeableness are two common predictors of citizenship (Hurtz & Donovan, 2000; Ilies, Scott, & Judge, 2006; Organ & Ryan, 1995), a recent meta-analytical study conducted by Chiaburu, Oh, Berry, Li, and Gardner (2011) demonstrated that extraversion along with openness and emotional stability had incremental validity for citizenship over and above conscientiousness and agreeableness.

### **1.2.3 Agreeableness**

Agreeableness is the last focal personality dimension of this study which is defined as “*a prosocial and communal orientation toward others with antagonism*” (John & Srivastava, 1999, p.121). Traits of being cooperative, courteous, altruistic, tolerant, good-natured, flexible, trusting, and modest are included in its conceptualization (Barrick & Mount, 1991; Havill, Besevegis, & Mouroussaki, 1998). An agreeable person is supposed to be kind, fair, generous, and is eager to help others (Costa & McCrae, 1992; Goldberg, 1992). Due to these features related to agreeableness, it can be said that employees high on agreeableness are more likely to give importance to cooperation in workplace such as maintaining group harmony and helping for the welfare of other employees rather than competitiveness. Consistent with this, Johnson (2001) revealed that employees with high level of agreeableness followed rules and procedures, while at the same time, were cooperative. According to Van Scotter and Motowildo (1996), the concern of cooperation leads agreeable people to perform effectively in organizations. Despite its small effect size, Barrick and Mount’s meta-analytical study (1991) showed that agreeableness was positively correlated with training proficiency ( $\rho = .10$ ) as a dimension of task performance, and with task performance across criteria ( $\rho = .07$ ). Besides, it has been demonstrated that agreeableness positively predicts job performance involving teamwork ( $r = .17$ )

(Hough, 1992), and potentially OCB (Organ & Ryan, 1995). Most recently, Judge and colleagues (2013) found that agreeableness positively predicted overall performance ( $R^2 = .02$ ), task performance ( $R^2 = .01$ ), and contextual performance ( $R^2 = .03$ ).

Although there are well-established relationships between these personality traits and job performance as seen above, these relationships, especially the effect sizes of associations, do differ according to the context in which employees operate. Indeed, as Oswald and Hough (2010, p. 161) state “it is naive to think that all the variance in complex human behavior in the world of work can be fully explained from a handful of personality scales and their bivariate relationships with criterion measures”.

### **1.3 Moderators of the Personality-Performance Association with regards to Situational Strength**

Although studies have found that there is significant variance in performance criteria explained by personality which supports personality as a predictor of job performance, the validity coefficients of these results have been criticized as they were moderate at best (Rothstein & Goffin, 2006). As an example, Barrick, Mount and Judge (2001) found that the range of the estimated true correlation between FFM personality dimensions and performance across both occupational groups and performance criteria was between .01 and .34. In addition to modest correlations, a close examination and comparison of the findings reveals several discrepancies between findings of different studies. Conscientiousness was found as the only significant predictor of job performance across occupations in the study of Barrick and Mount (1991), whereas Tett and colleagues (1991) found that emotional stability was the only significant predictor of job performance among other FFM personality dimensions. On the other hand, it was also demonstrated that both conscientiousness and emotional stability had non-zero correlations with job performance (Anderson & Viswesvaran, 1998; Barrick et al., 2001; Salgado, 1997). In terms of the other FFM dimensions, Tett et al. (1991) reported agreeableness as

a predictor of job performance with a validity of .33, but, its validity was found as -.01 in studies of Hough, Eaton, Dunnette, Kamp, and McCloy (1990) and Salgado (1997).

In noting the small to moderate level of validity coefficients and inconsistent findings of different studies, it has been apparent that personality-performance relationship is not same for all individuals in all settings. At this point, it is suggested that identifying moderators of this relationship could increase the validity of personality as a predictor of job performance (Schneider & Hough, 1995; Hattrup & Jackson, 1996).

Studies investigating potential moderator variables have increased and provided further information about how to enhance the predictive power of personality. Several studies focused on situational variables as moderators since the nature of the situation shapes individuals' performance-related behaviors; situations that could be conceived as "weak" enable individuals to act more typically, hence their personality is reflected in their performance more so than situations that could be conceived as "strong" which create a maximal performance environment and limit individual expressions of behaviors. Of such studies, several supported the moderating effect of job autonomy as a job-level factor on the personality-performance relationship (e.g. Barrick & Mount, 1993; Gellatly & Irving, 2001; Lee, Ashford, & Bobko, 1990; Simmering, Colquitt, Noe, & Porter, 2003). All of these studies demonstrated that when the degree of autonomy was high (*weak situation*), relevant personality dimensions were more related to performance criteria than when autonomy levels were lower (*strong situation*).

Putting it all together in an interactionist perspective conceptualizing behavior as an enduring and versatile interaction among individuals with distinct traits and situations they encounter (Endler & Magnusson, 1976), these variables constitute the "situation" in which employees engage in job performance as a general moderator. The idea of workplace characteristics creating a change in the impact of personality on behaviors is not a new one. The term "situation" was emphasized

by in Mischel's work (1977) in which he argued that cues from these situational attributes are determinants of the strength of the situation. According to Mischel's description (1977), uniform expectancies regarding appropriate behavior are generated and encouraged by incentives, support, norms, and so on whereby creating strong situations, whereas weak situations lack these factors leading to ambiguity in terms of appropriate behavior. Mischel further argued that manifestations of individual dispositions (personality traits) in the form of behaviors come out in weak situations, whereas in strong situations the situation determines behavior and prevents its variability that would stem from individual differences. As a daily example, red traffic light represents strong situations in which all drivers are expected to stop, whereas in a weak situation such as a yellow traffic light, there is ambiguity about the expected behavior leading to various responses from drivers. Along the same line, Hattrup and Jackson (1996) posited that cues from each of situational attributes, which are information from the environment, attributes of the task at hand, physical characteristics, and social norms collectively determine the strength of the situation. Correspondingly, situations are strong to the level that informational cues from the environment are clear, behavioral expectations are certain, incentives exist to comply with, and individuals are able to meet behavioral demand of the situation. Other studies on the role of situational strength (e.g., Davis-Blake & Pfeffer, 1989; Hough & Schneider, 1996; Meyer & Dalal 2009; Mullins& Cumming 1999; Weiss & Adler, 1984) have also provided support for Mischel's initiating idea; that the relationship between personality as one of the individual dispositions and job performance is greater in weak compared to strong situations consisting of unambiguous informational cues and clear behavioral expectations.

Situational strength is an idea which draws a lot of attention from different research settings as it has been empirically shown to moderate personality-performance associations (Meyer, Dalal, & Hermida, 2010). Snyder and Ickes (1985) emphasized the necessity of identifying the specific variables influencing a situation's strength. Schneider and Hough (1995) stated that a job context's strength is determined by a multitude of factors including the nature of task,

physical conditions of the job, employee roles, organizational norms, expectations, and social relationships. More specifically, researchers have conducted studies by focusing on various variables that influence the degree of situational strength an employee is operating under, such as the degree of autonomy (Barrick & Mount, 1993), role ambiguity and supervisory support (Beaty, Cleveland,& Murphy, 2001), job clarity, consistency, consequences, and constraints (Meyer & Dalal, 2009), options provided to employees as response to a problem (Withey, Gellatly,& Annett, 2005), perceived control (Lee et al., 1990), situational constraints (Bowles, Babcock, & McGinn, 2005; LaFrance, Hecht & Paluck, 2003; Wallace, Paulson, Lord,& Bond, 2005), transformational leadership (Masood, Dani, Burns,& Backhouse, 2006), group norms and performance monitoring (Smithikrai, 2008) strength of the organizational climate (Liao & Chuang, 2004; Schneider, Salvaggio, & Subirats, 2002), and as the most distant one, norms that belong to industry and market uncertainty (Mullins & Cummings, 1999). The commonality to all these variables that can be treated as making a work context stronger is that they limit the scope of incumbent behaviors so as to create employees more alike in terms of expected job performance (Meyer et al., 2010). When task or OCBs become more similar across employees due to stronger guides or expectations as signaled by the work situation/context, the association between typical personality tendencies and job performance tends to decline (Meyer et al., 2010). When on the other hand, the situation is weaker in terms of signaling certain behaviors, typical personality tendencies tend to determine job performance-related behaviors more so. The following sections provide a summary of the moderators for each personality dimension, focal to the current study, and its association with job performance.

### **1.3.1 Conscientiousness as Moderated by Situational Strength**

In addition to the literature showing the direct prediction of conscientiousness on performance, the meta-analytical studies also demonstrated that situational factors have a moderating influence on the relationship between conscientiousness and performance as both task- and contextual performance (Barrick & Mount, 1993;

Barrick et al., 1993; Gellatly, 2001; Hogan & Holland, 2003; Meyer et al., 2009; Witt, 2002; Witt & Ferris, 2003). For example, in the study of Barrick and Mount (1993), which was conducted with the participation of 146 managers, it was indicated that the validity of conscientiousness for predicting job performance was higher in high-autonomy jobs (*weak situation*) compared to low-autonomy ones (*strong situation*), and the slope was positive ( $\beta = .17$ ). This positive slope revealed that in high-autonomy jobs, managers with higher levels of conscientiousness performed better than those with lower levels of conscientiousness (Barrick & Mount, 1993). A more recent study investigated the meta-analytic effect of situational strength on the conscientiousness- performance relationship at the occupational level. Meyer and his colleagues (2009) included 114 primary studies with 162 independent correlations and 34659 participants in their meta-analysis study. They found that mean corrected correlations with conscientiousness were .19 for overall performance, .15 for task performance, and .20 for contextual performance. Their results pertaining to moderating effects revealed that, constraints, operationalized as the restrictions on employees' behavioral and decisional discretion, significantly moderated the conscientiousness-overall performance relation ( $\beta = .16, p < .05$ ), and marginally moderated the conscientiousness-task performance relationship ( $\beta = .16, p < .10$ ), in which personality was less associated with performance under higher constraints (*strong situation*) compared to lower levels (*weak situation*). Moreover, they also found that consequences, operationalized as occupations in which employees' decisions and actions lead to important outcomes, significantly moderated both the conscientiousness-overall performance ( $\beta = .23, p < .05$ ) and the conscientiousness-task performance relationship ( $\beta = .21, p < .05$ ), in which personality-performance associations were weaker when the job had potentially more severe consequences (*strong situation*). Consequently, this meta-analysis study revealed that conscientiousness was a better predictor of both task performance and overall performance in characteristically weak occupations compared to strong occupations.

In another recent study supporting the influence of situational strength, Smithikrai (2008) showed that the relationship between conscientiousness and counterproductive work behavior, as a different form of performance, changed according to the strength of situation which is measured by group norms and performance monitoring. The results of his study revealed that conscientiousness had a stronger negative relationship with counterproductive work behavior in weak situations which was defined as the absence of close performance monitoring ( $r = -.58$ ), compared to strong situations in which the performance monitoring was present ( $r = -.24$ ).

Most recently, Meyer and his colleagues (Meyer & Dalal, 2009; Meyer et al., 2009; Meyer et al., 2010) have paid attention and conducted studies related to situational strength. As mentioned above, in their meta-analytical study (Meyer et al., 2009) they found that conscientiousness predicted performance in characteristically weak occupations better than strong ones. As the explanation, they stated that the criterion-oriented validity of trait conscientiousness is reduced, since situational strength is increased in a manner that encourages conscientious behavior among those who are not characteristically conscientious (Meyer et al., 2009). Furthermore, Meyer and his colleagues (2014) investigated the moderating effect of situational strength on the relationship between personality and OCB. Their results indicated that positive conscientiousness-OCB relationship was stronger in weak situations, and weaker in strong situations (Meyer et al., 2014).

### **1.3.2 Extraversion as Moderated by Situational Strength**

Findings from the literature point out to the presence of moderators on the extraversion-performance relationship. As an example of a moderating variable, Hogan and Holland's study (2003) investigated moderating effect of job type on the personality-job performance relationship, and revealed that extraversion predicted performance in jobs including emphasis of getting ahead and competitiveness, such as sales. More specifically regarding situational strength, Barrick and Mount (1993) indicated that the validity of extraversion for positively

predicting job performance was higher in high-autonomy jobs (*weak situation*) compared to low-autonomy ones (*strong situation*) ( $\beta = .16$ ,  $p < .05$ ). This indicates that in high-autonomy jobs with more employee discretion, level of managers' extraversion made more difference in terms of behaviors related to performance. Furthermore, Gellatly and Irving (2001) investigated the extraversion-contextual performance relationship with 81 managers of a government organization. Consistent with Barrick and Mount's results, they found that extraversion was positively related with contextual performance when autonomy was high (*weak situation*) ( $\beta = .99$ ) rather than when it was low (*strong situation*).

### **1.3.3 Agreeableness as Moderated by Situational Strength**

Similar to all other personality traits, the low validity coefficients of agreeableness led the researchers to investigate moderating variables. Although it was shown that agreeableness was a valid predictor for all jobs, Mount, Barrick, and Stewart, (1998) also revealed the moderating effect of job type by finding that agreeableness predicted performance in jobs requiring team-based interactions such as residential counselors, customer service representative, and telemarketers. Similarly, Hogan and Holland (2003) reported that agreeableness was a valid predictor of performance in jobs emphasizing getting along with others thereby, cooperation. As related to situational strength, the study of Barrick and Mount (1993) also examined the moderating effect of autonomy on the agreeableness-job performance relationship. As predicted, their results showed that the validity of agreeableness for predicting job performance was higher in high-autonomy jobs (*weak situation*) compared to low-autonomy ones (*strong situation*). But this time, the slope was negative ( $\beta = -.17$ ) which showed that in high-autonomy jobs, managers low in agreeableness performed better than those high in agreeableness. This finding still supports the notion that certain personality tendencies can make a greater difference in performance-related behaviors when the context is more flexible. In this case, it is the reverse of being agreeable, that is being more

toughminded and choosing one's own way. This makes sense for a manager's job in which decision making flexibility could be tied to better performance.

In a more recent study also investigating the moderating effect of autonomy on the relationship with performance and other two personality traits, Gellatly and Irving (2001) showed that the agreeableness-contextual performance relationship was positive when the degree of autonomy was high (*weak situation*) ( $\beta = .90$ ), but it was negative with low degree of autonomy (*strong situation*) ( $\beta = -1.06$ ). The contradictory findings suggested by these two studies might be caused by their different operationalization ways of job performance. While Barrick and Mount (1993) measured general job performance of managers, Gellatly and Irving (2006) focused on contextual performance. By definition, more agreeable people tend to engage in citizenship behaviors when cues are not readily apparent. More recently, Smithikrai (2008) investigated the effect of situational strength on the relation between agreeableness and counterproductive work behavior. His findings revealed that agreeableness was more strongly and negatively related to counterproductive work behavior in weak situations ( $r = -.49$ ) where group norms confirming counterproductive work behaviors and poor performance monitoring existed more so than strong situations ( $r = -.31$ ). Most recently, the results of Meyer and colleagues (2014) demonstrated that the positive agreeableness-OCB relationship was stronger in weak situations, and weaker in strong situations.

#### **1.4 Operationalization of Situational Strength and its Application to Culture**

In their review article, Meyer and colleagues (2010) formed a taxonomy of situational strength variables by grouping them into four; clarity, consistency, consequences, and constraints. They defined clarity as "*the extent to which cues regarding work-related responsibilities or requirements are available and easy to understand*" (Meyer et al., 2010, p. 125). Individual differences are restrained by clarity of work, since it provides unambiguous information related to expected behaviors from employees via the organizational sources such as support from supervisor, well-established and -communicated procedures and norms, salient

organizational climate, and so on (Meyer et al., 2010). As the second facet of operationalization, Meyer and colleagues (2010, p. 126) defined consistency as “*the extent to which cues regarding work-related responsibilities or requirements are compatible with each other*”. Consistency represents the similarity or uniformity of information regarding expectations of appropriate behavior provided by various organizational sources of information, thereby limits the expression of individual differences (Meyer et al., 2010). Compatible information from other organizational figures (supervisors, managers, etc.), similar information across time, and non-conflicting company policies with each other and with exteriors are the examples of factors influencing situational strength given by Meyer and colleagues (2010). Thirdly, constraints facet is defined as “*the extent to which an individual's freedom of decision and action is limited by forces outside his or her control*” (Meyer et al., 2010, p. 126). Examples to the factors influencing constraints are close supervision, behavioral monitoring systems, formal policies and procedures, and external regulations (Meyer et al., 2010). The lack of constraints allows employees to make their own decisions about which task to perform, and also how and when to perform leading to the expression of individual differences. As the last facet of operationalization, Meyer and colleagues (2010, p. 127) defined consequences as “*the extent to which decisions or actions have important positive or negative implications for any relevant person or entity*.” It is suggested that the consequences facet restrains the manifestation of individual differences with the help of operant conditioning principles by the way of rewarding desirable behavior. The examples of factors influencing consequences are nature of the task itself, performance-contingent rewards and punishment systems (Meyer et al., 2010).

In addition to the multi-facet structure of situational strength, it can be described as a multi-level phenomenon (Mullins & Cummings, 1999). As it can be seen from the relevant studies given above, “situational strength” studies have mostly focused on job-, occupation- and organizational-level factors as moderator variables. It can be argued that, the strength of a work context can also be determined by the surrounding cultural expectations and signals for behavior.

Personality-performance associations have been observed to vary under different cultures as also pointed out in the review article by Mount and Barrick (1998). Accordingly, there are differences between European (Salgado, 1997) and US communities (Barrick & Mount, 1991; Tett et al., 1991) in the validity coefficients of the Big Five personality dimensions for predicting job performance. In spite of being in the same direction, the findings of Salgado's (1997) meta-analysis showed higher true score validities for certain personality constructs across criteria (e.g. conscientiousness;  $\rho = .25$ , emotional stability;  $\rho = .19$ ) than the values found by the meta-analysis of Barrick and Mount (1991) (e.g. conscientiousness;  $\rho = .22$ , emotional stability;  $\rho = .08$ ). On the contrary, for agreeableness Salgado (1997) reported lower validity coefficient ( $\rho = -.01$ ) for predicting job proficiency and ratings of performance than Tett and colleagues (1991) did ( $\rho = .33$ ). This difference between European and US samples points out to cultural characteristics as potential moderators of the personality-performance relationship. In the current study, the expectation is that the influence of conscientiousness, extraversion, and agreeableness on the performance dimensions will change depending on the level of cultural values.

In parallel to the relevant suggestion by Meyer and colleagues (2010), this study aims to investigate situational strength at a much broader level; national culture. It is expected that culture, as a broader operationalization of situational strength, will moderate the relationship between personality and job performance. How cultural dimensions are related to the operationalization of situational strength is presented next.

## 1.5 Cultural Dimensions

Culture is defined as "*the collective programming of the mind which distinguishes the members of one human group from another*" (Hofstede, 1991, p.5). Since it has influence at the group, institutional or societal level, it has great relevance for predicting individuals' behavior. There are several studies examining the effect of

national culture in the work context as related to different work attitudes and outcomes such as performance appraisal (Chiang & Birtch, 2010), performance expectations (DeCarlo, Agarwal, & Vyas, 2007), meaning of job performance (Varela, Salgado, & Lasio, 2010), job-related orientations (Yamaguchi, 1999), and group creativity (Goncalo & Duguid, 2012). Previous research has demonstrated that bases of job satisfaction and components of job performance showed differences across nations (Farh, Zhong, & Organ, 2004; Fisher & Hartel, 2004; Huang & Van De Vliert, 2003). Furthermore, the growing literature on culture reveals that the relationship between job attitudes and job behavior is moderated by culture (Farh, Hackett, & Liang, 2007; Lam, Schaubroeck, & Aryee, 2002; Ng, Sorensen, & Yim, 2009). Farh and colleagues (2007) showed that culture, operationalized with the dimensions of power distance and traditionality, moderated the relationship between perceived organizational support and work outcomes, while Lam and colleagues' study (2002) indicated culture (power distance) as a moderating variable of the organizational justice-employee outcomes relationship. More recently, Ng and colleagues (2009) supported that the job satisfaction-job performance relationship was moderated by culture, specifically individualism, power distance, uncertainty avoidance, and masculinity dimensions of Hofstede (1980a, 2001). In the literature, studies investigating the moderating effect of culture on personality-organizational outcomes relationship are really rare, and most are in the form of a conceptual framework rather than empirically conducted research (e.g. Awadh & Ismail, 2012; Mansur, Ahmed, Ishaq, Ahmad, & Ali, 2011).

In the literature, four frameworks related to national cultures have been discussed and compared most frequently; Hofstede's (1980a; 2001), Schwartz's (1999), Global Leadership and Organizational Behavior Effectiveness Project's (GLOBE; 2002), and Inglehart's (1997) (Javidan, House, Dorfman, Hanges, & Sully de Luque, 2006). Meyer and colleagues (2010) proposed the cultural dimensions of power distance, uncertainty avoidance, institutional collectivism, performance orientation, assertiveness, and so on determined by the GLOBE studies (House,

Javidian, Hanges, & Dorfman, 2002) as potential moderators which influences expression of individual differences.

Hofstede investigated culture through initially four; individualism/collectivism, uncertainty avoidance, power distance, masculinity/femininity (1980a), then five empirically identified dimensions by adding long term orientation in 2001. These cultural dimensions show evidence of continuing predictive validity over years (Hofstede, 2001). The present study will classify three of initial cultural dimensions of Hofstede (1980a), which are uncertainty avoidance, power distance, and masculinity-femininity as these are the dimensions that are expected to restrict individual expressions of behavior, since these three dimensions were considered as matching with Meyer and his colleagues' classification of situational strength by the author, as explained in the following sections.

### **1.5.1 Uncertainty Avoidance**

To begin with, uncertainty avoidance is defined as "*the extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these*" (Hofstede, 2001, p.161). Uncertainty avoidance demonstrates how a culture grooms its members to behave in comfortable or uncomfortable manners in situations which are unstructured, novel, unknown, surprising and different than usual (Hofstede 2001). Cultures high in uncertainty avoidance are representative of strong situations in which members are directed to behave homogeneously and encouraged to solve problems in the way guided by policies, rules, and rituals. On the other hand, in low uncertainty avoidance cultures, representing weak situations, members are inclined to make their decisions and/or judgments on the basis of their own discretion. Concordantly, as one of the broad operationalization of situational strength, uncertainty avoidance is considered as mostly relevant to the consistency and clarity facets.

Although there is no known study regarding the moderating effect of uncertainty avoidance on the personality-performance relationship, there are several other studies showing the specific influence of uncertainty avoidance as a cultural dimension on various work-related issues. With regard to the work attitude-performance relationship, the meta-analysis study of Ng and colleagues (2009) posited that the relationship between job satisfaction and task performance was stronger in low-uncertainty avoidance cultures (weaker situations) compared to high-uncertainty-avoidance ones (stronger situations). As another example, Cohen (2006) showed that uncertainty avoidance moderated (1) the organizational commitment-in-role performance (i.e. task performance) relationship, (2) the organizational commitment-OCB relationship, and (3) the occupational commitment-task performance relationship. In line with the situational strength theory, he found that task performance was positively predicted by organizational commitment for low uncertainty avoidance level (weak situation). However, as opposed to situational strength theory, it was found that organizational commitment favorably predicted OCB, and occupational commitment favorably predicted task performance for high level of uncertainty avoidance (strong situation). Cohen's study provided inconsistent support for situational strength varied by type of commitment and performance.

