

DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP AND
COUNTERPRODUCTIVE WORK BEHAVIOR: THE ROLE OF PERSONALITY,
JOB CHARACTERISTICS, JOB SATISFACTION AND ORGANIZATIONAL
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ABSTRACT

DETERMINANTS OF ORGANIZATIONAL CITIZENSHIP AND COUNTERPRODUCTIVE WORK BEHAVIOR: THE ROLE OF PERSONALITY, JOB CHARACTERISTICS, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) are two growing areas that have important consequences for organizational effectiveness. Although various empirical research has analyzed the determinants and consequences of these extra-role behaviors, there is a limited research in the literature that studied both OCB and CWB at the same time.

This thesis tests a new comprehensive model through examining the influences of Big Five Personality Traits, impostor phenomenon, narcissism, job characteristics, job satisfaction and organizational commitment on both OCB and CWB. Although there are numerous research that investigated the relationships between Big Five and job attitudes, OCBs and CWBs, studying impostor phenomenon and narcissism with respect to these outcomes is relatively new to the literature. Therefore, one of the

most important objectives of this study is to fill the gap in the literature in terms of exploring the relationships between different personality variables and extra-role behaviors