The current study examined whether or not uncertainty avoidance moderated; a) the relationship between conscientiousness and task performance, and b) the relationship between agreeableness and loyal boosterism. Since the operationalization of uncertainty avoidance in the current study has to do with the existence of formal rules and regulations that are in effect to promote organizational effectiveness, performance dimension-personality association pairs were selected according to the most likely performance-related behaviors one would expect to change. Task performance more readily stems from written policies, whereas OCB does not (VanDyne & LePine, 1998). One exception is could be the loyal boosterism dimension of OCB. Since there are several studies showing the positive relationship between uncertainty avoidance and relevant factors with loyal boosterism such as commitment (Chew & Putti, 1995) and

loyalty (Ndubisi, Malhotra, Ulas, & Ndubisi, 2012). These relationships can be explained by the nature of uncertainty avoidance which makes individuals more prone to seek career stability, follow formal rules, and avoid risk as suggested by Hofstede (1980b). Chew and Putti (1995) found that managers high in uncertainty avoidance had longer tenure and less intentions to leave which were also related to commitment. In addition, a positive relationship between uncertainty avoidance and loyalty was found (Ndubisi et al., 2012). Ndubisi and associates suggested that in societies with high uncertainty avoidance, people are more likely to be concerned with unpredictability, seek for stability, so they tend to have strong relationships, continuity, and loyalty. The results of their study, which they compared the customer loyalty between Turkey (high uncertainty avoidance culture) and Malaysia (low uncertainty avoidance culture), indicated that Turkish customers high in uncertainty avoidance were more prone to be loyal to their banking services compared to Malaysian customers (Ndubisi et al., 2012). Parallel to these findings, employees operating in a work context with high uncertainty avoidance (*strong situation*) might be already committed and loyal to their organizations which in turn leads to engaging in loyal boosterism behaviors. However, in the workplaces with low uncertainty avoidance, it was expected that personality would predict loyal boosterism behaviors. More specifically, clear expectations regarding promoting the name of the organization would be expected to induce loyal boosterism on the side of many employees regardless of their personality, however in the relative absence of such explicit expectations, those who are more agreeable (cooperative, trusting) would be expected to defend their organizations. Due to lowered effect of rules, policies on behavior by low level of uncertainty avoidance, it was expected that the lower the uncertainty avoidance, the higher the personality-performance will be.

### **1.5.2 Power Distance**

As the second dimension, power distance is *the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally* (Hofstede, 2001, p. 98). In cultures with a high

power distance level which represents strong situations, members are more prone to arbitrary treatment and less likely to question authority (Lam et al., 2002). On the contrary, in low power distance cultures as representative of weak situations, members are able and encouraged to participate in decision-making processes. Ng and colleagues (2009) suggest that in high power distance cultures emphasizing social inequality, individuals expect to be told what to do and how to do their jobs by supervisors who are the authority figures, so individual factors do not play much role in determining job performance compared to low power distance cultures emphasizing social equality. In this sense, power distance, which restrains individual differences by role expectations, is thought to be related to the constraints facet of situational strength.

Among studies related to power distance in work contexts, it was found that in a high-power-distance culture (Hong Kong) justice perceptions of employees were less related to task performance than in a low-power-distance culture (the United States) (Lam et al., 2002). Furthermore, Cohen (2006) provided support for the moderating effect of power distance on the relationship between multiple commitment types (organizational commitment, occupational commitment and job involvement) and both in-role performance and organizational citizenship behavior. The results displayed that organizational commitment predicted in-role performance and OCB favorably for high levels of power distance. As a similar pattern, for high power distance, the effects of occupational commitment and job involvement on in-role performance and OCB were favorable. These observed effects were unfavorable for low levels of power distance as Cohen (2006) stated. Regarding power distance at the individual level, in the study of Farh and colleagues (2007), it was revealed that the perceived organizational support-task performance relationship is weaker for individuals high on power distance. This finding supported the situational strength theory by indicating the suppressing effect of a strong situation over the individual belief-performance relationship.

In the present study, the moderation effect of power distance on the personality-performance relationship will be examined. It is expected that a low level of power

distance will enable observing a greater relationship between personality and performance because of reduced hierarchy and increased voice. When power distance is low, it is expected that specific personality-job performance relationships will be displayed with larger effect sizes. Specifically, it is expected that PD will moderate a) conscientiousness-task performance as employees would find more room to operate at their discretion with greater autonomy when PD is low, in line with results pertaining to constraints (Meyer et al., 2009) and autonomy (Barrick & Mount, 1993), b) conscientiousness-personal industry as again employees would be more inclined to try hard when the context is more autonomous and flexible to choose one's own methods (similar to the mechanism giving way to task performance in less constrained environments), and c) extraversion-individual initiative as extraverted employees would be more likely to express their voice and be assertive in the absence of a hierarchical imposition.

### **1.5.3 Masculinity/Femininity**

The third cultural dimension is masculinity-femininity which is described as “*Masculinity stands for a society in which social gender roles are clearly distinct; men are supposed to be assertive, tough, and focused on material success; women are supposed to be more modest, tender, and concerned with the quality of life. Femininity stands for a society in which social gender roles overlap: Both men and women are supposed to be modest, tender, and concerned with the quality of life*

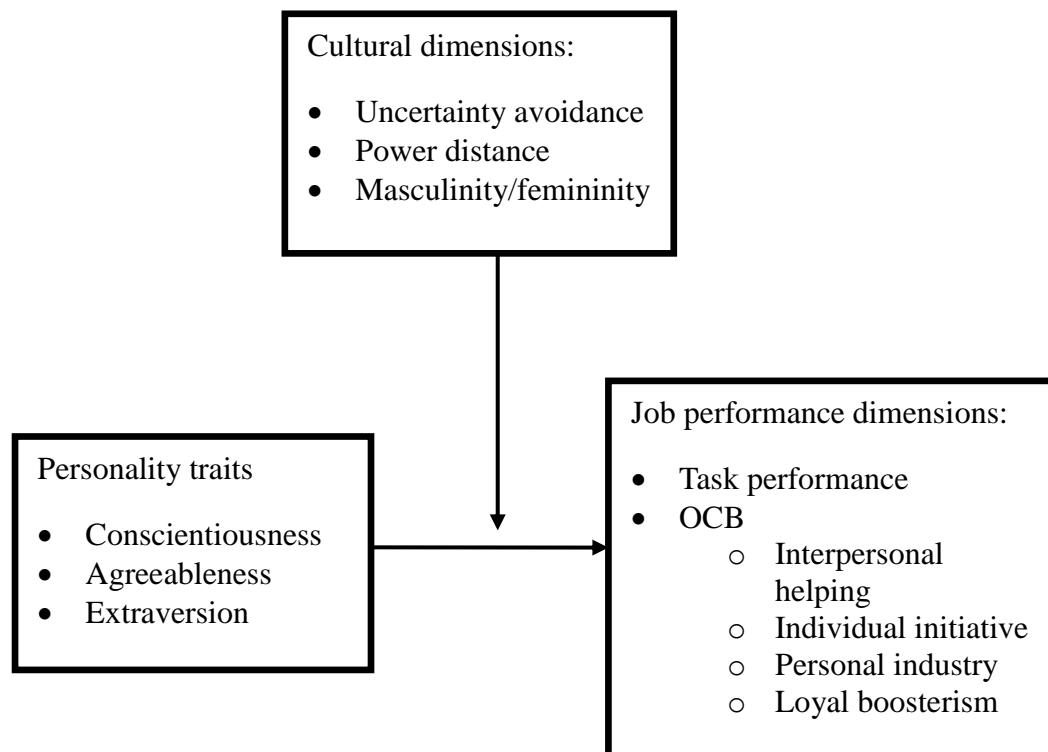
” (Hofstede, 2001, p. 297). In masculine cultures, the society values achievement, assertiveness, and material reward for success leading to competitiveness, whereas feminine cultures give priority to cooperation, modesty, and caring for others. The motto of masculine cultures is “living to work,” while in feminine cultures people “work to live” (Hofstede, 2001, p. 312). At this point, classification of strong versus weak situations can be made in relation to the focal personality factor. Masculine cultures can be thought of as provoking conscientiousness and extraversion-related behaviors that would lead people to successful outcomes, thus such cultures can be categorized as strong situations when investigating the conscientiousness-performance and extraversion-

performance associations. Feminine cultures are potential agents of agreeableness-related behaviors, thus would constitute strong situations. The agreeableness-performance relationship would be expected to be smaller in such cultures. Due to both types rewarding different values; competitiveness vs. cooperation, the masculinity-femininity dimension is thought to be related to the consequences facet of situational strength.

Although the studies investigating masculinity-femininity as a direct moderating variable are a few, there are some others demonstrating that the relationship between work attitudes and work behavior (e.g. need for achievement on job satisfaction-job performance relationship: Steers, 1975; intrinsic motivation on satisfaction-performance: Orpen, 1978) is greater for individuals who value material rewards more than relationship (which is similar to definition of masculinity). As a direct investigation of the moderating effect of masculinity-femininity on the job satisfaction-job performance relationship, Ng and colleagues (2009) also pointed out that this relationship was stronger in masculine cultures than feminine cultures. As another direct moderation study, Cohen (2006) reported that in-role performance was influenced positively by occupational commitment in the feminine culture, whereas negatively affected in the masculine culture. This study provides great support for the current study by revealing that individuals in feminine cultures tend to behave agreeably independent from their personalities, hence a strong feminine culture could suppress agreeableness-performance associations by already signaling the expected behaviors.

In the current study, the moderating effect of masculinity/femininity on relationships between specific personality traits and job performance will be investigated. It is predicted that the conscientiousness-performance and extraversion-performance relationship will be weaker in higher levels of masculinity which already emphasizes competitiveness and assertiveness, whereas the agreeableness-performance relationship will be weaker in higher levels of femininity which already emphasizes cooperation. More specifically, it is expected that lower levels of masculinity will result in higher a) conscientiousness-task

performance association as individuals who have an achievement orientation would come forth as the ones with higher task performance, b) extraversion-task performance association as individuals with higher levels of assertiveness and activity are expected to be more competitive as a typical tendency and thus have higher task performances, c) conscientiousness-loyal boosterism as defending the name of the organization would also be displayed by typically conscientious individuals in the absence of explicit competitiveness, d) extraversion-loyal boosterism as again natural tendencies related to being active, assertive and dominant might be expected to generate a sense of competitiveness and result in defending what the organization stands for. Finally, it is expected that lower levels of femininity will result in higher e) agreeableness- interpersonal helping as people who have a typical tendency to cooperate will come forth as the ones with higher performance scores on this dimension even in the absence of such norms.



*Figure 1.*Proposed model of situational strength theory

#### **1.5.4 Turkey vs. Germany Concerning Relevant Cultural Dimensions on the National Level**

With regard to the purpose of the present study in order to investigate cultural dimensions as situational moderators of the personality-job performance relationship, the data collected from Turkey, of which cultural values are different from Western countries, will be combined with data from Germany, which has cultural values similar to US where most of the relevant studies have been conducted. In this manner, it is aimed to obtain cultural variation by collecting data from two countries which are known to be different in terms of the relevant cultural dimensions. The level of Turkey and Germany, determined by Hofstede 2001, on three cultural dimensions; uncertainty avoidance, power distance, and masculinity-femininity are described below.

***Uncertainty avoidance.*** Turkey scores high (85) on the uncertainty avoidance dimension which reflects a need for regulating behaviors in the society, while Germany is also among the uncertainty avoidant countries with a score of 65, but not as much as Turkey. Turkish people on the one hand, make use of a lot of rituals or traditional social patterns, such as referring to Allah, in order to minimize anxiety and ease tension. On the other hand, in order to prevent uncertainty, German people show strong preference for deductive approaches which provide systematic overview for proceeding in anything. They also give a lot of importance to details to create certainty in their projects, work or in short life. In the present study, uncertainty avoidance is operationalized as the existence of strict rules and regulations at workplaces rather than rituals and traditional social patterns. That is why it is expected that the sample from Turkey will be higher on uncertainty avoidance compared to the sample from Germany as opposed to their relative rankings based on societal and social uncertainty avoidance tendencies.

***Power distance.*** The Turkish style is characterized as being dependent, hierarchical, with inaccessible superiors and the ideal boss being conceived as a father figure, with a high score (66) on this dimension. Highly centralized power

and reliance on bosses and rules lead to employees expecting to be told what to do. Attitude towards superiors is formal and control is expected. On the contrary, with a low score (35) on power distance, Germany is highly decentralized. The management has to take co-determination rights into account. A direct and participative communication and meeting style is commonly used, whereas there are indirect communication and selective information flow in Turkey. In Germany, control is disliked and leaders are challenged to show expertise which leads to best acceptance by their followers. Combining high uncertainty avoidance with low power distance, German people compensate for their higher uncertainty avoidance by strongly relying on expertise rather than considering it as a responsibility of the boss.

***Masculinity/Femininity.*** With a score of 45 Turkey is slightly on the feminine side meaning that softer aspects of culture such as consensus and sympathy are valued and encouraged, whereas Germany scores 66 and is considered as a relatively more masculine society which values performance. In parallel, Germans live in order to work rather than the reverse and draw self-esteem from their work and duties. Conversely, Turkish people avoid conflicts in private and work life, and also give importance to spend their leisure time with family and friends rather than putting work on the first rank. German managers are expected to be decisive and assertive. It is often to show status, especially by cars, watches, and technical devices. Similarly, status also is shown in Turkey, but due to high power distance not masculinity.

Besides the cultural differences between the two countries, it is also expected that there is variation within the culture of each country. Hofstede (2001) warned researchers regarding imputing his national culture scores as individual scores, since all people within a country do not have the same level of cultural constructs. Therefore, these imputations involve committing ecological fallacies (Hofstede, 2001). Thus, the present study will utilize the combined cultural data sets to achieve the highest variability of cultural dimension levels.

## **1.6 The Present Study and Hypotheses**

Within the frame of situational strength theory, the moderating effect of cultural dimensions (uncertainty avoidance, power distance, and masculinity-femininity) on the relationship of personality (conscientiousness, extraversion, and agreeableness) and job performance (task performance and the OCB dimensions of interpersonal helping, individual initiative, personal industry, and loyal boosterism) will be investigated in the present study. Since there is no previous finding regarding the interaction between personality and culture on performance dimensions, this study aims to contribute with specific personality-culture interactions on performance. Moreover, the OCB dimensions were also included in the present study as separate from an aggregate OCB score. Chiaburu and associates (2011) assert in their meta-analytical study that personality traits have different influences on OCB dimensions when they are considered as separately rather than as one aggregate OCB score. For example, LePine and VanDyne (2001) proposed an idea of bidirectional effect for agreeableness. They found that agreeableness was positively related to cooperative behavior as the name suggests, on the other hand, it was negatively related to voice behavior consisting of constructive, change-oriented communication.

The study hypotheses derived from the accumulated literature, for each cultural dimension are as follows:

*Hypothesis 1:* The relevant personality traits-job performance relationships will be moderated by uncertainty avoidance in which the association will be stronger for lower levels of UA as compared to higher levels of UA.

*1a:* UA will moderate the conscientiousness-task performance association.

*1b.* UA will moderate the Agreeableness-OCB Loyal boosterism association.

*Hypothesis 2:* The relevant personality traits-job performance relationships will be moderated by power distance in which the association will be stronger for lower levels of PD as compared to higher levels of PD.

- 2.a. PD will moderate the Conscientiousness-Task Performance association.
- 2.b. PD will moderate the Conscientiousness-OCB Personal industry association.
- 2.c. PD will moderate the Extraversion-OCB Individual Initiative association.

*Hypothesis 3.*The relevant personality traits-job performance relationships will be moderated by masculinity/femininity in which the association will be stronger for lower levels of masculinity/femininity as compared to higher levels of masculinity/femininity.

- 3.a. Lower levels of Masculinity will yield higher Conscientiousness-Task performance association than higher levels of Masculinity.
- 3.b. Lower levels of Masculinity will yield higher Extraversion-Task performance association than higher levels of Masculinity.
- 3.c. Lower levels of Masculinity will yield higher Conscientiousness-OCB Loyal boosterism association than higher levels of Masculinity.
- 3.d. Lower levels of Masculinity will yield higher Extraversion-OCB Loyal boosterism association than higher levels of Masculinity.
- 3.e. Lower levels of Femininity will yield higher Agreeableness-OCB Interpersonal helping association than higher levels of Femininity.

## **CHAPTER 2**

### **2. METHOD**

In this chapter, the information is provided regarding sample, data collection procedure, measures, and analyses used in the current study.

#### **2.1 Sampling and Participants**

Due to the fact that working in either Turkey or Germany is the only limiting demographic variable of this study, the population was defined as currently employed individuals in either Turkey or Germany. Through the snowball technique, the online survey reached 412 individuals. Among 412 participants ( $TR = 295$ ,  $DE = 117$ ) who started the survey, 288 of them completed the personality scale ( $TR = 208$ ,  $DE = 80$ ), 257 completed the cultural dimensions scale ( $TR = 179$ ,  $DE = 78$ ), 227 answered the demographic questions ( $TR = 149$ ,  $DE = 78$ ;  $DE = 75$  for country of origin stated), and only 120 had supervisory ratings on performance items ( $TR = 79$ ,  $DE = 41$ ). When it is considered that sample size is 120 for hypotheses testing, the return rate was 29.12% ( $TR = 26.77\%$ ,  $DE = 35.04\%$ ).

Demographic characteristics of the sample divided in terms of the country are presented in Table 1 for Turkey and Table 2 for Germany. While 57.3 percent of participants were female ( $N = 130$ ), 42.7 percent were male ( $N = 97$ ). The average age of the sample was 30.42 years ( $SD = 7.76$ ) and ranged from 18 to 59 years. When the mean total tenure of participants was considered, it was found that the average total tenure was 44.63 months, meaning 3.71 years, with a standard deviation of 58.85 months, meaning 4.90 years. The participants' countries of

origin showed variation. Only two participants working in Turkey stated Germany as a country of origin different than Turkey, whereas there were 16 different countries of origin stated among the participants working in Germany such as Greece ( $N = 6$ ), Turkey ( $N = 5$ ), United States of America ( $N = 4$ ), Italy ( $N = 2$ ), and others not German but only one representative from each country ( $N = 18$ ). Participants reported that their companies were operating in 11 different sectors which were finance ( $N = 41$ ), production ( $N = 38$ ), education ( $N = 36$ ), state ( $N = 24$ ), service ( $N = 23$ ), consultancy ( $N = 18$ ), information technologies ( $N = 16$ ), control ( $N = 12$ ), trade ( $N = 9$ ), construction ( $N = 6$ ), and defense ( $N = 5$ ). The departments in which participants work are also given in Table 1 and Table 2.

## **2.2 Procedure**

Two different surveys were used in the scope of this study; one for employees, and the other one for their supervisor. The survey for employees contained the scales for personality, culture, and demographical data, while the one for supervisors were used to obtain supervisory-ratings on employees' job performance. These surveys were prepared in three languages which were English, Turkish, and German, by the use of a website providing online data collection service. After getting permission from the Middle East Technical University Human Subjects Ethics Committee, the link of the online survey for employees was sent to either employees or supervisors with whom the author has contact, working in different cities of Turkey and Germany. In the case that a supervisor was the contact person, he/she was asked to share the survey link with his/her subordinates, and assess the performance of the ones who agreed on participating in the study. On the other hand, when the contact person was the employee, he/she was asked to fill out the survey and distribute the survey among his/her colleagues. The employees were also asked to give their supervisor's email address in order for the researcher to contact the supervisors, inform them regarding the study and send the online survey link for them to respond. The matching between employee and supervisory data was made by the use of a nickname. The employee was asked to form a nickname by combining the first two letters of his/her first name and the last two

letters of his/her surname, while the supervisor was asked to do the same with the employee's name whose performance he/she was assessing. The administration of the survey for employees took approximately 10 minutes, while assessing one employee by the survey for supervisors took around 5 minutes.

## **2.3 Measures**

In the beginning of the online survey, the participants were asked to choose the language they wanted to proceed in (English, Turkish, or German). The informed consent form was presented to participants and they were asked for their voluntary participation (See Appendix A). Confidentiality was ensured, and permission to use the data for research purposes was obtained. Then, the employees were asked to complete the survey involving personality traits, cultural dimensions, and demographic information (nation, age, sex, sector, and department), while the supervisors were asked to assess the employee's task performance, organizational citizenship behavior, and overall performance, respectively.

### **2.3.1 Personality Traits**

The Five Factor Model personality factors were assessed by the short version of the International Personality Item Pool (IPIP; Goldberg, 1992; items were found in [http://ipip.ori.org/New\\_IPIP-50-item-scale.htm](http://ipip.ori.org/New_IPIP-50-item-scale.htm)), which is a revised NEO personality inventory (McCrae, 1992) (See Appendix B). The main reasons why this particular instrument was chosen were being a widely used tool with an extensive literature behind and having high correlations with the NEO-PI-R personality inventory domain scores (International Personality Item Pool, 2001). Moreover, it is freely available in the public domain (Goldberg, 1999), and relatively short which helps to decrease dropout rates caused by being long (Knapp & Heidingsfelder, 2001), and web-based (Musch & Reips, 2000; Reips, 2000). The short version of IPIP consists of 50 items 10 of which correspond to each trait. Thirty items from this version which belongs to conscientiousness, extraversion, and agreeableness traits were included in the present study. The Turkish version of

items, were translated by Somer, Korkmaz and Tatar in 2002, and the German version, were translated by Streib and Wiedmaier (2001) (See Appendix C and D, respectively), were used. Responses were rated on a 6-point Likert-type scale (1 = "Very untrue of me", 6 = "Very true of me"). High scores for each dimension revealed having high levels of conscientiousness, extraversion, and agreeableness. Goldberg (1992) reported the coefficient alpha values for conscientiousness, extraversion, and agreeableness as .79, .87, and .82, respectively, and they were .84, .85, and .82 in the current study.

### **2.3.2 Cultural Dimensions**

In this study, the issue of situational strength was addressed by measuring individuals' perceptions of culture, instead of directly manipulating situational strength. This is a common method by which most research has investigated the effects of situational strength without direct manipulation (Withey et al., 2005). Two of the cultural dimensions, which were uncertainty avoidance and power distance, were measured by Dorfman and Howell's (1988) cultural scale. This scale was adapted from Hofstede's (1980a) work of cultural dimensions at an ecological level to capture the essence of the cultural dimensions at the individual level (Clugston, Howell, & Dorfman, 2000) (See Appendix E). Dorfman and Howell (1988) used Hofstede's (1980a) national cultural dimensions to study managerial behavior. For example, they transformed the finding of autocratic mechanism in managerial decision making into the item of "*Managers make most decisions without consulting subordinates*" within the power distance subscale. This scale has been used in previous studies investigating the moderating effect of culture on the relationship between job-attitudes and job behavior (Cohen, 2006; Farh et al., 2007). The measure includes 5 items for each of the cultural dimensions. Participants rated 10 items on a 6-point scale ranging from 1 (*Very untrue of my company*) to 6 (*Very true of my company*). Turkish and German versions of the scale, which were translated from the original English version by Albaş and Ergeneli (2001), were used in the present study (See Appendix F and G, respectively). High scores in these cultural dimensions showed working in an

environment with high levels of uncertainty avoidance and power distance. The internal consistency reliabilities of uncertainty avoidance and power distance were previously reported as .81 and .70 (Clugston et al., 2000), respectively, while in the current study they were found as .85 and .82, respectively. An example item for uncertainty avoidance was "*Rules and regulations adequately inform employees what the organization expects of them*". In this scale, uncertainty avoidance reflects the existence of organizational rules, regulations, and expectations rather than societal norms in general.

The last cultural dimension, masculinity, was measured by items developed by Lund, Scheer, and Kozlenkova (2013) on the basis of Hofstede's work (1988). Some minor rewordings in items were done in order to change items' focus on retailer-supplier relationship to employee-supervisor relationship. An example item from masculinity/femininity subscale is "*In my company, employees are assertive with each other*". There were four items to measure masculinity and they were assessed by a 6-point Likert-type scale. The translation of items into Turkish and German was done by the use of back translation method. While the masculinity scale was reported to have an internal consistency reliability score of .65 (Lund et al., 2013), it was found as .71 in the present study. High scores in these cultural dimensions indicated working in an environment with high levels of uncertainty avoidance, power distance, and masculinity.

### **2.3.3 Job Performance**

To assess job performance of employees (task and OCB), the related data were collected from employees' immediate supervisors. Four items with highest factor loadings from the 7-item in-role behavior scale of Williams and Anderson (1991) was taken to measure task performance. An example item from task performance subscale is "*meets formal performance requirements of the job*". On the other hand, the scale of Moorman and Blakely (1995) was used to measure OCB of employees. This scale consisting of four dimensions and 19 items was created on the basis of Graham's (1989) dimensions of OCB, but also contained items

referencing Organ's (1988) dimensions. The OCB dimensions measured were interpersonal helping (5 items), individual initiative (5 items), personal industry (4 items), and loyal boosterism (5 items). An example item for each OCB subscale is given as "*frequently adjusts his/her work schedule to accommodate other employees' requests for time-off*," "*often motivates others to express their ideas and opinions*," "*rarely misses work even when he/she has a legitimate reason for doing so*," and "*defends the organization when outsiders criticize it*," respectively. The supervisors were asked to rate each item on a 6-point Likert-type scale (1 = "*Very untrue of the employee*" and 6 = "*Very true of the employee*"). Participants were also given the response option of "not applicable". Dimension scores were computed by averaging supervisory responses to the items targeting the dimension on the rating form. In order to assess overall performance, one item was given to rate on a 5-point Likert scale (1 = "*Fails to meet performance expectations*," 2 = "*Inconsistently fulfills performance expectations*," 3 = "*Performance expectations fulfilled*," 4 = "*Frequently exceeds performance expectations*," 5 = "*Consistently exceeds performance expectations*"). All items were translated from English into both Turkish and German following the back translation method (See Appendix H, I, and J, respectively). High scores in these items given by the supervisor indicated that the employee had high levels of performance on relevant dimensions. The reliability coefficient for in-role behavior scale was reported as .91 by Williams and Anderson (1991), while the reliability coefficient for the 4-item version was found as .89 in the current study. Moorman and Blakely (1995) reported reliability coefficients as .76 for individual initiative, .74 for interpersonal helping, .61 for personal industry, and .86 for loyal boosterism, while they were found as .90, .90, .82, and .89, respectively in the current study.

## **2.4 Data Analysis**

To compare the countries in terms of cultural dimensions, independent sample t-test was used. In order to test hypotheses regarding moderating relationships, the Hayes PROCESS macro (model 1 for simple moderation) was used (Hayes, 2013). This macro analyzes data by running series of OLS regressions with the centered

product term representing the interaction of culture (uncertainty avoidance, power distance, and masculinity) and personality (conscientiousness, extraversion, and agreeableness) as a predictor of the outcomes (task performance, individual initiative, interpersonal help, personal industry, loyal boosterism, and composite OCB). The number of participants was 120 in all analyses. Statistical significance for tests of interactions and conditional effects was set at 0.10 and SPSS version 20 was used for all analyses.

Table 1  
*Demographical Information for data from Turkey*

<i>Variable</i>	<i>Category</i>	<i>F</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
Gender						
	Female		88			
	Male		61			
Age		149	30.38	7.21	23	59
Tenure		149	4.06	5.00	0.08	24.66
Country of origin						
	Turkey		147			
	Germany		2			
Sector						
	Control		12			
	Construction		6			
	Consultancy		8			
	Defense		5			
	Education		27			
	Finance		6			
	IT		11			
	Production		27			

(continued)

Table 1 (continued)

<i>Variable</i>	<i>Category</i>	<i>f</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
	Service	12				
	State	24				
	Trade	8				
Department						
	Control	9				
	Graduate School	5				
	Design	9				
	Human Resources	9				
	IT	9				
	Management	8				
	Project	11				
	Psychology	9				
	Research	8				
	Software Development	5				
	Student Affairs	6				
	Others	61				

Table 2

*Demographical Information for Data from Germany*

<i>Variable</i>	<i>Category</i>	<i>F</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
Gender						
	Female	42				
	Male	33				
Age		75	30.51	8.82	18	58
Tenure		75	3.02	4.83	0.08	28
Country of origin						
	Germany	42				

(continued)

Table 2 (continued)

<i>Variable</i>	<i>Category</i>	<i>f</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
	Greece	6				
	Turkey	5				
	Ghana	2				
	India	2				
	Italy	2				
	Spain	2				
	Others	10				
Sector						
	Consultancy	10				
	Education	8				
	Finance	33				
	IT	4				
	Production	10				
	Service	11				
Department						
	Audit	5				
	Corporate Responsibility	7				
	Business Management	9				
	HR	11				
	HR-IT	5				
	Learning Sciences	5				
	Management	6				
	Research	5				
	Sustainability	5				
	Others	17				

## **CHAPTER 3**

### **3. RESULTS**

This chapter consists of the following sections of data screening, descriptive statistics, variable intercorrelations, cross-country differences, and hypothesis testing in this order. Finally, a summary of the results is provided.

#### **3.1 Data Screening**

This section contains a set of issues regarding the data accuracy, missing data treatment, and multivariate statistical assumptions.

There were neither inaccurate values in the data set nor any missing values for any of the scale items by means of the forced choice format of the online survey. Although there were no missing values within the scales, the participant numbers showed differences both in terms of the countries data were collected (*TR*: Turkey and *DE*: Deutschland) and in terms of completing each survey part. In total, 412 participants (*TR*:  $N = 295$ ; *DE*:  $N = 117$ ) started the survey, 288 of them completed the personality scales (*TR*:  $N = 208$ , return rate = 70%; *DE*:  $N = 80$ , return rate = 68%), 257 completed the cultural dimensions scale (*TR*:  $N = 179$ , return rate = 60%; *DE*:  $N = 78$ , return rate = 66%), 227 answered demographic questions (*TR*:  $N = 149$ , return rate = 50%; *DE*:  $N = 78$ , return rate = 66%), and only 120 had supervisory ratings on performance items (*TR*:  $N = 79$ , return rate = 26%; *DE*:  $N = 41$ , return rate = 35%). Therefore, the number of participants differed according to the analyses conducted with different variables. For example, to test differences in cultural dimensions between countries the sample size was 257, while the sample size for hypotheses testing was 120.

The data set were found as free of both univariate and multivariate outliers. As the last step before actual analyses, the multivariate assumptions of normality, linearity, and multicollinearity were investigated. The results showed that there were no problems regarding these issues in the data set.

### **3.2 Descriptive Statistics and Variable Intercorrelations**

In this section, the descriptive statistics of the data, intercorrelations between all study variables, and internal consistency coefficients of the scales were examined. Means and standard deviations are presented in Table 1 showing that the mean scores of the study variables were almost all above the mid-point of the 6-point scale and their standard deviations ranged from .63 to 1.19.

Table 3

*Descriptive Statistics of the Study Variables*

Variable	N	Mean	SD	d	Min	Max
Conscientiousness						
TR	208	4.37	.79	.00	2.10	6.00
DE	80	4.37	.80		2.00	5.90
Total	288	4.37	.79		2.00	6.00
Extraversion						
TR	208	3.89	.83	.16	1.70	6.00
DE	80	3.75	.90		1.40	5.50
Total	288	3.85	.85		1.40	6.00
Agreeableness						
TR	208	4.65	.74	-.12	1.80	6.00
DE	80	4.74	.65		2.60	5.90

(continued)

Table 3 (continued)

Variable	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>d</i>	<i>Min</i>	<i>Max</i>
Total	288	4.67	.72		1.80	6.00
Power distance						
TR	179	3.32	1.11	.53**	1.00	6.00
DE	78	2.80	.79		1.17	4.67
Total	257	3.16	1.05		1.00	6.00
Uncertainty avoidance						
TR	179	3.72	1.19	-.28*	1.00	6.00
DE	78	4.02	.89		1.40	5.60
Total	257	3.81	1.11		1.00	6.00
Masculinity						
TR	179	2.76	1.03	.01	1.00	5.50
DE	78	2.75	.63		1.25	4.75
Total	257	2.76	.92		1.00	5.50
Task performance						
TR	79	5.18	.76	.25	2.75	6.00
DE	41	4.98	.80		3.25	6.00
Total	120	5.11	.78		2.75	6.00
Interpersonal help						
TR	79	4.46	1.10	-.25	1.40	6.00
DE	41	4.73	1.02		1.80	6.00
Total	120	4.55	1.08		1.40	6.00
Individual initiative						
TR	79	4.52	.94	.17	1.20	6.00
DE	41	4.36	.90		2.00	5.80
Total	120	4.47	.93		1.20	6.00
Personal industry						
TR	79	4.88	.79	.12	2.00	6.00
DE	41	4.78	.84		2.00	6.00

(continued)

Table 3 (continued)

Variable	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>d</i>	<i>Min</i>	<i>Max</i>
Total	120	4.85	.81		2.00	6.00
<b>Loyal boosterism</b>						
TR	79	4.43	1.04	-.01	2.00	6.00
DE	41	4.45	.99		2.00	6.00
Total	120	4.44	1.02		2.00	6.00
<b>OCB as overall</b>						
TR	79	4.57	.73	-.01	2.20	6.00
DE	41	4.58	.75		2.65	5.75
Total	120	4.58	.73		2.20	6.00
<b>Overall performance</b>						
TR	79	3.42	.94	.14	2.00	6.00
DE	41	3.29	.85		2.00	5.00
Total	120	3.38	.90		2.00	6.00

*Notes:* All the variables were assessed by 6-point Likert-type scales ranging from 1= “Completely disagree” to 6= “Completely agree” except for overall performance assessed by 5-point Likert type scale ranging from 1= "Fails to Meet Performance Expectations" 5= "Consistently Exceeds Performance Expectations". \*  $p < .05$ , \*\*  $p < .01$ .

The mean scores of personality, cultural dimensions, and job performance dimensions belonging to Turkey and Germany separately are given in Table 2. The significant differences between two countries, shown by flags in Table 2, were observed in only two cultural dimensions which were uncertainty avoidance and power distance. Turkey had a higher score on power distance ( $d = .53$ ,  $t = 4.19$ ,  $p < .01$ ), and a lower score on uncertainty avoidance ( $d = -.28$ ,  $t = 2.22$ ,  $p < .05$ ) compared to Germany. No significant difference was found for masculinity. It was also observed that standard deviation values for the cultural dimensions in the TR sample were higher signaling higher variation within Turkey. Furthermore, since no other differences were found between two countries in terms of personality

traits, and job performance dimensions, the further analyses were not controlled for country as a variable.

Internal consistency reliabilities of the scales, ranging from .71 to .90 are presented together with the numbers of items of each scale in Table 3. Bivariate correlations among the study variables were investigated for both the entire data set and within each country separately. According to results depicted in Table 4, significant positive correlations were mostly obtained within specific domains of assessments. Unexpectedly none of the personality variables significantly correlated with the performance dimensions. But still some significant correlations were found between cultural dimensions, personality traits and performance dimensions. Uncertainty avoidance was significantly correlated with conscientiousness, and agreeableness ( $r = .14, p = .02$ ,  $r = .14, p = .01$ , respectively). Consistent with the literature, power distance was negatively correlated to personal industry ( $r = -.19, p = .02$ ), whereas uncertainty avoidance was positively correlated to loyal boosterism ( $r = .20, p = .02$ ). The intercorrelations between variables for Turkey (See Table 5) and Germany (See Table 6) data were also given separately. Within the Germany sample, a trend for positive correlations between conscientiousness and performance dimensions ( $r$ 's from .12 to .26) were observed, but associations were not significant due to lack of power caused by the small sample size ( $N = 41$ ).

Some significant correlations were found within the Turkish sample. As similar to all data results, power distance was negatively correlated to loyal boosterism ( $r = -.22, p = .04$ ), whereas uncertainty avoidance was positively correlated to loyal boosterism ( $r = .28, p = .01$ ). As distinct, it was found that extraversion was positively correlated to individual initiative and overall organizational citizenship behavior ( $r = .26, p = .01, r = .23, p = .03$ , respectively).

Table 4

*Intercorrelation Matrix of Study Variables and Scale Reliabilities for Total Sample*

Measures	# of items	N	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Conscientiousness	10	288	<b>.84</b>												
2. Extraversion	10	288	.27**	<b>.85</b>											
3. Agreeableness	10	288	.43**	.35**	<b>.82</b>										
4. Power distance	6	257	.02	-.07	-.05	<b>.82</b>									
5. Uncertainty avoidance	5	257	.14*	-.07	.14*	-.13*	<b>.85</b>								
6. Masculinity	4	257	-.05	-.00	-.10	.37**	-.09	<b>.71</b>							
7. Task performance	4	120	.03	-.02	-.02	-.02	-.00	-.03	<b>.89</b>						
8. Interpersonal help	5	120	.01	.09	.10	.03	.01	-.03	.56**	<b>.90</b>					
9. Individual initiative	5	120	-.03	.15	-.00	.04	.03	.04	.52**	.68**	<b>.90</b>				
10. Personal industry	4	120	.11	-.04	.03	-.19*	.09	-.08	.71**	.58**	.49**	<b>.82</b>			
11. Loyal boosterism	5	120	.00	.07	-.09	-.17	.20*	.11	.14	.28**	.36**	.29**	<b>.89</b>		
12. OCB	19	120	.02	.09	.01	-.08	.11	.01	.61**	.84**	.82**	.74**	.64**	<b>.93</b>	
13. Overall performance	1	120	.01	.00	.11	-.07	.06	-.05	.64**	.53**	.52**	.69**	.28**	.65**	-
14. Tenure	1	227	.05	-.05	-.13*	.09	.00	.01	.02	.03	.01	-.03	.08	.03	.01

Notes: Cronbach's alpha coefficients are presented in bold font. \* $p < .05$ , \*\* $p < .01$ .

Table 5

*Intercorrelation Matrix of Study Variables and Scale Reliabilities for Turkey*

Measures	# of items	N	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Conscientiousness	10	208	<b>.84</b>												
2. Extraversion	10	208	.23**	<b>.85</b>											
3. Agreeableness	10	208	.46**	.40**	<b>.83</b>										
4. Power distance	6	179	.05	-.13	.01	<b>.84</b>									
5.Uncertainty avoidance	5	179	.13	.07	.12	-.13	<b>.87</b>								
6. Masculinity	4	179	-.02	-.01	-.06	.37**	-.07	<b>.77</b>							
7. Task performance	4	79	-.01	.09	-.05	-.00	-.06	.01	<b>.89</b>						
8. Interpersonal help	5	79	-.10	.17	.17	.13	.05	-.00	.51**	<b>.90</b>					
9.Individual initiative	5	79	-.07	.26*	.05	.04	.09	.07	.45**	.65**	<b>.89</b>				
10.Personal industry	4	79	.02	.02	.02	-.22	.16	-.08	.70**	.55**	.48**	<b>.79</b>			
11. Loyal boosterism	5	79	-.07	.22	-.08	-.22*	.28*	.15	.07	.22	.35**	.26*	<b>.88</b>		
12. OCB	19	79	-.08	.23*	.06	-.07	.19	.05	.55**	.81**	.83**	.73**	.62**	<b>.91</b>	
13.Overall	1	79	.01	.14	.15	-.07	.06	-.08	.62**	.53**	.50**	.64**	.24*	.62**	-
14. Tenure	1	152	.11	-.10	-.14	.04	.06	.00	.05	.09	.04	.02	.10	.09	.09

Notes: Cronbach's alpha coefficients are presented in bold font. \*  $p < .05$ , \*\*  $p < .01$ .

Table 6

*Intercorrelation Matrix of Study Variables and Scale Reliabilities for Germany*

Measures	# of items	N	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Conscientiousness	10	80	<b>.84</b>												
2. Extraversion	10	80	.38**	<b>.85</b>											
3. Agreeableness	10	80	.35**	.23*	<b>.80</b>										
4. Power distance	6	78	-.07	.05	-.27*	<b>.68</b>									
5.Uncertainty avoidance	5	78	.18	-.10	.18	-.00	<b>.79</b>								
6. Masculinity	4	78	-.19	.00	-.28*	.41**	-.18	<b>.39</b>							
7. Task performance	4	41	.12	-.26	.06	-.21	.12	-.26	<b>.89</b>						
8. Interpersonal help	5	41	.24	-.05	-.08	-.13	-.06	-.16	.73**	<b>.91</b>					
9.Individual initiativ	5	41	.04	-.07	-.13	-.06	-.11	-.07	.64**	.80**	<b>.91</b>				
10.Personal industry	4	41	.26	-.17	.07	-.26	-.04	-.12	.70**	.68**	.49**	<b>.89</b>			
11. Loyal boosterism	5	41	.17	-.13	-.03	.00	-.01	.28	.14	.43**	.39**	.36*	<b>.92</b>		
12. OCB	19	41	.22	-.15	-.09	-.14	-.06	-.11	.72**	.91**	.83**	.77**	.69**	<b>.96</b>	
13.Overall	1	41	.02	-.32	.03	-.18	.07	.08	.68**	.59**	.56**	.80**	.38**	.71**	-
14. Tenure	1	75	-.07	.03	-.09	.16	-.10	.06	-.09	-.06	-.08	-.21	.02	-.09	-.24

Notes: Cronbach's alpha coefficients are presented in bold font. \*  $p < .05$ , \*\*  $p < .01$ .

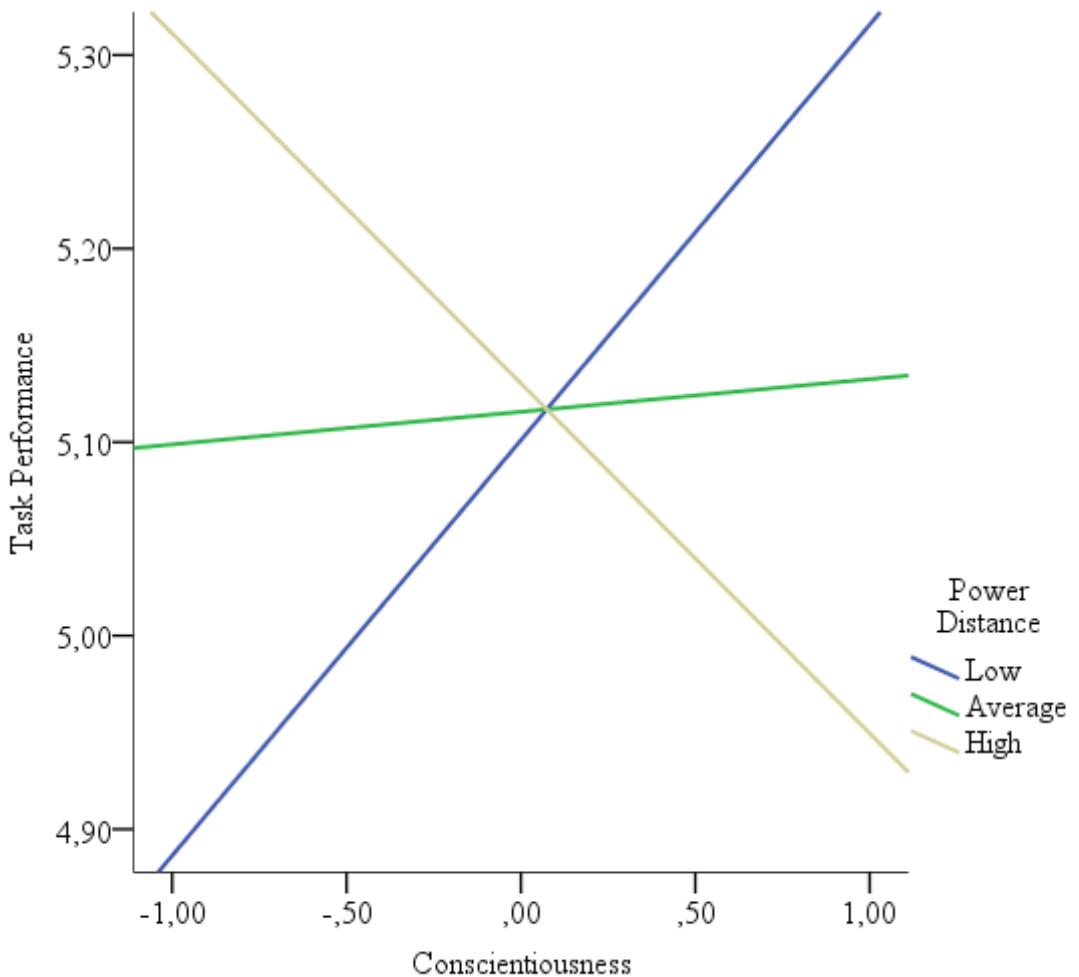
### **3.3 Hypothesis Testing**

The purpose of the present study was to investigate the situational strength in the cultural context. In this section hypotheses regarding the moderation effect of cultural dimensions on the personality trait-job performance dimension relationships were tested. The data were analyzed by the PROCESS macro (Model 1 as simple moderational model) for SPSS 22.0 (Statistical Package for the Social Sciences 22.0). The macro was run for each personality trait-cultural dimension-performance dimension combination according to the hypotheses. Since the interpretation of levels of cultural dimensions (low, average, and high) made more sense than certain dimension scores, the simple slope analysis was interpreted by conditional effects which sets the moderator to various values representing "low", "average", and "high" scores such as a standard deviation below the mean, the mean, and a standard deviation above the mean, respectively (Hayes, 2013). The Johnson-Neyman technique (Johnson & Neyman, 1936) was used to identify the range(s) of the moderating variable in which the simple slope was significant and the point at which the effect of X on Y transitions from being statistically significant to not at a chosen alpha level. Johnson-Neyman results are given in Appendix X. For regression models, main effects, and conditional effects a significance level of .05 was set, whereas it was set as .10 for interaction effects.

To test Hypothesis 1 regarding the moderating effect of uncertainty avoidance on the relevant personality trait-job performance dimension relationships, the following variables were included in the analysis: uncertainty avoidance (moderating variable; *MV*), conscientiousness and agreeableness (independent variables; *IV*), and task performance and loyal boosterism (dependent variables; *DV*). The Model 1 macro for simple moderation was run for each *IV-DV* combination; conscientiousness-task performance, agreeableness-loyal boosterism, with the same moderating variable, *uncertainty avoidance*. It was proposed that uncertainty avoidance (*UA*) moderated the conscientiousness (*C*) and task performance relationship, and the agreeableness (*A*) and loyal boosterism relationship. However, none of the overall regression models for any trio were

found as significant; *UA-C*-task performance ( $R^2 = .00$ ,  $F(3, 116) = .20$ ,  $p = .89$ ), and *UA-A-* loyal boosterism ( $R^2 = .05$ ,  $F(3, 116) = 2.10$ ,  $p = .10$ ). Furthermore none of the interaction effects on job performance dimensions of personality trait-uncertainty avoidance was statistically significant; *C\*UA* on task performance ( $\beta = .06$ ,  $SE = .09$ ,  $t = .70$ ,  $p = .48$ ), and *A\*UA* on loyal boostersim ( $\beta = -.02$ ,  $SE = .21$ ,  $t = -.09$ ,  $p = .92$ ).

In order to examine Hypothesis 2 proposing that power distance moderates the relationships between the personality traits of *conscientiousness* and *extraversion*, and the job performance dimensions of *task performance*, *personal industry* and *individual initiative*, the Model 1 macro was run for power distance (*MV*), personality traits (*IV*) and job performance dimensions (*DV*). Two out of three proposed relationship were found significant. The first significant interaction term found was the interaction effect of conscientiousness\*power distance on task performance ( $\beta = -.18$ ,  $SE = .08$ ,  $t = -2.30$ ,  $p = .02$ ) (See Figure 3), additionally, the interaction term explained a significant incremental variance in the overall regression model ( $R^2 = .03$ ,  $R^2_{change} = .02$ ,  $F_{change}(1, 116) = 3.38$ ,  $p = .06$ ). Although the simple slope analysis did not reveal any significance at any level of power distance, Johnson-Neyman technique showed that there was a significant positive effect of conscientiousness on task performance for the levels of power distance smaller than 1.34 ( $\beta = .36$ ,  $SE = .18$ ,  $t = 1.98$ ,  $p = .05$ ) while this significant effect was negative for the levels of power distance greater than 4.68 ( $\beta = -.26$ ,  $SE = .13$ ,  $t = -1.98$ ,  $p = .05$ ). This finding provided support for Hypothesis 2a, stating that conscientiousness-task performance relationship would be stronger for the low level of power distance. An effect, albeit smaller, was also found for higher levels of power distance, which will be discussed in the next chapter.



*Figure 2.* The interaction between conscientiousness and power distance on task performance

Secondly, the incremental variance explained by the interaction term in the overall regression model was found significant for the power distance-conscientiousness-personal industry trio, ( $\beta = -.21$ ,  $SE = .09$ ,  $t = -2.42$ ,  $p = .01$ ;  $R^2 = .08$ ,  $R^2_{change} = .03$ ,  $F_{change}(1, 116) = 4.47$ ,  $p = .03$ ) (See Figure 4). The conditional effect results revealed that for low power distance level conscientiousness significantly and positively influenced personal industry ( $\beta = .32$ ,  $SE = .09$ ,  $t = 3.34$ ,  $p = .001$ ), whereas for average and high levels of power distance this relationship was non-significant. This result supported Hypothesis 2b suggesting that the conscientiousness-OCB relationship would be stronger within an environment

with low power distance as representative of a weak situation. The *PD-E*-individual initiative relationship was the only one out of three proposed relationships which had a non-significant overall regression model ( $R^2 = .03$ ,  $F(3, 116) = .95$ ,  $p = .41$ ) and a non-significant interaction term ( $\beta = -.08$ ,  $SE = .08$ ,  $t = -1.05$ ,  $p = .29$ ). This finding failed to support Hypothesis 2c.

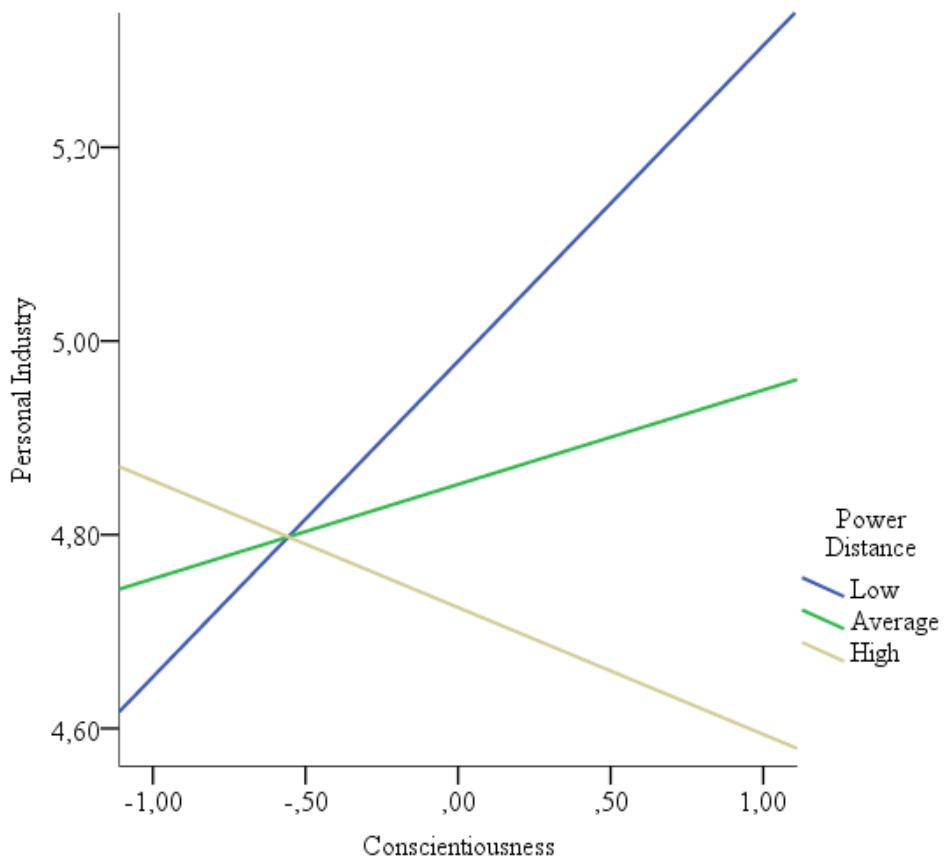


Figure 3. The interaction between conscientiousness and power distance on personal industry

As the last one, Hypothesis 3 which proposes the moderating effect of masculinity/femininity on personality trait (*conscientiousness, extraversion, and agreeableness*)-job performance dimension (*task performance, interpersonal helping, and loyal boosterism*) relationships were tested again with the Model 1 macro including masculinity (*MV*), personality traits (*IV*) and job performance dimensions (*DV*). The overall regression models and interaction effects were found

non-significant for three of the five proposed relationships; *M-C*-task performance ( $R^2 = .00$ ,  $F(3, 116) = .59$ ,  $p = .61$ ;  $\beta = -.08$ ,  $SE = .07$ ,  $t = -1.11$ ,  $p = .26$ ), *M-E*-task performance ( $R^2 = .00$ ,  $F(3, 116) = .06$ ,  $p = .97$ ;  $\beta = -.00$ ,  $SE = .09$ ,  $t = -.08$ ,  $p = .92$ ), *M-A*- interpersonal helping ( $R^2 = .01$ ,  $F(3, 116) = .84$ ,  $p = .47$ ;  $\beta = -.11$ ,  $SE = .13$ ,  $t = -.80$ ,  $p = .42$ ). Hypothesis 3a, 3b, and 3e were not supported. On the other hand, two of the proposed moderation relationships were found significant. To begin with, even though the incremental variance explained by the interaction term in the overall regression model for masculinity-conscientiousness-loyal boosterism trio was not significant ( $R^2 = .03$ ,  $R^2_{change} = .02$ ,  $F_{change}(1, 116) = 2.54$ ,  $p = .11$ ), the interaction term was found significant ( $\beta = -.21$ ,  $SE = .11$ ,  $t = -1.96$ ,  $p = .05$ ) (See Figure 5). The results of conditional effect revealed that conscientiousness had a significantly positive effect on loyal boosterism for low levels of masculinity ( $\beta = .25$ ,  $SE = .15$ ,  $t = 1.65$ ,  $p = .09$ ), whereas it was non-significant for average and high levels of masculinity. Secondly, the variance accounted for by the interaction term of extraversion and masculinity explained in the overall regression model was significant ( $\beta = -.26$ ,  $SE = .13$ ,  $t = -1.91$ ,  $p = .05$ ;  $R^2 = .06$ ,  $R^2_{change} = .04$ ,  $F_{change}(1, 116) = 5.68$ ,  $p = .01$ ) (See Figure 6). According to the conditional effect results, extraversion significantly and positively influenced loyal boosterism for low masculinity level ( $\beta = .30$ ,  $SE = .15$ ,  $t = 1.99$ ,  $p = .04$ ), whereas this relationship was non-significant for average and high masculinity levels. These results provided support for Hypothesis 3c and 3d suggesting that the conscientiousness-, and extraversion-loyal boosterism relationships would be stronger within a low masculinity/high femininity environment.

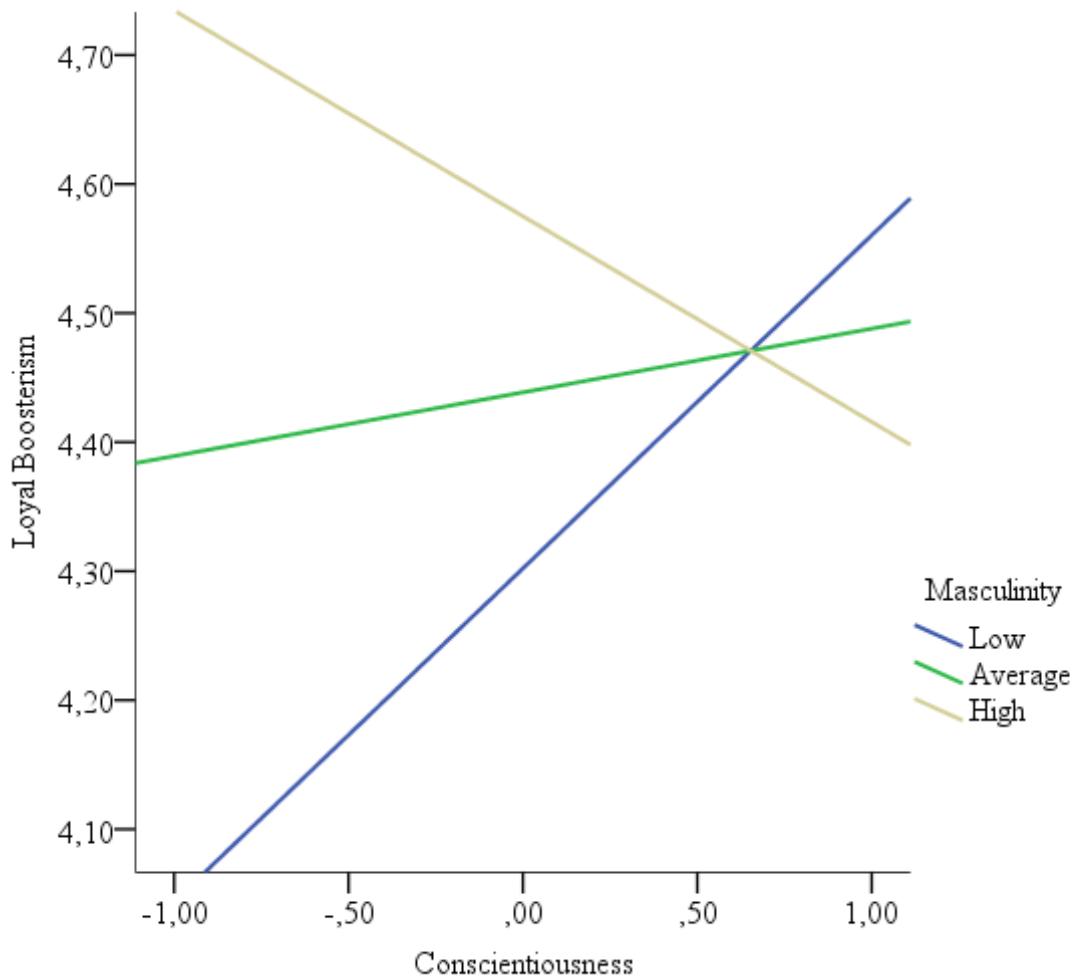
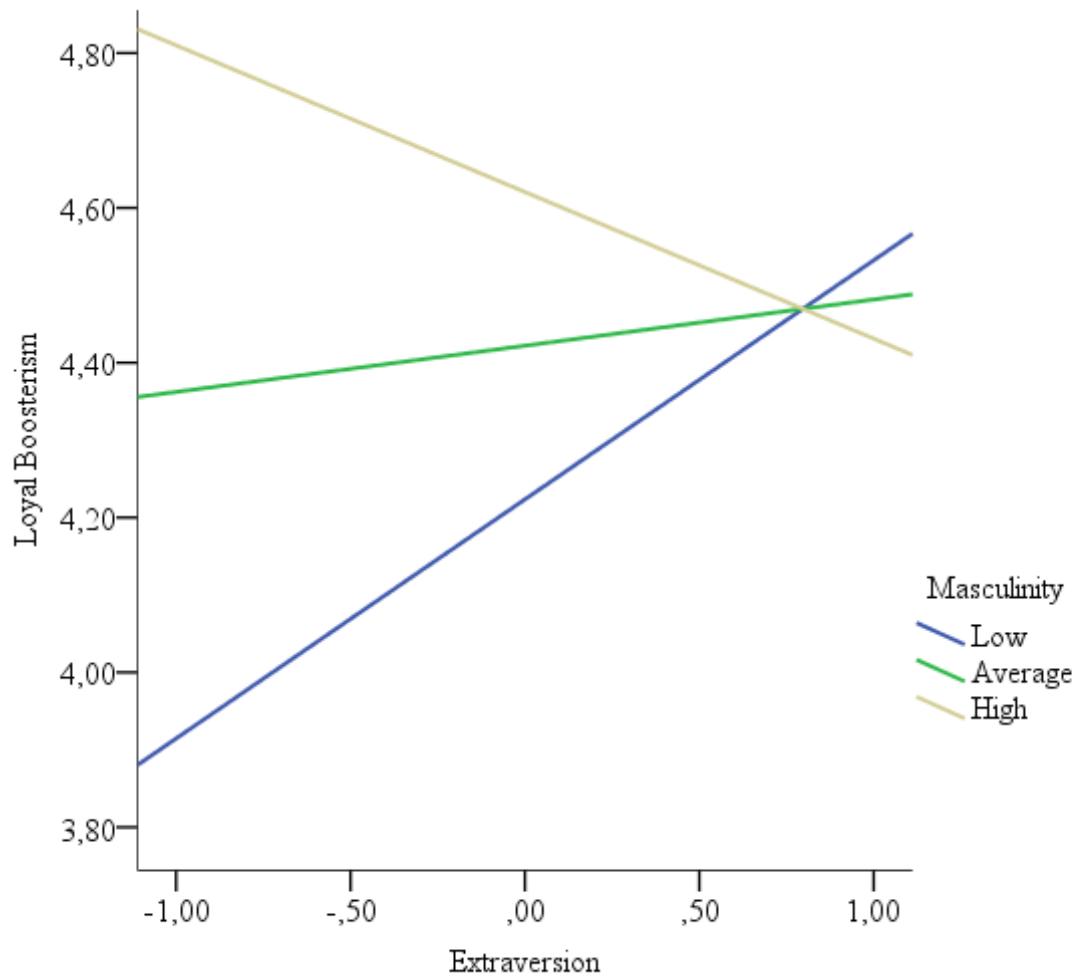


Figure 4. The interaction between conscientiousness and masculinity on loyal boosterism



*Figure 5.* The interaction between extraversion and masculinity on loyal boosterism

### 3.4. Summary

A summary of the hypotheses testing results is given in Table 7. The findings did not provide any support for Hypothesis 1. Neither the (1a) conscientiousness-task performance nor the (1b) agreeableness-loyal boosterism relationships were found to be moderated by uncertainty avoidance.

Hypothesis 2 was partially supported since the results for two out of three proposed relationships were significant. Hypothesis 2a and 2b were supported as

power distance moderated the conscientiousness-task performance, and-personal industry relationships. For the low level of power distance, conscientiousness positively predicted both task performance and personal industry. It can be said that conscientious employees working in low-power-distance workplaces had higher ratings on task performance and personal industry when compared to the ones working in high-power distance work environments.

The findings also provided partial support for Hypothesis 3. Hypothesis 3a, 3b, and 3e did not find any support since masculinity/femininity did not moderate the conscientiousness-task performance, extraversion-task performance, and agreeableness-interpersonal helping relationships. On the other hand, Hypothesis 3c and 3d were supported as masculinity/femininity moderated the conscientiousness-, and extraversion-loyal boosterism relationships. For the low masculinity/high femininity level, both conscientiousness and extraversion had a positive association with loyal boosterism. In other words, employees with high conscientiousness, and employees with high extraversion levels working in less masculine/more feminine workplaces were more likely to engage in loyal boosterism compared to counterparts working in more masculine/less feminine workplaces.

**Table 7**  
*Summary of the Hypotheses Testing Results*

Hypothesis	Description	Result
H1	The relevant personality traits-job performance relationships will be moderated by uncertainty avoidance in which the association will be stronger for lower levels of UA as compared to higher levels of UA.	Not supported
a	UA will moderate the conscientiousness-task performance association.	Not supported

(continued)

Table 7 (continued)

Hypothesis	Description	Result
b	UA will moderate the Agreeableness-OCB Loyal boosterism association.	Not supported
H2	The relevant personality traits-job performance relationships will be moderated by power distance in which the association will be stronger for lower levels of PD as compared to higher levels of PD.	Partially supported
a	PD will moderate the Conscientiousness-Task Performance association.	Supported
b	PD will moderate the Conscientiousness-OCB Personal industry association.	Supported
c	PD will moderate the Extraversion-OCB Individual Initiative association.	Not supported
H3	The relevant personality traits-job performance relationships will be moderated by masculinity/femininity in which the association will be stronger for lower levels of masculinity/femininity as compared to higher levels of masculinity/femininity.	Partially supported
a	Lower levels of Masculinity will yield higher Conscientiousness-Task performance association than higher levels of Masculinity.	Not supported
b	Lower levels of Masculinity will yield higher Extraversion-Task performance association than higher levels of Masculinity.	Not supported
c	Lower levels of Masculinity will yield higher Conscientiousness-OCB Loyal boosterism association than higher levels of Masculinity.	Supported
d	Lower levels of Masculinity will yield higher Extraversion-OCB Loyal boosterism association than higher levels of Masculinity.	Supported
e	Lower levels of Femininity will yield higher Agreeableness-OCB Interpersonal helping association than higher levels of Femininity.	Not supported

## **CHAPTER 4**

### **4. DISCUSSION**

After providing an evaluation of the results, the chapter continues with strengths, limitations, and implications of the study. The chapter and the thesis are finalized with suggestions for future research.

The purpose of the present study was to investigate the moderating influence of culture as a situational factor on the relationship between personality and job performance. In order to provide cultural variety the data was collected from employees and their supervisors working in Turkey (TR) and Germany (DE). The data regarding personality traits and cultural dimensions were collected from the employees, while their job performances were assessed by their supervisors. Matched data from 120 employees and supervisors were analyzed to examine culture's moderating role on the personality-performance association from the situational strength perspective. In the present study, it was assumed that higher levels of certain cultural dimensions; uncertainty avoidance, power distance, and masculinity/femininity generated strong situations which hinder discretionary behaviors, whereas their lower levels created weak situations which provide room for employees to act discretionally.

#### **4.1 Evaluation of Findings**

In order to maximize the variance in cultural dimensions, the data was collected from two countries. In this way, the nature of data was convenient to do comparison between cultural dimension scores of countries. Similar to Hofstede's findings regarding that Turkey had a higher power distance score than Germany

( $TR = 66$ ,  $DE = 35$ ), in the present study employees in Turkey rated their workplace as more power distant than their counterparts in Germany. Parallel to the societal and national tendency, employees in Turkey on the one hand do not question the decisions of management, do not get involved in decision making processes, and have distant relationships with their supervisors. On the contrary, in Germany every employee is considered almost equal as having similar responsibility levels and voice. Secondly, on the basis of organizational uncertainty employees working in Germany rated their organization having more uncertainty avoidance than employees in Turkey. The reason why Germany had a higher mean score than Turkey on uncertainty avoidance is its operationalization which focused on the rules, regulations, and policies at the workplaces in the current study as opposed to how Hofstede (2001) operationalized and measured uncertainty avoidance at the national level which yielded a high score for Turkey. With regards to masculinity/femininity as the last cultural dimension, Hofstede's (2001) findings reveals that Turkey is almost neutral, slightly on the feminine side, whereas Germany has a high masculinity score ( $TR = 45$ ,  $DE = 66$ ). Although in the present study Turkey was found in the neutral side again, masculinity/femininity score for Germany was also almost in the mean level and same with Turkey's score. The reason why Germany is in more neutral stage at work contexts might be their current emphasis on diversity and equality. By emphasizing these values, they have triggered a change to involve more minorities, such as women, immigrants, and LGBT members, into workplaces and to provide all employees equal opportunities. Such attempts might have created balance and harmony, which are more feminine values, gain importance at workplaces, and diminish the dominance of masculinity which emphasizes traditional social roles.

Even though the cultural dimension scores of countries were not exactly similar with Hofstede's findings, the similar trend regarding levels as being high or low on the dimension is still observable. This similarity might be an indicator for cultural continuity and coherence between organizations and the society within which they operate as addressed by several researchers (e.g. Aycan et al., 2000; Hofstede,

1983; Hofstede, 2001; House et al., 2004). Moreover, variance in cultural dimensions also existed within the countries beyond the variance between them.

The starting point of the present study was the inconsistent findings regarding personality-job performance relationship in the literature (e.g. Rothstein & Goffin, 2006). That is why the moderating factors on the relationships between personality traits and job performance dimensions were investigated by several studies (e.g. Barrick & Mount, 1993, Gellatly & Irving, 2001; Meyer et al., 2009). In the present study, the moderating factors were societal cultural dimensions studied at the organizational level. Four out of ten hypotheses found support from the current study findings.

#### **4.1.1 Uncertainty Avoidance as the Hypothesized Moderator**

The only cultural dimension which did not have any moderating influence was uncertainty avoidance. It moderated neither the relationship between conscientiousness and task performance, nor the agreeableness-loyal boosterism relationship. For the first relationship mentioned, it was expected that conscientious individuals would have greater task performance even at workplaces with low uncertainty avoidance (*weak* situation) represented by the absence of strict rules and regulations, when compared to their counterparts at high uncertainty avoidance workplaces (*strong* situation) in which performance-related behaviors were expected to become similar and restricted in range due to rules and regulations. This expectation was derived from the hardworking and achievement-oriented nature of conscientious individuals. However, some characteristics of conscientiousness like being rule-bound, cautious, and risk averse (Goldberg, 1992) might make employees feel uncomfortable in low uncertainty avoidant environments which at the end influence their performance. Facet level investigations,rather than the aggregate level,might provide more explanation on these relationships by examining separate trait characteristics which can change the influence on performance under different conditions.

As it was said before, since uncertainty avoidance was operationalized with the presence of formal rules and regulations aiming to promote organizational effectiveness in the current study, it was expected that uncertainty avoidance would be more related to task performance stemming from organizational policies rather than OCB which is not explicitly recognized by the formal system (Organ, 1988, p.4). It was thought that the loyal boosterism dimension of OCB might have been an exception which would be influenced by uncertainty avoidance. On the one hand, the expectation was that although the policies did not require employees to defend and/or promote the organization inside or outside the work environment (*weak situation*), agreeable employees would defend and/or promote their organizations due to their cooperative and trusting nature. However, the findings did not provide support for this hypothesis. This finding might be seen as a contribution to the initial OCB definition of Organ (1988) which asserted the discretionary nature of OCB and loyal boosterism as a discretionary behavior.

#### **4.1.2 Power Distance as the Hypothesized Moderator**

Power distance was one of the cultural dimensions which moderated not all but certain proposed personality-job performance relationships. Firstly, it moderated the relationship between conscientiousness and task performance. Conscientious employees working in low power distance environments were more likely to have higher task performance ratings from their supervisors. This result was in line with the expectation which was driven by the previous findings regarding constraints (Meyer et al., 2009) and autonomy (Barrick & Mount, 1993) suggesting that employees could operate discretionally with less constraints and more autonomy. In the present study, low power distance represented the weak situation where the employees had less constraints and more autonomy, whereas high power distance represented a strong situation. A positive relationship between conscientiousness and task performance for low levels of power distance (*weak situation*) was found as expected.

According to the situational strength theory and empirical findings, personality typically shows a small correlation with performance when strong situations limit discretionary behaviors. Nevertheless, a negative relationship between conscientiousness and task performance for high levels of power distance (*strong* situation) was also observed. It can be argued that this finding is consistent with the notion that strong situations limit discretionary behaviors. That is, high power distance as a strong situation may have inhibited conscientious employees from acting in an achievement-oriented fashion and from performing at their discretion which involves being hardworking, self-disciplined, and achievement-oriented (Costa & McCrae, 1992; Goldberg, 1992). This inhibition might be derived from the disagreement between the nature of power distance and the nature of conscientiousness. Conscientious individuals might get into conflict with their supervisors in high power distance environments when their job is stonewalled by hierarchical obstacles. Therefore they might be rated poorly by their supervisors.

Both this unjust ratings given by supervisors and also legitimate social inequality in high distance workplaces (Hofstede, 1997) might lead conscientious individuals to decrease their performance. Gamliel, Zohar, and Kreiner (2013) claimed that individuals high in conscientiousness should be highly invested in being fair and sensitive to matters of justice. Several studies provide findings regarding the positive relationship between conscientiousness and different aspects of social justice such as ethical leadership (Kalshoven, Den Hartog, & De Hoogh, 2011), distributive justice evaluations (Shi, Lin, Wang, & Wang, 2009), and justice sensitivity (Schmitt, Baumert, Gollwitzer, & Maes, 2010). Some other studies support the positive relationship between various dimensions of organizational justice and task performance (e.g. procedural justice; Zapata-Phelan, Colquitt, Scott, & Livingston, 2009), and contextual performance, aka OCB (e.g. procedural justice, distributive justice, and interactional justice; Devonish & Greenidge, 2010). In the study in which they examined the underlying mechanism of conscientiousness-OCB relationship, Lv, Shen, Cao, Su, and Chen (2012) indicated that employees' perceptions of organizational justice mediated the relationship between conscientiousness and OCB. Therefore, in the light of

previous studies, organizational justice perceptions might be an explanation for the inverse relationship between conscientiousness and task performance within high power distance workplaces. As another explanation, the inhibitor reducing performance level of conscientious people might be the lack of autonomy caused by the highly unequal power distribution and hierarchical structure in the workplace with high power distance. The job characteristic model of Hackman and Oldham (1976) also provided support for this explanation. They claimed that autonomy as one of the core dimensions influences experienced responsibility for outcome of the work in turn which affects the quality of work performance (Hackman & Oldham, 1976).

In a similar fashion, power distance also moderated the conscientiousness-personal industry relationship in the expected way in which conscientious employees working in a workplace with low power distance had higher supervisory ratings on personal industry. Personal industry is one of the OCB dimensions which defines the performance of specific tasks above and beyond the call of duty (Graham, 1989). As the definition suggests, it seems to be in perfect fit with conscientiousness. Although there is no direct relationship between conscientiousness and personal industry, it seems that features belonging to low power distance environments made this relationship come to light.

Power distance failed to moderate the extraversion-individual initiative relationship. It was assumed that extraverted individuals who are characterized by being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991) would be more likely to perform individual initiatives in a work environment with low power distance which provides room for expressing voice and equal stage for everyone. However, in the present study, no association between extraversion and individual initiative was found for any level of power distance. This might be caused by the presence of some other moderator variables. For example, the study of Stewart (1996) revealed that reward structure moderated the relationship between extraversion and job performance, whereas the conscientiousness-performance relationship is not influenced by the moderating

effect of reward structure. Their results showed that extraversion was positively related to customer retention when performance was explicitly rewarded but not when not rewarded. Reward structure might have also played a role in the current study. If the individual initiative behaviors were not explicitly rewarded in the organizations, extraverted employees might not have engaged in such behaviors even when they were not restricted by authority.

#### **4.1.3 Masculinity/Femininity as the Hypothesized Moderator**

The other cultural dimension which moderated certain personality-job performance relationships was masculinity/femininity. The first relationship which masculinity/femininity moderated was the conscientiousness-loyal boosterism association. Conscientious employees in a workplace with low masculinity/high femininity were more prone to engage in loyal boosterism compared to counterparts in highly masculine/less feminine workplaces. Similarly, the relationship between extraversion and loyal boosterism was moderated by masculinity/femininity whereby the association was stronger when the dominant cultural orientation was femininity compared to masculinity. Natural tendencies of both conscientiousness as being dependable, achievement-oriented, and responsible, and extraversion as being assertive, competitive, and dominant might lead the individuals having these characteristics promote and/or defend their organizations inside and outside of the workplace. Conscientious employees might take this as a duty, while extraverted employees might be doing it in order to protect their status.

Masculinity/femininity did not moderate any of the remaining relationships which were conscientiousness-task performance, extraversion-task performance, and agreeableness-interpersonal helping. Masculinity encourages high task performance by emphasizing achievement, money, and status (Hofstede, 1997), so every employee in a masculine workplace, whether conscientious/extravert or not, would be more likely to perform to be the best. Whereas femininity prioritizes cooperation, modesty, and caring for others (Hofstede, 1997), so every member of

the organization are encouraged to behave in collaboration and cooperation rather than competitiveness. Therefore, in the present study, masculinity represented the strong situation for the conscientiousness- and extraversion-task performance relationship, while femininity was the weak situation in which conscientious and extraverted individuals can show more effort than others to have high task performance. Femininity was representative of strong situations for the agreeableness-interpersonal helping relationship, whereas masculinity (*weak situation*) was supposed to provide the stage for observing agreeable employees to be collaborative and cooperative by helping others. Despite all these expectations, none of these relationships appeared in the present study. The reason why extraversion-task performance relationship was not moderated by masculinity/femininity is that the jobs the current study sample employees were working in may not emphasize assertiveness neither as a required personality trait or as a cultural value. Although the expectations regarding conscientiousness-task performance and agreeableness-interpersonal helping were not statistically supported, a trend was observed in the expected direction; the relationships were greater at the low level of masculinity/high level of femininity as expected. Therefore, the reason might be lack of statistical power due to the small sample size which will be discussed in the limitations section.

#### **4.2 Limitations of the Study and Suggestions for Future Research**

There are several limitations that should be considered while interpreting the findings of the present study. One of these limitations of the study was the relatively low return rate (29.21%). The main reason for this is that individuals were probably uncomfortable about supervisors rating their performances, thus, hesitant to provide their supervisor's email addresses which were necessary for further contact to deliver the link of supervisor survey. Moreover, there was no return from some supervisors even though the subordinates provided their email addresses which enabled the author to deliver the survey link. This might be caused by either a lack of communication between the supervisor and subordinate or possible workload on the side of the supervisor. It would have been better to

have contact with both employees and their supervisors rather than relying on only one party in order to get a higher return rate. Another explanation for this low return rate might have been that only employees who felt adequate about their performances could have provided their supervisor's e-mail address or that supervisors did not assess the performance of the employees whom they were not satisfied with the performance. This situation might have restricted the variance in job performance dimensions with mostly high ratings.

The low return rate also resulted in relatively small sample size which might be the main reason for some unconfirmed hypothesized relationships, since the statistical power detecting significant differences between values was reduced. A larger sample size would be much better to detect some significant relationships which could be the victim of power issues in the current study.

The third limitation was inequality among sample sizes of Turkey and Germany. With a more equal sample size, the variance within and between the countries might be more and easier to catch. Future studies should be careful about having well and equal business connections with both the employees and the supervisors from the countries which would lead to a larger sample size.

#### **4.3 Strengths and Implications of the Study**

Despite its limitations, the present study has several strengths that are worth mentioning. To begin with, many questions in business involve either how to predict good performers or how to increase employee performance. Besides mediation, moderation models are ideal for investigating these questions. These models are also useful for stimulating new research ideas. In this study, several hypotheses found support, while some new questions appeared from the non-supported ones. Moderation is defined as a process which modifies an existing relationship between the predictor and outcome (Tang, Yu, Crits-Christoph, & Tu, 2009). As parallel with the definition, the current study provided modifications for the existing personality-job performance relationship. The relevant established

literature has some controversial findings regarding this relationship. This study examined possible moderation effects which have potential to provide meaningful explanations for this discrepancy by combining situational strength theory with cultural dimensions as the first time to the author's knowledge.

In the methodological point of view, common method bias was avoided by collecting performance data from the supervisors as a separate source. In this way, self-report bias was prevented which in turn allowed to obtain more realistic job performance data. Moreover, the high leniency of self-ratings on performance in comparison with supervisory ratings (Harris & Schaubroeck, 1988) was prevented, thus the performance data was more accurate. Second, the data was collected from two different countries; Turkey and Germany. This enabled to increase the variety in cultural dimensions beyond the variance existing within each country.

Despite unconfirmed hypotheses, the current study has several implications. Both task performance and OCB are essential for organizational effectiveness. The influence of task performance on the organizations' technical core is already a well-established phenomenon (Barrick & Motowidlo, 1993), while OCB's importance is recognized more recently as stated that "managers should try to focus on selecting employees with a propensity to engage in OCBs" (Podsakoff et al., 2009, p.134). Therefore, practitioners should be able to detect the individuals who will or already have high levels on these performance criteria in order to select or retain the candidates or employees performing highly. Having insight into personality traits which predicts these criteria would provide advantages for the practitioners. But as it was said before, personality is not enough by itself. As emphasized by several studies (e.g. Hough & Schneider, 1996; Meyer & Dalal 2009), strength of the situation, in this case culture which surrounds the organization, plays an important role on the personality-performance relationship. Therefore the practitioners should also give attention to the characteristics of culture in which the organization is located. For example, the culture surrounding the organization is low on power distance (*weak situation*), thus the organization emphasizes equality among the parties within the organization. In such an

organization, there is more room for employees to reflect their personality to the job they are doing, since they are not constrained by the authority. According to the results of the current study, in such organizations, conscientious employees would show higher levels of task performance and personal industry which are really important for organizational effectiveness. Therefore, human resources practitioners should focus on recruiting conscientious individuals to build up an effective workforce, besides, should detect and retain conscientious employees to sustain their performance.

All in all, even though the findings displayed no direct relationship among personality traits and job performance dimensions, several moderation relationships occurred with involvement of cultural dimensions. In fact, this has emphasized the importance of situational strength even more. This study contributes theoretically and empirically to the literature on situational strength by revealing the moderating effect of culture on the personality-job performance relationship. This study has the potential to stimulate researchers to think about the underlying mechanisms of these moderation relationships. In order to obtain a better understanding of how situational strength influences the personality-job performance relationship, the mediating variables should be carefully studied in future researches. Moderated mediation models would be a good option to test such relationships in order to see whether the mediating factors such as employee motivation (Barrick, Stewart, & Piotrowski, 2002), political skills (Shi, Chen, & Zhou, 2010), and organizational justice perception (Lv et al., 2012) on the personality-performance relationship differs depending on levels of situational strength.

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## **APPENDICES**

### **APPENDIX A**

#### **INFORMED CONSENT FORM – FOR EMPLOYEES**

Dear participant,

This study is conducted by Hazal Yağcı, student in Industrial and Organizational Psychology Master's Degree Program at Middle East Technical University (*Ankara, TR*), in the scope of master's thesis under the supervision of Assist. Prof. Dr. YoncaToker. The aim of the study is to investigate the effects of personality on job performance, which is assessed by immediate supervisor, in the cultural context.

Each answer of yours has an importance in terms of reaching expected results of the study. Please read the descriptions carefully at the beginning of the survey and mark the answer that suits you best. There is no right or wrong answer to the questions in the survey. The completion of all survey will take approximately 10 minutes. All information you provide will be kept confidential and will only be accessible to researchers directly concerned with this study. The results of the study will only be used for scientific purposes.

Participation in the survey is entirely voluntary. You are free to leave the study if you feel any kind of discomfort. All of your questions about the findings will be answered after the data collection and analysis period.

Thank you in advance for your participation.

For further information please contact with Hazal Yağcı(e-mail:  
[hazalyagci@gmail.com](mailto:hazalyagci@gmail.com) )

I have read and understood all aspects of the research study and all my questions have been answered. I voluntarily agree to be a part of this research study. I give permission that my immediate supervisor assess my performance in the scope of this study. I understand that this performance assessment will be matched with data I provide via the nickname. I accept that the information I provided can be used in scientific publications. (After you sign the form please return it to the administrator.)

Date:

Name – Surname:

Signature:

## **KATILIMCIBİLGİLENDİRME FORMU – ÇALIŞAN İÇİN**

Sayın Katılımcı,

Bu çalışma, Orta Doğu Teknik Üniversitesi, Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Hazal Yağcı tarafından tez çalışması olarak, Yrd. Doç. Dr. Yonca Toker danışmanlığında yürütülmektedir. Çalışmanın amacı kişiliğin ilk amir tarafından değerlendirilecek olan iş performansı üzerindeki etkisini kültürel boyutta incelemektir.

Çalışmanın hedeflenen sonuçlara ulaşması bakımından her bir soruya vereceğiniz yanıt önem taşımaktadır. Lütfen anketin başındaki açıklamaları dikkatlice okuyarak size en uygun gelen cevabı işaretleyiniz. Ankette yer alan soruların doğru veya yanlış bir cevabı yoktur. Tüm anketin tamamlanması yaklaşık 10 dakika sürmektedir. Vereceğiniz bilgiler kimlik bilgileriniz alınmadan tamamiyla gizli tutularak, yalnızca araştırmacılar tarafından, grup düzeyinde değerlendirilecektir. Çalışmadan elde edilecek sonuçlar sadece bilimsel amaçlı olarak kullanılacaktır.

Ankete katılım tamamen gönüllülük esasına dayanmaktadır. Çalışmada sizi rahatsız eden herhangi bir soruya karşılaşırsınız ya da ankete devam etmek istemezseniz anketi yarıda bırakmakta özgürsünüz. Veri toplama ve analiz sürecinin sonunda elde edilen bulgularla ilgili tüm sorularınız cevaplandırılacaktır.

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz.

Çalışma hakkında daha fazla bilgi almak için;  
Hazal Yağcı (e-posta: [hazalyagci@gmail.com](mailto:hazalyagci@gmail.com)) ile iletişim kurabilirsiniz.

Yukarıdaki bilgileri okudum ve bu araştırmaya gönüllü olarak katılmayı kabul ediyorum. Çalışma performansımın bu çalışma kapsamında amirim/supervizorum

tarafından değerlendirilmesine izin veriyor ve benim sağladığım verilerle rumuz kullanılarak eşleştirileceğini anlıyorum. Verdiğim bilgilerin bilimsel amaçlı yayılarda kullanılmasını kabul ediyorum. (Formu doldurup imzaladıktan sonra uygulayıcıya geri veriniz).

Tarih:

Ad – Soyad:

İmza:

## **INFORMED CONSENT FORM – FOR IMMEDIATE SUPERVISORS**

Dear participant,

This study is conducted by Hazal Yağcı, student in Industrial and Organizational Psychology Master's Degree Program at Middle East Technical University (*Ankara, TR*), in the scope of master's thesis under the supervision of Assist. Prof. Dr. YoncaToker. The aim of the study is to investigate the effects of personality on job performance in the cultural context.

Each answer of yours has an importance in terms of reaching expected results of the study. You are expected to assess performance of your employees in terms of two different criteria; task-, and contextual performance. Please select the choice per statement which suits the employee whose performance you are currently evaluating. Assessing performance of one employee will take approximately 5 minutes. All information you provide will be kept confidential and will only be accessible to researchers directly concerned with this study. The results of the study will only be used for scientific purposes.

Participation in the survey is entirely voluntary. You are free to leave the study if you feel any kind of discomfort. All of your questions about the findings will be answered after the data collection and analysis period.

Thank you in advance for your participation.

For further information please contact with Hazal Yağcı(e-mail:  
[hazalyagci@gmail.com](mailto:hazalyagci@gmail.com) )

I have read and understood all aspects of the research study and all my questions have been answered. I voluntarily agree to be a part of this research study. I accept

that the information I provided can be used in scientific publications. (After you sign the form please return it to the administrator.)

Date:

Name – Surname:

Signature:

## **KATILIMCIBİLGİLENDİRME FORMU – İLK AMİR İÇİN**

Sayın Katılımcı,

Bu çalışma, Orta Doğu Teknik Üniversitesi, Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Hazal Yağcı tarafından tez çalışması olarak, Yrd. Doç. Dr. Yonca Toker danışmanlığında yürütülmektedir. Çalışmanın amacı kişiliğin iş performansı üzerindeki etkisini kültürel boyutta incelemektir.

Çalışmanın hedeflenen sonuçlara ulaşması bakımından her bir soruya vereceğiniz yanıt önem taşımaktadır. Sizden çalışanlarınızın görev ve çevresel performansını değerlendirmeniz istenmektedir. Lütfen her ifade için değerlendirdiğiniz çalışana en uygun olan seçeneği seçiniz. Bir çalışan performansının değerlendirmesi yaklaşık olarak 5 dakika sürmektedir. Vereceğiniz bilgiler kimlik bilgileriniz alınmadan tamamıyla gizli tutularak, yalnızca araştırmacılar tarafından, grup düzeyinde değerlendirilecektir. Çalışmadan elde edilecek sonuçlar sadece bilimsel amaçlı olarak kullanılacaktır.

Ankete katılım tamamen gönüllülük esasına dayanmaktadır. Çalışmada sizi rahatsız eden herhangi bir soruya karşılaşırsınız ya da ankete devam etmek istemezseniz anketi yarıda bırakmakta özgürsünüz. Veri toplama ve analiz sürecinin sonunda elde edilen bulgularla ilgili tüm sorularınız cevaplandırılacaktır.

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz.

Çalışma hakkında daha fazla bilgi almak için;

Hazal Yağcı (e-posta: [hazalyagci@gmail.com](mailto:hazalyagci@gmail.com)) ile iletişim kurabilirsiniz.

Yukarıdaki bilgileri okudum ve bu araştırmaya gönüllü olarak katılmayı kabul ediyorum. Verdiğim bilgilerin bilimsel amaçlı yayılarda kullanılmasını kabul ediyorum. (Formu doldurup imzaladıktan sonra uygulayıcıya geri veriniz).

Tarih:

Ad – Soyad:

İmza:

## **EINVERSTÄNDNISERKLÄRUNG - ARBEITNAHMER**

Sehr geehrte TeilnehmerInnen,

Diese Erhebung wird von Hazal Yağcı, einer Studentin im Psychology Master's Program in the Learning Sciences an der Ludwig-Maximilians Universität (München, DE) und Industrial and Organizational Psychology Master's Degree Program at Middle East Technical University (Ankara, TR), im Rahmen ihrer Mesterarbeit unter der Betreuung von Assist. Prof. Dr. Yonca Toker durchgeführt. Ziel dieser Erhebung ist es, die Auswirkungen von Persönlichkeitsmerkmalen auf berufliche Leistungen zu untersuchen, diese werden im unter unmittelbarer Aufsicht und in kulturellem Kontext ausgewertet.

Jede Ihrer Antworten ist relevant, um erwartete Ergebnisse der Erhebung zu gewinnen. Bitte lesen Sie die Erläuterungen zu Beginn der Erhebung sorgfältig und markieren Sie die Antwort, die am besten auf Sie zutrifft. Es gibt keine richtigen und falschen Antworten in dieser Erhebung. Das Ausfüllen des Fragebogens wird insgesamt 5-10 Minuten dauern. Ihre Informationen werden streng vertraulich behandelt und nur zugänglich für ForscherInnen sein, die direkten an der Auswertung beteiligt sind. Die Ergebnisse der Studie dienen lediglich wissenschaftlichen Zwecken.

Die Teilnahme am Fragebogen ist freiwillig. Sie können den Fragebogen jederzeit beenden, wenn Sie sich unwohl fühlen. Alle Ihre Fragen bezüglich der gewonnenen Erkenntnisse können nach der Datenerhebung und -auswertung beantwortet werden.

Vielen Dank im Voraus für Ihre Teilnahme!

Für weiterführende Informationen kontaktieren Sie bitte Hazal Yağcı (e-mail: [hazalyagci@gmail.com](mailto:hazalyagci@gmail.com)) oder Assist. Prof. Dr. Yonca Toker ([ytoker@metu.edu.tr](mailto:ytoker@metu.edu.tr))

Ich habe alle Aspekte vorliegender Studie verstanden und alle meine Fragen wurden beantwortet. Ich willige ein, an vorliegender Erhebung freiwillig teilzunehmen. Ich erkläre mich damit einverstanden, dass mein unmittelbarer Vorgesetzter Angaben zu meiner meine beruflichen Leistung im Rahmen dieser Studie macht. Ich stimme einer Verwendung der von mir gegebenen Informationen in wissenschaftlichen Publikationen zu.

Datum:

Unterschrift:

Vorname-Name:

## **EINVERSTÄNDNISERKLÄRUNG - UNMITTELBARER VORGESETZTER**

Sehr geehrte Teilnehmerinnen,

Diese Erhebung wird von Hazal Yağcı, einer Studentin im Psychology Master's Program in the Learning Sciences an der Ludwig-Maximilians Universität (München, DE) und Industrial and Organizational Psychology Master's Degree Program at Middle East Technical University (Ankara, TR), im Rahmen ihrer Mesterarbeit unter der Betreuung von Assist. Prof. Dr. Yonca Toker durchgeführt. Ziel dieser Erhebung ist es, die Auswirkungen von Persönlichkeitsmerkmalen auf berufliche Leistungen zu untersuchen, diese werden im unter unmittelbarer Aufsicht und in kulturellem Kontext ausgewertet.

Jede Ihrer Antworten ist relevant, um erwartete Ergebnisse der Studie zu gewinnen. Sie werden gebeten, die berufliche Leitung Ihrer MitarbeiterInnen in Bezug auf zwei Kriterien anzugeben: Aufgabenspezifische und kontextspezifische Leistungen. Bitte geben Sie Ihre Einschätzung an, indem Sie die Aussage auswählen, die am besten auf die Mitarbeiterin/ den Mitarbeiter zutrifft auswählen, dessen Leistung Sie beurteilen. Die Angabe zur Leistung einer Mitarbeiterin/ eines Mitarbeiters wird ca. 5 Minuten in Anspruch nehmen. Ihre Informationen werden streng vertraulich behandelt und nur zugänglich für ForscherInnen sein, die direkten an der Auswertung beteiligt sind. Die Ergebnisse der Studie dienen lediglich wissenschaftlichen Zwecken.

Die Teilnahme am Fragebogen ist freiwillig. Sie können den Fragebogen jederzeit beenden, wenn Sie sich unwohl fühlen. Alle Ihre Fragen bezüglich der gewonnenen Erkenntnisse können nach der Datenerhebung und -auswertung beantwortet werden.

Vielen Dank im Voraus für Ihre Teilnahme!

Für weiterführende Informationen kontaktieren Sie bitte Hazal Yağcı (e-mail:  
hazalyagci@gmail.com ) oder Assist. Prof. Dr. Yonca Toker (ytoker@metu.edu.tr)

Ich habe alle Aspekte vorliegender Studie verstanden und alle meine Fragen  
wurden beantwortet. Ich willige ein, an vorliegender Erhebung freiwillig  
teilzunehmen. Ich stimme einer Verwendung der von mir gegebenen  
Informationen in wissenschaftlichen Publikationen zu.

Datum:

Unterschrift:

Vorname-Name:

## **APPENDIX B**

### **INTERNATIONAL PERSONALITY ITEM POOL**

#### How Accurately Can You Describe Yourself?

Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of roughly the same age as you. So that you can describe yourself in an honest manner, your responses will be kept in absolute confidence. Rate each statement using the 6-point scale below by choosing the option that best describes you;

1 = Very Untrue of me

2 = Untrue of me

3 = Somewhat Untrue of me

4 = Somewhat True of me

5 = True of me

6 = Very True of me

	<b>Very Untrue of me</b>	<b>Untrue of me</b>	<b>Somewhat Untrue of me</b>	<b>Somewhat True of me</b>	<b>True of me</b>	<b>Very True of me</b>
<b>1.</b> Am the life of the party.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>2.</b> Feel little concern for others.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>3.</b> Am always prepared.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>4.</b> Don't talk a lot.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

5. Am interested in people.	1	2	3	4	5	6
6. Leave my belongings around.	1	2	3	4	5	6
7. Feel comfortable around people.	1	2	3	4	5	6
8. Insult people.	1	2	3	4	5	6
9. Pay attention to details.	1	2	3	4	5	6
10. Keep in the background.	1	2	3	4	5	6
11. Sympathize with others' feelings.	1	2	3	4	5	6
12. Make a mess of things.	1	2	3	4	5	6
13. Start conversations.	1	2	3	4	5	6
14. Am not interested in other people's problems.	1	2	3	4	5	6
15. Get chores done right away.	1	2	3	4	5	6
16. Have little to say.	1	2	3	4	5	6
17. Have a soft heart.	1	2	3	4	5	6
18. Often forget to put things back in their proper place.	1	2	3	4	5	6
19. Talk to a lot of different people at parties.	1	2	3	4	5	6
20. Am not really interested in others.	1	2	3	4	5	6
21. Like order.	1	2	3	4	5	6
22. Don't like to draw attention to myself.	1	2	3	4	5	6
23. Take time out for others.	1	2	3	4	5	6
24. Shirk my duties.	1	2	3	4	5	6
25. Don't mind being the center of attention.	1	2	3	4	5	6
26. Feel others' emotions.	1	2	3	4	5	6
27. Follow a schedule.	1	2	3	4	5	6

<b>28.</b> Am quiet around strangers.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>29.</b> Make people feel at ease.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>30.</b> Am exacting in my work.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

## APPENDIX C

### IPIP ULUSLARARASI KİŞİLİK MADDE HAVUZU

Kendinizi nasıl tanımlarsınız?

Aşağıda verilmiş olan kişisel tutum ve davranışlara yönelik ifadelerin her birinin size ne kadar uygun olduğunu ya da olmadığını 6 basamaklı ölçek üzerinden belirtiniz;

- 1 = Beni hiç iyi tanımlamıyor
- 2 = Beni tanımlamıyor
- 3 = Beni pek tanımlamıyor
- 4 = Beni biraz tanımlıyor
- 5 = Beni tanımlıyor
- 6 = Beni çok iyi tanımlıyor

Ben;		Beni hiç iyi tanımlamıyor	Beni tanımlamıyor	Beni pek tanımlamıyor	Beni biraz tanımlıyor	Beni tanımlıyor	Beni çok iyi tanımlıyor
1.	Sosyal birlikteklilerin gözdesiyimdir.	1	2	3	4	5	6
2.	Başkalarını pek umursamam.	1	2	3	4	5	6
3.	Her zaman hazırlıklıymyrdır.	1	2	3	4	5	6
4.	Çok konuşmam.	1	2	3	4	5	6
5.	İnsanlarla ilgilenirim.	1	2	3	4	5	6

<b>6.</b> Kişisel eşyalarımı etrafta bırakırıım.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>7.</b> İnsanların arasında kendimi rahat hissederim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>8.</b> İnsanlara hakaret ederim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>9.</b> Detaylara dikkat ederim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>10.</b> Arka planda kalmayı tercih ederim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>11.</b> Başkalarının duygularını anlayıp paylaşırıım.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>12.</b> İşleri karmaşık yaparım.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>13.</b> Konuşmayı genelde ben başlatırıım.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>14.</b> Başka insanların problemleriyle ilgilenmem.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>15.</b> İşleri hemen hallederim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>16.</b> Söyledeyecek çok şeyim yoktur.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>17.</b> Yumuşak kalpliyim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>18.</b> Genellikle eşyaları yerlerine koymayı unuturum.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>19.</b> Sosyal toplantılarda birçok değişik insanla konuşabilirim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>20.</b> Aslında başkalarıyla pek ilgilenmem.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>21.</b> Düzeni severim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>22.</b> Dikkati kendi üzerine çekmekten hoşlanmam.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>23.</b> Başkalarına zaman ayırırıım.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>24.</b> Görevlerimden kaçarım.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>25.</b> İlgi odağı olmaktan rahatsızlık	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

duymam.						
<b>26.</b> Başkalarının duygularını hissederim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>27.</b> Bir plan takip ederim.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>28.</b> Yabancıların arasında genelde sessizimdir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>29.</b> İnsanları rahatlatırım.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>30.</b> İşimde titizimdir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

## APPENDIX D

### DAS IPIP PERSÖNLICHKEITSTEST

Wie genau können Sie sich selbst beschreiben?

Beschreiben Sie sich, wie Sie in der Regel jetzt sind, nicht, wie Sie in der Zukunft sein wollen. Beschreiben Sie sich selbst in Ihrer ehrlichen eigenen Meinung in Bezug auf andere gleichaltrige Menschen, die Sie kennen. Sodass Sie sich ehrlicherweise beschreiben können, werden Ihre Antworten absolut vertraulich behandelt. Geben Sie für jede Aussage, ob es 1 ist Sehr ungenau, 2 = Eher unzutreffend, 3 = Wenig ungenau, 4 = Wenig Präzise, 5 = Mäßig Präzise, oder 6 = Sehr präzise als eine Beschreibung von Ihr.

	Sehr ungenaue	Eher unzutreffend	Wenig ungenau	Wenig Präzise	Mäßig Präzise	Sehr präzise
1. Ich bringe Leben in eine Party.	1	2	3	4	5	6
2. Andere Menschen kümmern mich wenig.	1	2	3	4	5	6
3. Ich bin immer vorbereitet.	1	2	3	4	5	6
4. Ich rede nicht viel.	1	2	3	4	5	6
5. Ich interessiere mich für Leute.	1	2	3	4	5	6
6. Ich lasse meine Sachen herumliegen.	1	2	3	4	5	6
7. Unter Menschen zu sein, ist	1	2	3	4	5	6

mir angenehm.						
<b>8.</b> Ich beleidige Leute.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>9.</b> Ich lege Wert auf Details.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>10.</b> Ich halte mich im Hintergrund.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>11.</b> Ich kann die Gefühle anderer nachempfinden.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>12.</b> Ich verpfusche die Dinge.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>13.</b> Ich beginne Unterhaltungen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>14.</b> Ich interessiere mich nicht für die Probleme anderer Leute.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>15.</b> Ich erledige Hausarbeit sofort.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>16.</b> Ich habe wenig zu sagen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>17.</b> Ich habe ein weiches Herz.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>18.</b> Ich vergesse oft, Dinge wieder an den richtigen Platz zurück zu bringen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>19.</b> Auf Parties unterhalte ich mich mit vielen verschiedenen Leuten.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>20.</b> Ich interessiere mich nicht wirklich für andere.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>21.</b> Ich mag Ordnung.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>22.</b> Ich ziehe nicht gern Aufmerksamkeit auf mich.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>23.</b> Ich nehme mir Zeit für andere.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>24.</b> Ich drücke mich vor meinen Pflichten.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>25.</b> Es stört mich nicht im Mittelpunkt der Aufmerksamkeit zu stehen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

<b>26.</b> Ich kann die Gefühle anderer nachfühlen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>27.</b> Ich folge einem Plan.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>28.</b> Ich bin still unter Fremden.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>29.</b> Ich mache andere Leute ungezwungen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>30.</b> An der Arbeit bin ich genau.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

## APPENDIX E

### CULTURAL DIMENSIONS SCALE

Here some statements related to the organizational perspective on culture are given. **Please consider your own organization/company** while reading and responding to these statements. Indicate the extent to which you agree or disagree with each statement by marking the circle that corresponds to your company on the 6-point scale:

- 1 = Very untrue of my company
- 2 = Untrue of my company
- 3 = Somewhat untrue of my company
- 4 = Slightly true of my company
- 5 = True of my company
- 6 = Very true of my company

<b>In my company:</b>	<b>Very untrue of my company</b>	<b>Untrue of my company</b>	<b>Somewhat untrue of my company</b>	<b>Slightly true of my company</b>	<b>True of my company</b>	<b>Very true of my company</b>
1. Managers make most decisions without consulting subordinates.	1	2	3	4	5	6
2. Managers frequently use authority and power when dealing with subordinates.	1	2	3	4	5	6

<b>3.</b> Managers seldom ask for the opinions of employees.	1	2	3	4	5	6
<b>4.</b> Managers should avoid off-the-job social contacts with employees.						
<b>5.</b> Employees do not disagree with management decisions.	1	2	3	4	5	6
<b>6.</b> Managers do not delegate important tasks to employees.	1	2	3	4	5	6
<b>7.</b> In my organization, job requirements and instructions are spelled out in detail.	1	2	3	4	5	6
<b>8.</b> Managers expect employees to closely follow instructions and procedures.	1	2	3	4	5	6
<b>9.</b> Rules and regulations adequately inform employees what the organization expects of them.	1	2	3	4	5	6
<b>10.</b> Standard operating procedures are helpful to employees on the job.	1	2	3	4	5	6
<b>11.</b> Instructions for operations are important for employees on the job.	1	2	3	4	5	6
<b>12.</b> In my company, employees are assertive with each other.	1	2	3	4	5	6
<b>13.</b> Employees are aggressive in their relationship with each other.	1	2	3	4	5	6
<b>14.</b> Employees are supportive of each other.	1	2	3	4	5	6
<b>15.</b> Employees accommodate each other's needs.	1	2	3	4	5	6

## APPENDIX F

### KÜLTÜR BOYUTLARI ÖLÇEĞİ

Aşağıda organizasyondaki kültürel tutumlara ilişkin çeşitli ifadeler sunulmaktadır.  
**Lütfen çalışmakta olduğunuz kurumu düşünerek** aşağıda yer alan ifadelere ne kadar katıldığınızı ya da katılmadığınızı 6 basamaklı ölçek üzerinden belirtiniz;

- 1 = Çalıştığım kurumu hiç iyi tanımlamıyor
- 2 = Çalıştığım kurumu tanımlamıyor
- 3 = Çalıştığım kurumu pek tanımlamıyor
- 4 = Çalıştığım kurumu biraz tanımlıyor
- 5 = Çalıştığım kurumu tanımlıyor
- 6 = Çalıştığım kurumu çok iyi tanımlıyor

Çalıştığım kurumda:	Çalıştığım kurumu hiç iyi tanımlamıyor	Çalıştığım kurumu tanımlamıyor	Çalıştığım kurumu pek tanımlamıyor	Çalıştığım kurumu biraz tanımlıyor	Çalıştığım kurumu tanımlıyor	Çalıştığım kurumu çok iyi tanımlıyor
1. Yöneticiler çoğu kararı çalışanlarına danışmadan verirler.	1	2	3	4	5	6
2. Yönetici genellikle çalışanlarıyla olan ilişkisinde otoritesini ve gücünü kullanır.	1	2	3	4	5	6
3. Yöneticiler çalışanların	1	2	3	4	5	6

fikirlerini nadiren sorar.						
<b>4.</b> Yöneticiler çalışanlarıyla iş dışında sosyal ilişki kurmaktan kaçınır.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>5.</b> Çalışanlar yönetim kararlarına karşı çıkmazlar.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>6.</b> Yöneticiler önemli işleri çalışanlarına delege etmezler.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>7.</b> Kurumda iş gerekleri ve talimatları ayrıntılı olarak belirtilmektedir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>8.</b> Yöneticiler çalışanlarının talimat ve prosedürleri yakından takip etmelerini bekler.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>9.</b> Kural ve yönetmelikler çalışanları organizasyonun beklentileri hakkında yeterince bilgilendirmektedir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>10.</b> Standart iş prosedürleri çalışanlarına işlerinde yardımcı olmaktadır.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>11.</b> Operasyon/ uygulama talimatları çalışanlara işlerinde yardımcı olmaktadır.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>12.</b> Çalışanlar birbirlerine karşı iddialıdır.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>13.</b> Çalışanlar birbirleriyle olan ilişkilerinde agresiflerdir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>14.</b> Çalışanlar birbirlerine destek olurlar.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

**15.** Çalışanlar birbirlerinin  
ihtiyaçlarına karşı  
duyarlılardır.

**1**

**2**

**3**

**4**

**5**

**6**

## APPENDIX G

### DIMENSIONEN DER KULTURELLEN FRAGEBOGEN

Unten werden unterschiedlichen Aussagen über den kulturellen Ausblick der Organisation vermittelt. Bitte geben Sie in Verbindung mit Ihrer Organisation an, in wieweit Sie die unten angegebenen Aussagen nach der 6 stufiger Skala zustimmen;

- 1 = Absolut unrichtige Repräsentierung
- 2 = Unrichtige Repräsentierung
- 3 = Einigermaßen unrichtige Repräsentierung
- 4 = Schwach richtige Repräsentierung
- 5 = Richtige Repräsentierung
- 6 = Komplett richtige Repräsentierung

<b>mein Unternehmen;</b>	Absolut unrichtige Repräsentierung	Unrichtige Repräsentierung	Einigermaßen unrichtige Repräsentierung	Schwach richtige Repräsentierung	Richtige Repräsentierung	Komplett richtige Repräsentierung
1. Die Vorgesetzten treffen die meisten Entscheidungen ohne Rücksprache mit Untergebenen.	1	2	3	4	5	6
2. Die Vorgesetzten verhalten sich in den Beziehungen zu ihren Angestellten meistens autoritär.	1	2	3	4	5	6
3. Die Vorgesetzten fragen die	1	2	3	4	5	6

Angestellten selten um ihre Meinung.						
<b>4.</b> Die Vorgesetzten vermeiden, mit ihren Angestellten soziale Beziehungen außerhalb der Arbeit zu pflegen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>5.</b> Die Angestellten widersprechen den Entscheidungen der Verwaltung nicht.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>6.</b> Die Vorgesetzten leiten ihre wichtigen Aufgaben an den Angestellten nicht weiter.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>7.</b> Es ist wichtig Arbeitsanweisungen detailliert zu bestimmen, damit die Angestellten wissen, was von ihnen erwartet wird.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>8.</b> Die Vorgesetzten erwarten, dass die Angestellten Anweisungen und Prozeduren dicht folgen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>9.</b> Die Regeln und die Richtlinien informieren die Angestellten über die Erwartungen der Organisation.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>10.</b> Die standardisierten Arbeitsprozeduren helfen den Angestellten bei der Arbeit.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>11.</b> Die Operationsanweisungen sind wichtig für die Angestellten bei der Arbeit.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>12.</b> Die Angestellten sind assertiv	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

miteinander.						
<b>13.</b> Die Angestellten sind aggressiv bei ihren Beziehungen miteinander.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>14.</b> Die Angestellten unterstützen einander.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>15.</b> Die Angestellten kommen einander mit ihren Bedürfnissen entgegen.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>

## **APPENDIX H**

### **JOB PERFORMANCE EVALUATION QUESTIONNAIRE**

To provide confidentiality, please create a nickname by writing first two letters of the first name and last two letters of the surname of the employee who you are the immediate supervisor and currently evaluating his/her performance. As an example, if the name of the employee is John Black, the nickname would be **JOCK**.

Nickname of the employee:

Department:

Sector of the organization:

A. Please evaluate the performance of the employee using the performance statements given below. Your responses will be kept in absolute confidence. Indicate the relevant performance level by choosing the number from the 6-point scale that best describes the performance of the employee;

1 = Very Untrue of the Employee

2 = Untrue of the Employee

3 = Somewhat Untrue of the Employee

4 = Somewhat True of the Employee

5 = True of the Employee

6 = Very True of the Employee

<b>Employee:</b>	<b>Very Untrue of the Employee</b>	<b>Untrue of the Employee</b>	<b>Somewhat Untrue of the Employee</b>	<b>Somewhat True of the Employee</b>	<b>True of the Employee</b>	<b>Very True of the Employee</b>	<b>Not Applicable</b>
<b>1.</b> adequately completes assigned duties	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>2.</b> fulfills responsibilities specified in the job description	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>3.</b> performs tasks that are expected of him/her	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>4.</b> meets formal performance requirements of the job	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>5.</b> goes out of his/her way to help co-workers with work-related problems	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>6.</b> voluntarily helps new employees settle into the job	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>7.</b> frequently adjusts his/her work schedule to accommodate other employees' requests for time-off	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>8.</b> always goes out of the way to make newer employees feel welcome in the work group	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>9.</b> shows genuine concern and	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>

courtesy toward co-workers, even under the most trying business or personal situations							
<b>10.</b> for issues that may have serious consequences, expresses opinions honestly even when others may disagree	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>11.</b> often motivates others to express their ideas and opinions	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>12.</b> encourages others to try new and more effective ways of doing their job	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>13.</b> encourages hesitant or quiet co-workers to voice their opinions when they otherwise might not speak- up	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>14.</b> frequently communicates to co-workers suggestions on how the group can improve	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>15.</b> rarely misses work even when he/she has a legitimate reason for doing so	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>16.</b> performs his/her duties with unusually few errors	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>17.</b> performs his/her job duties with extra-special care	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>

<b>18.</b> always meets or beats deadlines for completing work	1	2	3	4	5	6	NA
<b>19.</b> defends the organization when other employees criticize it	1	2	3	4	5	6	NA
<b>20.</b> encourages friends and family to utilize organization products	1	2	3	4	5	6	NA
<b>21.</b> defends the organization when outsiders criticize it	1	2	3	4	5	6	NA
<b>22.</b> shows pride when representing the organization in public	1	2	3	4	5	6	NA
<b>23.</b> actively promotes the organization's products and services to potential users	1	2	3	4	5	6	NA

B. Please indicate the overall performance level of the employee according to your evaluation.

<b>Fails to Meet Performance Expectations</b>	<b>Inconsistently Fulfills Performance Expectations</b>	<b>Performance Expectations Fulfilled</b>	<b>Frequently Exceeds Performance Expectations</b>	<b>Consistently Exceeds Performance Expectations</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## **APPENDIX I**

### **İŞ PERFORMANSI DEĞERLENDİRME ANKETİ**

Lütfen gizliliği sağlamak adına şu anda performansını değerlendirmek üzere olduğunuz çalışanın adının ilk iki harfi ve soyadının son iki harfi ile bir rumuz oluşturunuz. Örneğin çalışanınızın adı-soyadı Mehmet Kaya ise rumuzu MEYA olacaktır.

Çalışanın rumuzu:

Çalıştığı bölüm:

Kurum sektörü:

A. Aşağıdaki iş performansı ile ilgili bazı ifadeler yer almaktadır. Bu ifadeler doğrultusunda çalışanın performansını değerlendirmeniz beklenmektedir. Cevaplarınız mutlak gizlilik altında olacak ve sadece bilimsel amaçla bu çalışmada kullanılacaktır. Lütfen çalışanın bu maddelerdeki performans seviyesini 6 basamaklı ölçek üzerinden belirtiniz;

1 = Çalışanı hiç iyi tanımlamıyor

2 = Çalışanı tanımlamıyor

3 = Çalışanı pek tanımlamıyor

4 = Çalışanı biraz tanımlıyor

5 = Çalışanı tanımlıyor

6 = Çalışanı çok iyi tanımlıyor

FY = Fikrim Yok

Çalışan;	Çalışan hiç iyi tanımlamıyor	Çalışan tanımlamıyor	Çalışan pek tanımlamıyor	Çalışan biraz tanımlıyor	Çalışan tanımlıyor	Çalışan çok iyi tanımlıyor	Fikrim Yok
1. Verilen görevleri gereğince tamamlar.	1	2	3	4	5	6	FY
2. İş tanımındaki sorumlulukları yerine getirir.	1	2	3	4	5	6	FY
3. Kendisinden beklenen görevleri yapar.	1	2	3	4	5	6	FY
4. İşe ait performans standartlarını karşılar.	1	2	3	4	5	6	FY
5. Çalışma arkadaşlarına işe ilgili sorunlarında yardımcı olmak için kendi rutinin dışına çıkar.	1	2	3	4	5	6	FY
6. İşe yeni başlayan çalışanların işe alışmasına gönüllü olarak yardımcı olur.	1	2	3	4	5	6	FY
7. Diğer çalışanların izin isteklerinin karşılanabilmesi için kendi çalışma saatlerini sık sık yeniden düzenler.	1	2	3	4	5	6	FY
8. İşe yeni başlayan çalışanların, çalışma grubunda kendilerini iyi hissetmeleri için rutinin dışına çıkar.	1	2	3	4	5	6	FY
9. Kişisel veya işe ilgili en zor durumlarda bile çalışma arkadaşlarına karşı içten bir ilgi ve nezaket gösterir.	1	2	3	4	5	6	FY

<b>10.</b> Ciddi sonuçları olabilecek konularda, diğerleri ona katılmayacak olsa da kendi düşüncelerini dürüst bir şekilde dile getirir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>11.</b> Diğerlerini, fikirlerini ve görüşlerini ifade etmeleri için sıkılıkla motive eder.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>12.</b> Diğer çalışanları, işlerini yapmalarının yeni ve daha etkili yollarını denemeleri için cesaretlendirir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>13.</b> Çekingen ve sessiz çalışma arkadaşlarını fikirlerini dile getirmeleri için cesaretlendirir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>14.</b> Çalışma arkadaşlarıyla birlikte çalışma grubunu geliştirmeye yönelik önerileri sık sık görüşür.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>15.</b> Haklı bir sebebi olduğunda bile işe gelmediği zamanlar çok nadirdir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>16.</b> İşini çok nadir hata yaparak yerine getirir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>17.</b> İşini ekstra özel özen göstererek yerine getirir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>18.</b> Her zaman işini zamanında veya teslim tarihinden daha önce bitirir.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>19.</b> Diğer çalışanlar eleştirdiğinde, kurumu savunur.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>20.</b> Arkadaşlarını ve ailesini kurumun ürünlerini ve/veya hizmetlerini	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>

kullanmaları için cesaretlendirir.							
<b>21.</b> Dışarıdan biri kuruma eleştiri getirdiğinde kurumunu savunur.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>22.</b> Kurumunu topluluk içinde temsil ederken gururlanır.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>
<b>23.</b> Kurumun ürünlerini ve/veya hizmetini potansiyel müşterilere/kullanıcılarla etkin şekilde tanıtır.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>FY</b>

B. Lütfen çalışanın genel performans seviyesini belirtiniz:

<b>Performans Beklentilerini Karşılamaz.</b>	<b>Performans Beklentilerini Bazen Karşılar.</b>	<b>Performans Beklentilerini Tam Olarak Karşılar.</b>	<b>Performans Beklentilerini Aşar.</b>	<b>Performans Beklentilerini Her Zaman Aşar.</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## **APPENDIX J**

### **ARBEITSLEISTUNG EVALUATIONSFRAGEBOGEN**

Um die Anonymität Ihrer Angaben zu wahren, möchten wir Sie bitten einen Spitzname zu verwenden. Dieser setzt sich wie folgt zusammen: Verwenden Sie die ersten beiden Buchstaben des Vornamens und die letzten beiden Buchstaben des Nachnamens von dem Arbeitnehmer, den Sie derzeit betreuen und dessen Performance Sie evaluieren.

Beispiel: Der Name des Arbeitnehmers ist John Black, der daraus abgeleitete Spitzname ist demnach JOCK. Sollte der Arbeitnehmer mehr als einen Vornamen sowie Nachnamen besitzen, verwenden Sie die ersten beiden Buchstaben beider Vornamen und die letzten beiden Buchstaben beider Nachnamen. Heißt der Arbeitnehmer beispielsweise Catherine Hannah White-Brown, lautet der Spitzname CAHATEWN.

Spitzname des Arbeitnehmers

Departement des Arbeitnehmers

Sektor der Organisation:

A. Bitten schätzen Sie die Performance des Arbeitnehmers ein, indem Sie die nachfolgenden Aussagen bewerten. Ihre Antworten werden streng vertraulich behandelt. Nutzen Sie zur Beantwortung ein Level der 6-Punkte Skala, welches die Performance am besten beschreibt.

- 1 = trifft überhaupt nicht zu (auf den Arbeitnehmer)
- 2 = trifft nicht zu (auf den Arbeitnehmer)
- 3 = trifft teilweise nicht zu (auf den Arbeitnehmer)
- 4 = trifft teilweise zu (auf den Arbeitnehmer)
- 5 = trifft zu (auf den Arbeitnehmern)
- 6 = trifft voll und ganz zu (auf den Arbeitnehmer)

<b>Arbeitnehmer;</b>	trifft überhaupt nicht zu	trifft nicht zu	trifft teilweise nicht zu	trifft teilweise zu	trifft zu	trifft voll und ganz zu	Nicht anwendbar
<b>1.</b> Erfüllt die ihm/ihr aufgetragene Aufgaben/Pflichten angemessen	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>2.</b> Erfüllt Verantwortungen, die in der Tätigkeitsbeschreibung angegeben sind	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>3.</b> Verrichtet Aufgaben, die von ihm/ihr erwartet sind	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>4.</b> Erfüllt formelle Leistungsanforderungen des Jobs	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>5.</b> Scheut keine Mühen anderen Mitarbeitern bei arbeitsbezogenen Problemen zu helfen	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>6.</b> Hilft freiwillig neuen Mitarbeitern sich einzufinden	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>7.</b> Passt regelmäßig seinen/ihren Zeitplan an, damit sich andere Arbeitnehmer frei nehmen können	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>8.</b> Scheut niemals Mühen, neuen Mitarbeitern das Gefühl zu geben, in einer Gruppe willkommen zu sein	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>
<b>9.</b> Zeigt aufrichtig Bedenken und Höflichkeit gegenüber Mitarbeitern, sogar unter erschwerten	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>NA</b>

geschäftlichen oder persönlichen Bedingungen							
<b>10.</b> Äußert Meinung offen und ehrlich zu Themen, die ernsthafte Konsequenzen haben könnten, sogar wenn andere möglicherweise nicht zustimmen	1	2	3	4	5	6	NA
<b>11.</b> Motiviert andere, ihre Meinung und Ideen zu äußern	1	2	3	4	5	6	NA
<b>12.</b> Ermutigt andere Mitarbeitern neue und effektive Wege zu finden, ihre Arbeit zu verrichten	1	2	3	4	5	6	NA
<b>13.</b> Ermutigt zögerliche und ruhige Kollegen, deren Meinung vorzutragen, wenn diese es nicht tun würden	1	2	3	4	5	6	NA
<b>14.</b> Kommuniziert regelmäßig gegenüber Kollegen Vorschläge, wie sich die Arbeit der Gruppe verbessern könnte	1	2	3	4	5	6	NA
<b>15.</b> Versäumt selten Arbeiten, sogar wenn sie/er einen Grund dazu hätte	1	2	3	4	5	6	NA
<b>16.</b> Erfüllt ihre/seine Aufgaben mit ungewöhnlich wenigen Fehlern	1	2	3	4	5	6	NA
<b>17.</b> Erfüllt ihre/seine Aufgaben mit besonderer Sorgfalt	1	2	3	4	5	6	NA
<b>18.</b> Entspricht immer oder übertrifft Fristen für abzugebende Aufgaben	1	2	3	4	5	6	NA
<b>19.</b> Verteidigt das Unternehmen wenn andere Mitarbeiter es kritisieren	1	2	3	4	5	6	NA
<b>20.</b> Ermutigt Freunde und Familie Unternehmensprodukte zu nutzen	1	2	3	4	5	6	NA

<b>21.</b> Verteidigt das Unternehmen wenn Außenstehende es kritisieren	1	2	3	4	5	6	NA
<b>22.</b> Zeigt Stolz, wenn er/sie das Unternehmen in der Öffentlichkeit repräsentiert	1	2	3	4	5	6	NA
<b>23.</b> Wirbt aktiv für Unternehmensprodukte und –dienstleistungen gegenüber potentiellen Konsumenten	1	2	3	4	5	6	NA

B. Bitte schätzen Sie abschließend die insgesamte Arbeitsleistung des Arbeitnehmers anhand Ihrer Evaluation ein:

Erfüllt Performance Erwartungen nicht	Erfüllt Performance Erwartungen teilweise	Erfüllt Performance Erwartungen	Übertrifft Performance Erwartungen regelmäßig	Übertrifft Performance Erwartungen immer
1	2	3	4	5

## APPENDIX K

### JOHNSON NEYMAN TECHNIQUE RESULTS

Model = 1

Y = TaskPerformance

X = Conscientiousness

M = Power Distance (PD)

N = 120

\*\*\*\*\* JOHNSON-NEYMAN TECHNIQUE \*\*\*\*\*

Moderator value(s) defining Johnson-Neyman significance region(s):

Value % below % above

1,3433 3,3333 96,6667

4,6872 90,8333 9,1667

Conditional effect of X on Y at values of the moderator (M)

UA	Effect	se	t	p	LLCI	ULCI
1,0000	,4304	,2101	2,0483	,0428	,0142	,8466
1,2500	,3830	,1913	2,0015	,0477	,0040	,7619
1,3433	,3653	,1844	1,9806	,0500	,0000	,7306
1,5000	,3355	,1729	1,9401	,0548	-,0070	,6781
1,7500	,2881	,1551	1,8575	,0658	-,0191	,5953
2,0000	,2407	,1380	1,7439	,0838	-,0327	,5140
2,2500	,1932	,1220	1,5842	,1159	-,0484	,4348
2,5000	,1458	,1075	1,3563	,1776	-,0671	,3587
2,7500	,0983	,0953	1,0324	,3040	-,0903	,2870
3,0000	,0509	,0863	,5902	,5562	-,1199	,2217
3,2500	,0035	,0815	,0425	,9662	-,1580	,1650
3,5000	-,0440	,0819	-,5372	,5922	-,2061	,1182
3,7500	-,0914	,0872	-1,0486	,2965	-,2641	,0813
4,0000	-,1389	,0967	-1,4366	,1535	-,3303	,0526

4,2500	-,1863	,1092	-1,7057	,0907	-,4026	,0300
4,5000	-,2337	,1239	-1,8860	,0618	-,4792	,0117
4,6872	-,2692	,1359	-1,9806	,0500	-,5385	,0000
4,7500	-,2812	,1401	-2,0066	,0471	-,5587	-,0036
5,0000	-,3286	,1573	-2,0887	,0389	-,6402	-,0170
5,2500	-,3760	,1753	-2,1457	,0340	-,7232	-,0289
5,5000	-,4235	,1937	-2,1862	,0308	-,8072	-,0398
5,7500	-,4709	,2125	-2,2157	,0287	-,8919	-,0500
6,0000	-,5184	,2317	-2,2375	,0272	-,9772	-,0595

---

Model = 2

Y = Personal Industry

X = Conscientiousness

M = Power Distance (PD)

N = 120

\*\*\*\*\* JOHNSON-NEYMAN TECHNIQUE \*\*\*\*\*

Moderator value(s) defining Johnson-Neyman significance region(s):

Value	% below	% above
-------	---------	---------

3,023251,6667 48,3333

Conditional effect of X on Y at values of the moderator (M)

PD	Effect	se	t	pLLCI	ULCI
1,0000	,5752	,1801	3,1933	,0018	,2765 ,8739
1,2500	,5204	,1600	3,2531	,0015	,2552 ,7857
1,5000	,4656	,1406	3,3125	,0012	,2325 ,6987
1,7500	,4108	,1223	3,3602	,0011	,2081 ,6135
2,0000	,3560	,1056	3,3702	,0010	,1808 ,5311
2,2500	,3012	,0916	3,2879	,0013	,1493 ,4531
2,5000	,2464	,0815	3,0218	,0031	,1112 ,3815
2,7500	,1916	,0770	2,4885	,0142	,0639 ,3192
3,0000	,1367	,0789	1,7330	,0858	,0059 ,2676
3,0232	,1317	,0794	1,6581	,1000	,0000 ,2633

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Model = 3

Y = LoyalBoosterism

X = Conscientiousness

M = Masculinity (M)

N = 120

\*\*\*\*\* JOHNSON-NEYMAN TECHNIQUE \*\*\*\*\*

Moderator value(s) defining Johnson-Neyman significance region(s):

Value % below % above

1,7093 15,8333 84,1667

Conditional effect of X on Y at values of the moderator (M)

M	Effect	se	t	p	LLCI	ULCI
1,0000	,4127	,2228	1,8524	,0665	,0433	,7822
1,2250	,3635	,2005	1,8131	,0724	,0311	,6959
1,4500	,3143	,1789	1,7567	,0816	,0176	,6109
1,6750	,2650	,1583	1,6739	,0968	,0025	,5275
1,7093	,2575	,1553	1,6581	,1000	,0000	,5150

---

Model = 4

Y = LoyalBoosterism

X = Extraversion

M = Masculinity (M)

N = 120

\*\*\*\*\* JOHNSON-NEYMAN TECHNIQUE \*\*\*\*\*

Moderator value(s) defining Johnson-Neyman significance region(s):

Value % below % above

2,0935 27,5000 72,5000

Conditional effect of X on Y at values of the moderator (M)

M	Effect	se	t	p	LLCI	ULCI
1,0000	,4932	,2309	2,1363	,0348	,1104	,8759
1,2250	,4344	,2047	2,1219	,0360	,0950	,7739
1,4500	,3757	,1801	2,0863	,0391	,0771	,6743
1,6750	,3170	,1575	2,0118	,0466	,0557	,5782

1,9000	,2582	,1382	1,8683	,0642	,0291	,4874
2,0935	,2077	,1253	1,6581	,1000	,0000	,4154

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## **APPENDIX L**

### **TÜRKÇE ÖZET**

#### **1. GİRİŞ**

##### **1.1 Genel Bakış**

Kültürlerarası çalışmalar, insan davranışlarının ve zihinsel süreçlerinin değişkenlik ve değişmezliklerinin farklı kültürel koşullar altında bilimsel bir şekilde araştırılmasıdır (Ho & Wu, 2001). Bu tanımından da anlaşılacağı gibi insan davranışlarından biri olan iş performansının farklı kültürel koşullarda incelenmesi önemlidir.

İş verenlerin gözünde, hangi kültürel arkaplana sahip olduğu fark etmeksizin çalışanların performansı en önemli iş çıktılarından biridir. İş alanındaki önemini yanısıra, performans ile ilgili çalışmalar akademide de yaygın bir şekilde yapılmaktadır. Campbell (1990) iş performansını çalışanların iş yerinde sergiledikleri kurum amaçlarına hizmet eden davranışlarının toplamı şeklinde tanımlamıştır. Tanımda da yer verildiği gibi, bu önem ve popülerliğinin başlıca nedeni kurum kârı ve uzun sürede faaliyette kalabilmesinin çalışanlarının görev ve sorumluluklarını ne kadar iyi yerine getirdiğine bağlı olmasıdır (Dubinsky & Hartley, 1986; Harrison, Newman, & Roth, 2006). Alandan gelen çalışan performansını artırmayı amaçlayan bu motiv ile, araştırmacılar da iş performansını etkileyen, meslekler ve kurumlar arasında geçerliliği olan faktörleri araştırmaya yönelmişlerdir (Dubinsky & Hartley, 1986). Bu faktörler arasından performans (örneğin; Barrick & Mount, 1991) ve kültür ile etkileşimde olanlardan birisi kişiliktir (örneğin; McCrae, 2002).

Bu çalışmada da durumsal gücün kişinin iş yerindeki işaretlerden yola çıkarak kültür algısına bağlı olarak kişilik-performans ilişkisi ile etkileşime gireceği önerilmiştir. Milli kültürün iş yerindeki belirtiler ile temsil edilmesinin nedeni ise kişilere kültür boyutlarını değerlendirmelerinde daha belirgin bir sahne sunmaktadır. Bu temsili değerlendirme doğrudan milli kültürü değerlendirmekten çok farklı değildir, çünkü milli kültürel kökler kurumsal kültürü gölgdede bırakacak kadar derindedir (Laurent, 1991). Dahası Hofstede'nin ortaya attığı gibi milli kültür kurumsal kültür üzerinde belirleyici bir unsurdur (1983; 2001), ve House, Hanges, Javidan, Dorfman, ve Gupta'nn da (2004) vurguladığı gibi kurumsal kültür milli kültürün bir yansımasıdır.

Özetlemek gerekirse, bu çalışma mizaçsal bir özellik olan kişiliğin, durumsal bir faktör olan kültürün, ve bunların etkileşiminin, çeşitli performans boyutları üzerindeki etkisini araştırarak bu ilişkileri anlamaya katkıda bulunduğu için önemlidir.

## **1.2 Kişilik-İş Performansı İlişkisi**

Cattell'e (1943) göre kişilik özellikleri, bireylerin sabit ve doğuştan gelen, tercihleri ve davranışları üzerinde kontrol sahibi olan zihinsel yapılardır. Çeşitli sınıflamalar içinden, Beş Faktör Modeli kişilik özelliklerinin işlemsel olarak tanımlanması açısından kullanılacaktır. Genellikle Büyük Beşli (Goldberg, 1990) olarak adlandırılan Beş Faktör Modeli, kalıtsal olan, zamanla değişmeyen (Costa & McCrae, 1992) en kapsamlı ve yaygın olarak kabul edilen kişilik özellikleri sınıflandırmasıdır (Anderson, Spataro, & Flynn, 2008). Fiske'nin (1949), Tupes ve Christal'ın (1961) ve Norman'ın (1963) araştırmalarının sonunda binlerce kişilik tanımlayıcı sıfat özdisiplin sahibi olma, dışadönüklük, uyumlu olma, duygusal denge, ve açıklık olarak beş genel kategori altında toplanmıştır. Şu anki çalışma için bu beş boyut arasından özdisiplin sahibi olma, dışadönüklük ve uyumlu olma boyutları kullanılacaktır.

Özdisiplin sahibi olma, “*görev ve hedef odaklı davranışın sosyal olarak saptanmış kontrolü*” olarak tanımlanır (John & Srivastava, 1999, sf. 121). Özdisiplin sahibi olan bireyler, işlerinde etkili, detay ve başarı odaklı ve aynı zamanda çalışkan kişilerdir (Costa & McCrae, 1992; Goldberg, 1992). Dışadönüklük ise, “*sosyal ve maddi dünyaya enerjik yaklaşım*” olarak tanımlanır ve atılganlık, aktiflik, olumlu duygusallık ve sosyallik olarak karakterize edilir (John & Srivastava, 1999, sf. 121). Bu çalışmada kullanılan son kişilik özelliği olan uyumlu olma ise, “*başkalarına karşı toplum yanlısı ve müşterek bir eğilim içinde olma*” olarak tanımlanır (John & Srivastava, 1999, sf. 121). İşbirliğine yatkınlık, naziklik, fedakarlık, esneklik, ve iyi huyluluk uyumlu olmanın başlıca özelliklerindendir (Barrick & Mount, 1991; Havill, Besveges, & Mouroussaki, 1998). Yapılan birçok başka çalışmanın yanı sıra (örneğin; Barrick & Mount, 1991; Barrick, Mount, & Judge, 2001; Borman et al., 2001; Ilies, Scott, & Judge, 2006; Organ & Ryan, 1995) en son Judge, Rodell, Klinger, Simon, ve Crawford'un (2013) metaanalitik çalışması göstermiştir ki; bu kişilik özellikleri hem görev performansını hem de örgütsel vatandaşlık davranışlarını yordamaktadır.

Fakat, bu kişilik özellikleri ve iş performansı boyutları arasında iyi yapılandırılmış ilişkiler olsa da, bu ilişkiler, özellikle etki büyülüklükleri, kişilerin çalıştığı ortama göre farklılık göstermektedir. Bu aşamada da akıllara durumsal güç gibi bu ilişkiye düzenleyerek etki büyülüklärinin farklılık göstermesine neden olan faktörler gelmektedir (Hattrup & Jackson, 1996; Schneider & Hough, 1995).

### **1.3 Durumsal Güç Teorisi ve Kültür Boyutları ile Uygulanması**

İş yeri özelliklerinin, kişiliğin iş performansı ile olan ilişkisini etkilediği önerisi yeni bir fikir değildir. "Durum" kavramı ilk kez Mischel'in (1977) çalışmaları tarafından vurgulanmıştır. Mischel'e (1977) göre, ödül, destek, ve normlarla teşvik edilen uygun davranışlarla ilgili tek tip bekentiler güçlü durumları oluştururken, bu teşviklerin olmadığı zayıf durumlarda uygun davranışlarla ilgili bir belirsizlik söz konusudur. Mischel (1977) bu zayıf durumlarda kişilik gibi mizaçsal özelliklerin ortaya çıktığını, güçlü durumlarda ise varolan davranışsal bekentilerin

bu özelliklerini bastırarak kişisel farklılıklardan kaynaklanan davranışsal çeşitliliği engellediğini savunmuştur. Benzer şekilde birçok diğer çalışma da kişilik ve iş performansı arasındaki ilişkinin zayıf durumlarda, güçlü durumlara kıyasla daha fazla olacağını savunarak Mischel'in ortaya attığı bu durumsal güç teorisine destek olmuştur (örneğin; Davis-Blake & Pfeffer, 1989; Hough & Schneider, 1996; Meyer & Dalal 2009; Mullins & Cumming 1999; Weiss & Adler, 1984).

Yıllar içinde araştırmacılar durumsal gücü etkileyen faktörler üzerinde birçok çalışma yürütmüştür. Araştırılan bu faktörlerden bazıları otonomi (Barrick & Mount, 1993), kurumsal politikalar (Hochwarter, Witt, & Kacmar, 2000), rol belirsizliği ve amir desteği (Beaty, Cleveland, & Murphy, 2001), iş belirginliği, devamlılığı, sonuçları ve kısıtlamaları (Meyer & Dalal, 2009) olarak öneklendirilebilir. Bu faktörlerin ortak noktası iş şartlarını daha sert yaparak çalışanların davranışlarını beklenen performans doğrultusunda kısıtlamalarıdır (Meyer & Dalal, 2009). Görev performansı veya örgütsel vatandaşlık davranışları, güçlü yöneler veya iş koşullarınca ortaya çıkarılan bekłentiler ile çalışanlar arasında benzer hale getirildiğinde, bireysel yönelimler, kişilik özellikleri gibi, ve iş performansı arasındaki ilişki azalmaktadır (Meyer & Dalal, 2009). Diğer taraftan, iş ortamı belirli davranışsal bekłentiler sağlamaktan yoksun ise, bu kişisel eğilimler iş performansı ile ilgili davranışları belirlemede önemli rol oynar.

Kişilik-iş performansı ilişkisi farklı kültürlerde değişkenlik gösterdiğiinden Mount ve Barrick'in (1998) inceleme makalesinde bahsedilmiştir. Bu makaleye göre, Avrupa öneklemi (Salgado, 1997) ile Amerika Birleşik Devletleri öneklemi (Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991) arasında Beş Büyük Faktör Kuramı kişilik özelliklerinin iş performansını yordamasının geçerlilik katsayıları açısından fark bulunmaktadır. Avrupa ve Amerika öneklemi arasındaki bu fark, kültürel özelliklerin kişilik-iş performansı ilişkisi üzerinde potansiyel bir moderasyon ilişkisine sahip olabileceğini işaret etmektedir.

## **1.4 Kültür Boyutları**

Bu doğrultuda, mevcut çalışma Hofstede'nin (1980a) belirsizlikten kaçınma, güç mesafesi, ve erillik/dışillik boyutlarının, kişisel davranış şekillerini kısıtlayarak, kişilik-iş performansı ilişkisini düzenleyip düzenlemeydiğini araştırmaktadır.

### **1.4.1 Belirsizlikten Kaçınma**

Belirsizlikten kaçınma, Hofstede (2001, p.161) tarafından "*kültüre mensup olan kişilerin belirsiz ve bilinmeye durumlarda tehdit altında hissetmesi ve bu durumları engellemek için çeşitli inançlar ve kurumlar yaratması*" olarak tanımlanır. Belirsizlikten kaçınmanın yüksek olduğu kültürler, kişilerin homojen olarak davranışmasını ve karşılaşlıklarını sorunları kuralların ve düzenlemelerin rehberliğinde çözmeyi teşvik etmek için, iş ortamında da güçlü durumu temsil ederler. Diğer taraftan, belirsizlikten kaçınmanın düşük olduğu kültürlerde kişiler kararlarını ve değerlendirmelerini kendi istedikleri gibi yapabildikleri için, bu tip bir kültür zayıf durumu temsil eder.

Belirsizlikten kaçınma kurumsal etkinliği artırmayı amaçlayan resmi kural ve düzenlemelerin varlığıyla tanımlandığı için, kişilik-performans ikilileri de bu doğrultuda seçilmiştir. Görev performansı, örgütsel vatandaşlık davranışları ile karşılaşıldığında, yazılı kural ve düzenlemelerle daha alakalı olduğundan (örneğin; Dyne & LePine, 1998), belirsizlikten kaçınmanın özdisiplin sahibi olma-görev performansı ilişkisini üzerindeki düzenleyici etkisi araştırılacaktır. Belirsizlikten kaçınmanın düşük olduğu durumlarda da, özdisiplin sahibi çalışanların yüksek iş performansına sahip olması beklenmektedir. Bunun yanı sıra, kurumu desteklemeye dair açıkça belirtilmiş bekłentilerin olmadığı durumlarda uyumlu olma özelliğine sahip kişilerin yine de kuruma karşı sadık destek davranışını sürdürmeleri beklenmektedir. Bu nedenle, belirsizlikten kaçınmanın uyumlu olma-sadık destek davranışını üzerindeki etkisi de araştırılacaktır.

### **1.4.2 Güç Mesafesi**

Hofstede (2001, p. 98) güç mesafesini ise "ülke içindeki kurumlarda ve kuruluşlarda en gücsüz bireylerin güç eşitsizliğini beklemesi ve kabul etmesi derecesi" şeklinde tanımlamaktadır. Güçlü durumun temsilcisi olan güç mesafesi yüksek kültürlerde, bireyler keyfi uygulamalara daha yatkın ve otoriteyi sorgulamaktan uzaktırlar (Lam, Schaubroeck, & Aryee, 2002). Buna karşılık, güç mesafesinin az olduğu zayıf durumlarda bireyler karar verme süreçlerine dahil olabilir, bunun için teşvik edilirler.

Mevcut çalışmada güç mesafesinin, kişilik-iş performansı ilişkisi üzerindeki düzenleyici etkisi araştırılmaktadır. Güç mesafesinin az olduğu zayıf durumlarda hiyerarşik yapının düz olması, kısıtlamaların olmaması (Meyer & Dalal, 2009) ve otonominin varlığı (Barrick & Mount, 1993) nedeniyle; a) özdisiplin sahibi olma-görev performansı ilişkisi, b) özdisiplin sahibi olma-kişisel çalışkanlık davranışları ilişkisi, c) dışadönüklük-bireysel girişkenlik ilişkisinin, güç mesafesinin fazla olduğu güçlü durumlara kıyasla, daha fazla olması beklenmektedir.

#### **1.4.3 Erillik/Dışillik**

Mevcut çalışmada kullanılan üçüncü ve son kültür boyutu ise şöyle tanımlanmaktadır: "Eril bir toplumda toplumsal cinsiyet rolleri açık bir şekilde belirlenmiştir; erkekler iddialı, çetin, ve materyal başarıya odaklı iken, kadınlar ilimli, duyarlı, hayat kalitesi odaklıdır. Dişil bir toplumda ise cinsiyet rolleri kesişmektedir; hem erkeklerin hem de kadınların ilimli, duyarlı, hayat kalitesi odaklı olması beklenir" (Hofstede, 2001, p. 297).

Bu kültür boyutunun güçlü veya zayıf durum sınıflandırması araştırılan kişilik özelliğine göre farklılık gösterir. Erillik özdisiplin sahibi olma ve dışadönüklük kişilik özellikleri için güçlü bir durumken, dışillik uyumlu olma için güçlü bir durum temsilidir. Erilliğin düşük seviyede olduğu, işbirliğinin ve uyumun vurgulandığı, dolayısıyla ilgili kişilik özellikleri için zayıf durumlarda, a)

özdisiplin sahibi olma-görev performansı ilişkisi, b) dışadönüklük-görev performansı ilişkisi, c) özdisiplin sahibi olma-sadık destek davranışları ilişkisi, d) dışadönüklük- sadık destek davranışları ilişkisinin daha yüksek olması beklenmektedir. Ayrıca dişillliğin düşük seviyede, rekabetçiliğin ön planda olduğu, dolayısıyla ilgili kişilik özelliği için zayıf durumlarda, e) uyumlu olma-kısilerarası yardımlaşma davranışları ilişkisinin daha yüksek olması beklenmektedir.

### **1.5 Mevcut Çalışma ve Hipotezler**

Durumsal güç teorisi çerçevesinde, kültürel boyutların (belirsizlikten kaçınma, güç mesafesi, ve erillik/dışillik) kişilik (özdisiplin sahibi olma, dışadönüklük, ve uyumlu olma) -iş performansı (görev performansı, örgütsel vatandaşlık davranışları; kısilerarası yardımlaşma, bireysel girişimcilik, kişisel çalışkanlık, ve sadık destek) arasındaki ilişkiye olan moderatör etkisi araştırılmıştır. Buna ek olarak, tek bir örgütsel vatandaşlık davranışı puanıyla beraber, boyutları da tek tek bu çalışmaya dahil edilmiştir. Yazarın bilgisi dahilinde, bu çalışmada kullanılan örgütsel vatandaşlık davranışı boyutlarının kişilik ile olan ilişkilerine dair bir bulgu yoktur. Bu nedenle bu çalışma bu konuda da literatüre katkı yapmayı amaçlamaktadır. Chiaburu, Oh, Berry, Li, ve Gardner'in de (2011) meta-analizlerinde iddia ettiği gibi kişilik özellikleri farklı örgütsel vatandaşlık davranışı boyutları ile farklı ilişkiler gösterebilirler. Örneğin, LePine ve VanDyne'nın (2001) çalışması da kişilik özelliklerinin örgütsel vatandaşlık davranışı boyutları üzerindeki çift yönlü ilişkisini, uyumlu olmanın işbirliği davranışları ile pozitif bir ilişki içindeyken ne düşündüğünü açıkça söylemek davranışıyla negatif bir ilişkisi olduğunu göstererek desteklemiştir. Bu nedenle örgütsel vatandaşlık davranışını tek bir puan altında incelemenin yanında, boyutlarını tek tek incelemek de önemlidir.

*Hipotez 1.* İlgili kişilik-iş performansı ilişkileri kültür boyutlarından belirsizlikten kaçınma tarafından düzenleyici etki altında olacaktır. Belirsizlikten kaçınmanın yüksek olduğu durumlarla kıyaslandığında, düşük olduğu durumlarda kişilik-iş performansı ilişkisi daha güçlü olacaktır.

*1a.* Belirsizlikten kaçınma, özdisiplin sahibi olma ve görev performansı arasındaki ilişkiyi düzenleyici etki altında olacaktır

*1b.* Belirsizlikten kaçınma, uyumlu olma ve sadık destek davranışları arasındaki ilişkiyi düzenleyici etki altında olacaktır

*Hipotez 2.* İlgili kişilik-iş performansı ilişkileri kültür boyutlarından güç mesafesi tarafından düzenleyici etki altında olacaktır. Güç mesafesinin fazla olduğu durumlarla kıyaslandığında, az olduğu durumlarda kişilik-iş performansı ilişkisi daha güçlü olacaktır.

*2.a.* Güç mesafesi, özdisiplin sahibi olma ve görev performansı arasındaki ilişkiyi düzenleyici olarak etkileyecektir.

*2.b.* Güç mesafesi, özdisiplin sahibi olma ve kişisel çalışkanlık davranışları arasındaki ilişkiyi düzenleyici olarak etkileyecektir.

*2.c.* Güç mesafesi, dışadönüklük ve bireysel girişkenlik davranışları arasındaki ilişkiyi düzenleyici olarak etkileyecektir.

*Hipotez 3.* İlgili kişilik-iş performansı ilişkileri kültür boyutlarından erillik/dışillik tarafından düzenleyici etki altında olacaktır. Erilliğin yüksek/dışilliğin düşük olduğu durumlarla kıyaslandığında, erilliğin düşük/dışilliğin yüksek olduğu durumlarda kişilik-iş performansı ilişkisi daha güçlü olacaktır.

*3.a.* Erilliğin düşük olduğu durumlarda, yüksek olduğu durumlara kıyasla, özdisiplin sahibi olma-görev performansı arasındaki ilişki daha fazla olacaktır.

*3.b.* Erilliğin düşük olduğu durumlarda, yüksek olduğu durumlara kıyasla, dışadönüklük-görev performansı arasındaki ilişki daha fazla olacaktır.

*3.c.* Erilliğin düşük olduğu durumlarda, yüksek olduğu durumlara kıyasla, özdisiplin sahibi olma-sadık destek davranışları arasındaki ilişki daha fazla olacaktır.

*3.d.* Erilliğin düşük olduğu durumlarda, yüksek olduğu durumlara kıyasla, dışadönüklük- sadık destek davranışları arasındaki ilişki daha fazla olacaktır.

*3.e.* Dışilliğin düşük olduğu durumlarda, yüksek olduğu durumlara kıyasla, uyumlu olma- kişilerarası yardımlaşma davranışları arasındaki ilişki daha fazla olacaktır.

## **2. YÖNTEM**

### **2.1 Katılımcılar**

Türkiye veya Almanya'da mevcut durumda çalışıyor olmak tek kısıtlayıcı demografik özellik olduğu için, bu çalışmanın popülasyonu Türkiye veya Almanya'da halihazırda çalışan kişiler olarak belirlenmiştir. Kartopu tekniği ile, hazırlanan çevrimiçi anket toplamda 412 kişiye ulaşmıştır. Ankete başlayan bu 412 kişiden ( $TR = 295$ ,  $DE = 117$ ), 288'i kişilik envanterini ( $TR = 208$ ,  $DE = 80$ ), 257'si kültür ölçegini doldurmuş ( $TR = 179$ ,  $DE = 78$ ), 227'si ise demografik soruları cevaplampmıştır ( $TR = 149$ ,  $DE = 78$ ;  $DE = 75$ ). Bu katılımcılardan 120'sinin iş performansı amirleri tarafından değerlendirilmiştir ( $TR = 79$ ,  $DE = 41$ ). Örneklem büyülüğu hipotez analizi için 120 olarak alındığında, geri dönüş oranı yüzde 29.12'dir ( $TR = \%26.77$ ,  $DE = \%35.04$ ).

Yaşları 18 ile 59 ( $M_{yas} = 30.42$ )arasında değişen ve 130'u kadın, 97'si erkek olan katılımcıların mevcut kurumda çalışma süreleri ortalama 44.63 aydır. Katılımcılar farklı sektörlerde, finans, üretim, ve eğitim gibi, bulunan kurumlarda farklı bölümlerde, denetim, ensititü, ve tasarım gibi, çalışmaktadırlar. Katılımcıların uyrukları da farklılık göstermektedir.

### **2.2 İşlem**

Bu çalışma çerçevesinde, birisi çalışanlar için diğer amirleri için olmak üzere iki farklı anket kullanılmıştır. Çalışan anketinde IPIP uluslararası kişilik madde havuzu kısa versiyonu, kültür değişkenleri anketi, ve demografik bilgileriyle ilgili sorularına yer verilmiştir. Amir anketinde ise çalışanlarının iş performansını farklı boyutlar üzerinden değerlendirdikleri iş performansı soruları sorulmuştur. Anketler Türkçe, İngilizce, ve Almanca olmak üzere üç dilde hazırlanmış ve internet üzerinden uygulanmıştır. Katılımcılara öncelikle araştırmanın kimler tarafından hangi amaç doğrultusunda yapıldığını anlatan ve katılım izni isteyen bir bilgilendirme formu sağlanmıştır. Katılımcı gizliliği temin edilmiştir. Çalışan-amir

anketi eşleşmesi rumuz sayesinde yapılmıştır. Çalışanlardan isimlerinin ilk iki harfi ve soyisimlerinin son iki harfini birleştirerek rumuz oluşturmaları istenmiştir. Aynı şekilde amirlerden de iş performansını değerlendirmekte oldukları çalışanın isim ve soyisminden rumuz oluşturmaları istenmiştir. Çalışan anketinin doldurulması yaklaşık 10 dakika sürerken, amirin bir çalışanını değerlendirmesi yaklaşık 5 dakika sürmüştür.

## **2.3 Veri Toplama Araçları**

### **2.3.1 Kişilik Özellikleri**

Beş Faktör Kişilik Modeli özellikleri IPIP uluslararası kişilik madde havuzunun kısa versiyonu ile ölçülümuştur (IPIP; Goldberg, 1992). Bu versiyondan özdisipline sahip olma, dışadönüklük ve uyumlu olma kişilik özelliklerini ölçen 30 madde kullanılmıştır. Her özellik 10'ar madde tarafından temsil edilmiştir. Bu ölçek Somer, Korkmaz, ve Tatar tarafından 2002 yılında Türkçe'ye çevrilmiştir. Almancaya ise Streib ve Wiedmaier tarafından 2001 yılında çevrilmiştir. Katılımcılardan her maddeyi 6 basamaklı ölçek üzerinde kendilerine uygun olan seçeneği seçerek değerlendirmeleri istenmiştir ( $1 = "Beni \text{ } hiç \text{ } iyi \text{ } tanımlamıyor"$ ,  $6 = "Beni \text{ } çok \text{ } iyi \text{ } tanımlıyor"$ ). Alt ölçeklerin Goldberg (1992) tarafından elde edilen Cronbach'ın alfa katsayıları özdisiplin sahibi olma için .79, dışadönüklük için .87 ve uyumlu olmak için .82'dir. Bu çalışmada ise sırasıyla .84, .85, ve .82 bulunmuştur.

### **2.3.2 Kültür Boyutları Ölçeği**

Bu çalışmada durumsal güç, doğrudan manipule etmek yerine, kültür algısı temsili ile ölçülmüştür. Doğrudan manipülasyon uygulamama, diğer birçok araştırmacının da durumsal güç üzerine yürüttükleri çalışmalarında kullandıkları bir yöntemdir (Withey et al., 2005). İki kültür boyutu, belirsizlikten kaçınma ve güç mesafesi, Dorfman ve Howell (1988) tarafından geliştirilmiş olan kültür envanterindeki ilgili maddeler ile ölçülmüştür. Bu maddelerin Türkçe ve Almanca çevirileri Albaş ve

Ergeneli'nin (2001) çalışmasından alınmıştır. Diğer kültür boyutu olan erillik/dışillik ise Lund, Scheer, ve Kozlenkova (2013) tarafından geliştirilen maddeler ile ölçülmüştür. Bu maddelerin Türkçe ve Almanca çevirisi '*ters çeviri*' (back translation) yöntemi ile yapılmıştır. Belirsizlikten kaçınma ve güç mesafesi 5'er madde ile ölçülürken, erillik/dışillik için 4 madde kullanılmıştır. Katılımcılardan her maddeyi 6 basamaklı ölçek üzerinde çalışıkları kuruma uygun olan seçeneği seçerek değerlendirmeleri istenmiştir (1 = "*Çalıştığım kurumu hiç iyi tanımlamıyor*", 6 = "*Çalıştığım kurumu çok iyi tanımlıyor*"). Alt ölçeklerin Clugston, Howell, ve Dorfman (2000) tarafından elde edilen Cronbach'ın alfa katsayıları belirsizlikten kaçınma için .81, güç mesafesi için ise .70 iken bu çalışmada sırasıyla .85 ve .82 bulunmuştur. Erillik/dışillik alt ölçeğinin Cronbach alfa katsayısı Lund, Scheer, ve Kozlenkova (2013) tarafından .65 olarak rapor edilirken, mevcut çalışmada .71 olarak bulunmuştur.

### **2.3.3 İş Performansı Değerlendirme Formu**

İş performansını (görev performansı ve örgütsel vatandaşlık davranışları) ölçmek için, gerekli veri katılımcıların amirlerinden toplanmıştır. Williams ve Anderson'in (1991) 7 maddelik görev performansı ölçüğinden en yüksek faktör yüküne sahip dört madde, görev performansını ölçmek için kullanılmıştır. Örgütsel vatandaşlık davranışları ise Moorman ve Blakely'nin (1995) dört boyutlu 19 maddeli ölçü kullanılarak ölçülmüştür. Bu boyutlar, kişilerarası yardımlaşma; ihtiyaç durumunda diğer çalışanlara yardım etme (5 madde), bireysel girişimcilik; bireysel ve grup performansını artırmak üzere diğer çalışanlarla iletişime geçme (5 madde), kişisel çalışkanlık; görevlerini görev aşığının ötesinde yerine getirme (4 madde), ve sadık destek; dışardakilere karşı kurumu övme (5 madde) idir. Tüm maddeler Türkçe ve Almancaya '*ters çeviri*' (back translation) yöntemi ile çevrilmiştir. Amirlerden her maddeyi 6 basamaklı ölçek üzerinde çalışanlarına en uygun olan seçeneği seçerek değerlendirmeleri istenmiştir (1 = "*Çalışanı hiç iyi tanımlamıyor*", 6 = "*Çalışanı çok iyi tanımlıyor*"). Genel performans 5 basamaklı ölçek üzerinden tek madde ile ölçülmüştür (1 = "*Performans Beklentilerini Karşılamaz,*" 2 = "*Performans Beklentilerini Bazen Karşılar,*" 3 = "*Performans*

*Beklentilerini Tam Olarak Karşılar," 4 = "Performans Beklentilerini Aşar," 5 = "Performans Beklentilerini Her Zaman Aşar").* Alt ölçeklerin Cronbach alfa katsayıları görev performansı için .91 (Williams & Anderson, 1991), kişilerarası yardımlaşma, bireysel girişimcilik, kişisel çalışkanlık, ve sadık destek için ise sırasıyla .74, .76, .61, ve .86 olarak rapor edilmiştir (Moorman & Blakely, 1995). Bu çalışmada ise Cronbach alfa katsayıları görev performansı için .89, kişilerarası yardımlaşma, bireysel girişimcilik, kişisel çalışkanlık ve sadık destek için ise sırasıyla .90, .90, .82, ve .89 olarak bulunmuştur.

## **2.4 Analizler**

Toplanan verinin doğası gereği yapılan ülkeler arası karşılaştırma için bağımsız örneklem t-test analizi yapılmıştır. Bu analizlerdeki kişi sayısı karşılaştırma yapılan değişkene göre farklılık göstermiştir. Kişilik özellikleri karşılaştırması 288 kişilik veri ile yapılırken, kültür boyutları karşılaştırması 257 kişilik veri ile yapılmıştır. Etkileşim hipotezlerini test etmek için ise Hayes'in (2013) PROCESS makrosu (Model 1 basit moderasyon) kullanılmıştır. Bu analizde kullanılan örneklem sayısı 120'dir. İstatistiksel anlamlılık etkileşim ve koşullu etkiler için .10'a ayarlanmıştır. SPSS'in 20. versiyonu ile analizler yapılmıştır.

## **3. BULGULAR**

Asıl analizlerden önce ön varsayımların kontrolleri yapılmıştır. Veri kümesinde tek veya çok değişkenli hiçbir aykırı değere rastlanılmamıştır. Olağanlığın, doğrusallığın ve çoklu eşdoğrusallığın çok değişkenli varsayımların sonuçları veri kümesinde konu ile ilgili hiç bir problem teşkil etmediğini göstermiştir.

Türkiye ve Almanya örneklemeleri kişilik özellikleri, kültürel boyutlar, ve iş performansı boyutları açısından karşılaştırılmıştır. İki ülke arasında kültürel boyutlarda, sadece belirsizlikten kaçınma ve güç mesafesi istatistiksel olarak anlamlı fark göstermiştir (bkz. Tablo 2). Türkiye güç mesafesi boyutunda daha yüksek değer gösterirken ( $d = .53$ ,  $t = 4.19$ ,  $p < .01$ ), belirsizlikten kaçınma boyutunda Almanya'ya kıyasla daha düşük değer göstermiştir ( $d = -.28$ ,  $t = 2.22$ ,  $p$

< .05). Erillik/dışillik boyutu açısından iki ülke arasında istatistiksel olarak anlamlı bir fark bulunamamıştır. Ölçeklerin içsel tutarlılık güvenilirliği analiz edilmiş ve Cronbach alfa katsayıları kontrol edilmiştir. Ölçeklere ait içsel tutarlılık güvenilirliği değerleri .71 ve .90 arasında bulunmuştur.

Daha sonra hipotezler Hayes'in PROCESS makrosu yardımıyla basit moderasyon modeli ile test edilmiştir. Bulgular ilk hipotez için herhangi bir destek sağlamamıştır. Ne özdisiplin sahibi olma-görev performansı ilişkisi üzerinde ( $\beta = .06$ ,  $SE = .09$ ,  $t = .70$ ,  $p = .48$ ), ne de uyumlu olma-sadık destek davranışları ilişkisi üzerinde ( $\beta = -.02$ ,  $SE = .21$ ,  $t = -.09$ ,  $p = .92$ ), belirsizlikten kaçınmanın düzenleyici etkisi bulunmuştur.

Önerilen üç ilişkiden biri istatistiksel olarak anlamlı bir fark göstermediğinden Hipotez 2 kısmen doğrulanmıştır. Güç mesafesi, özdisiplin sahibi olma-görev performansı, ( $\beta = -.18$ ,  $SE = .08$ ,  $t = -2.30$ ,  $p = .02$ ), ve kişisel çalışkanlık, ( $\beta = -.21$ ,  $SE = .09$ ,  $t = -2.42$ ,  $p = .01$ ), ilişkilerini düzenleyici olarak etkilediğinden Hipotez 2a ve 2b doğrulanmıştır. Düşük derecede güç mesafesi olan işyerlerinde çalışan özdisipline sahip olan kişilerin, diğer yerlerde çalışanlarla karşılaşıldığında, görev performansı ve kişisel çalışkanlık açısından daha yüksek performans sonuçları elde ettiği gözlemlenmiştir. Güç mesafesi dışadönüklük ile bireysel girişkenlik arasındaki ilişkiye düzenleyici etki yapmamıştır ( $\beta = -.08$ ,  $SE = .08$ ,  $t = -1.05$ ,  $p = .29$ ).

Bulgular, Hipotez 3'ü kısmen doğrulamıştır. Özdisiplin sahibi olma-görev performansı ilişkisini ( $\beta = -.08$ ,  $SE = .07$ ,  $t = -1.11$ ,  $p = .26$ ), dışadönüklük-görev performansı ilişkisi ( $\beta = -.00$ ,  $SE = .09$ ,  $t = -.08$ ,  $p = .92$ ), ve uyumlu olma-kısilerarası yardımlaşma davranışları ilişkisi ( $\beta = -.11$ ,  $SE = .13$ ,  $t = -.80$ ,  $p = .42$ ), erillik/dışillik tarafından düzenleneyici olarak etkilenmediğinden dolayı Hipotez 3a, 3b ve 3e desteklenmemiştir. Diğer bir yandan, erillik/dışillik özdisiplin sahibi olma-sadık destek ( $\beta = .25$ ,  $SE = .15$ ,  $t = 1.65$ ,  $p = .09$ ), ve dışadönüklülük-sadık destek ( $\beta = .30$ ,  $SE = .15$ ,  $t = 1.99$ ,  $p = .04$ ) ilişkilerine düzenleneyici etkisi olduğundan Hipotez 3c ve 3d doğrulanmıştır. Düşük erillik/yüksek dışillik

değerlerine sahip iş yerlerinde çalışan, özdisiplin sahibi olan kişilerin, ve dışadönük kişilerin sadık destek davranışları göstermeye, diğer yerlerde çalışanlara kıyasla, daha yatkın oldukları gözlemlenmiştir.

#### **4. TARTIŞMA**

Toplanan verinin doğası, ülkeler arasında kişilik ve kültür boyutları için karşılaştırma imkanı sağlamıştır. Bu karşılaştırma göstermiştir ki Türkiye örnekleminde güç mesafesi daha fazla iken, Almanya örnekleminde belirsizlikten kaçınma daha fazladır. Türkiye'deki çalışanların, Almanya'dakilerin aksine, yönetim kararlarını sorgulamasının engellenmesi ve karar verme süreçlerine dahil edilmemesi, dolayısıyla güç mesafesinin fazla olması, Hofstede'nin milli seviyedeki kültür çalışmalarının Türkiye'de güç dağılımı eşitsizliğinin, dolayısıyla güç mesafesinin fazla olması (güç mesafesi;  $TR = 66$ ,  $DE = 35$ ) sonuçlarıyla aynı doğrultudadır. Belirsizlikten kaçınma sonuçlarının, Hofstede'nin sonuçlarından (belirsizlikten kaçınma;  $TR = 85$ ,  $DE = 65$ ) farklı bulunması da çalışmada ölçülmüş toplumsal kaçınma temelinde değil, firma politikaları temelinde olmasına açıklanabilir.

Temel olarak, bu çalışmada kültür boyutlarının, beş faktör kişilik özellikleri ile iş performansı boyutları arasındaki ilişkiye olan düzenleyici etkisi incelenmiştir. Hipotez edilen on ilişkiden dördünü destekleyen sonuçlar elde edilmiştir. Güç mesafesi ve erillik/dışillik bazı kişilik-iş performansı ilişkilerini düzenleyici olarak etkilediğinden, belirsizlikten kaçınma kültür boyutu hipotez edilen iki ilişkiye de etki etmemiştir. Beklenen şekilde, güç mesafesinin az olduğu zayıf durumlarda, özdisiplin sahibi olan çalışanların daha fazla görev performansı ve kişisel çalışkanlık sahibi oldukları gözlemlenmiştir. Dahası erilliğin düşük/dışilliğin yüksek, dolayısıyla ilgili kişilik özellikleri için zayıf olan durumlarda, özdisiplin sahibi olan çalışanların ve dışadönük çalışanların daha fazla sadık destek davranışını gösterdiği bulunmuştur. Desteklenmeyen güç mesafesinin dışadönüklük-bireysel girişimcilik davranışının üzerindeki düzenleyici etkisi, potansiyel diğer moderatörlerin varlığıyla açıklanabilir. Örneğin, Stewart'in (1996) çalışmasında

bulduğu gibi, ödül sistemi dışadönüklük-iş performansı ilişkisini etkileyen önemli bir değişkendir. Dolayısıyla bireysel girişimcilik davranışının açık bir şekilde ödüllendirilmmediği yerlerde, otorite baskısı olmasa bile, dışadönüklük insanlar bu davranışını göstermiyor olabilirler. Erilliğin/dışilliğin özdisiplin sahibi olma-görev performansı, dışadönüklük-görev performansı, ve uyumlu olma-kışilerarası yardımlaşma ilişkileri üzerindeki moderasyon etkisinin bulgular tarafından eğilim gözlemlene de desteklenmemesi küçük örneklem boyutundan dolayı analizlerin zayıf istatistiksel güce sahip olmasıyla açıklanabilir.

#### **4.1 Çalışmanın Sınırlılıkları ve Gelecek Araştırmalar İçin Öneriler**

Bu çalışmanın sınırlılıklarından biri dönüş oranının (29.8%) düşük olmasıdır. Bunun nedenlerinden biri ise iş performansı verisinin amirlerden toplanmasına çalışanların şüpheci davranışarak amirlerinin e-posta adreslerini vermemeleridir. Diğer nedeni ise, çalışanlar amirlerinin e-posta adresini vermiş olsa bile, ya aralarındaki iletişim eksikliği nedeniyle ya da amirlerinin meşgul olması nedeniyle, amirlerin iş performansı değerlendirme anketini doldurmamasıdır. İkinci kısıtlılığı ise küçük örneklem boyutuna sahip olmasıdır. Bu durum istatistiksel gücü düşürüp hipotezlerin desteklenmemesine neden olmuş olabilir. Üçüncü olarak Türkiye ve Almanya örneklemindeki eşitsizlik bir kısıtlama olarak ele alınabilir. Bu kısıtlamalara yakalanmamak için ileride yürütülecek çalışmalara örneklem aldıkları ülkelerden eşit sayıda hem amir hem de çalışanlarla doğrudan ilişkiye geçmeleri önerilmektedir. Bu şekilde daha büyük bir örneklem de ulaşacakları beklenmektedir.

#### **4.2 Çalışmanın Güçlü Yanları ve Uygulamaları**

Desteklenmemiş hipotezlerine ve bazı sınırlılıklarına rağmen, aynı zamanda bu çalışmanın güçlü yanları ve hem literatüre hem de alana katkıları vardır. İlk güçlü yanı, varolan yordayıcı-yordayan ilişkilerinin daha iyi anlaşılmasını sağlayan süreçlerden olan, yeni moderasyon ilişkileri için destek sağlamasıdır. İkinci olarak performans verisinin, çalışanlar yerine, amirlerinden toplanması ile ortak yöntem

önyargısının oluşmasını önleyerek daha gerçekçi performans verisi toplanmasını sağlamıştır. Üçüncü olarak, verinin iki farklı ülkeden toplanması kültür boyutlarındaki varyansın, ülkeler içindeki varolan varyansın ötesinde arttırılmasını sağlamıştır.

Bu çalışma kültürün kişilik-performans ilişkisi üzerindeki etkisini destekleyerek alana katkıda bulunmuştur. İnsan kaynakları uzmanları, işe alım yaparken veya varolan çalışanların devamlılığında, kurumun içinde var olduğu kültürü de dikkate almalıdır. Örneğin, güç mesafesinin az olduğu bir kurumda, özdisiplin sahibi olan kişilerin daha iyi performansa sahip olduğu bu çalışmada bulunmuştur. Dolayısıyla böyle bir kurumda çalışan insan kaynakları uzmanı, işe alım yaparken bu kişilik özelliğine dikkat edebilir, veya varolan çalışanlardan bu özelliğe sahip olanları tespit edip onların performanslarını devam ettirmek için çeşitli aktivitelere başvurabilir.

Sonuç olarak, bu çalışma kişilik ve performans arasında istatistiksel olarak doğrudan bir ilişki bulamasa da, birçok moderasyon ilişkisi ortaya çıkarmıştır ki bu durum durumsal güç teorisinin önemini daha da vurgulamaktadır. Bu çalışmanın gelecek araştırmacıları, durumsal gücün bu moderasyon etkisinin altındaki mekanizmaları araştırmaları için yönlendirmesi umut edilmektedir.

## **APPENDIX M**

### **TEZ FOTOKOPİSİ İZİN FORMU**

#### **ENSTİTÜ**

- |                                |                                     |
|--------------------------------|-------------------------------------|
| Fen Bilimleri Enstitüsü        | <input type="checkbox"/>            |
| Sosyal Bilimler Enstitüsü      | <input checked="" type="checkbox"/> |
| Uygulamalı Matematik Enstitüsü | <input type="checkbox"/>            |
| Enformatik Enstitüsü           | <input type="checkbox"/>            |
| Deniz Bilimleri Enstitüsü      | <input type="checkbox"/>            |

#### **YAZARIN**

Soyadı : Yağcı  
Adı : Hazal  
Bölümü : Endüstri ve Örgüt Psikolojisi

**TEZİN ADI** (İngilizce) : SITUATIONAL STRENGTH BASED ON CULTURE AS A MODERATOR OF THE PERSONALITY-JOB PERFORMANCE RELATIONSHIP

**TEZİN TÜRÜ** : Yüksek Lisans  Doktora

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir.
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir.
3. Tezimden bir bir (1) yıl süreyle fotokopi alınamaz.

#### **TEZİN KÜTÜPHANEYE TESLİM TARİHİ:**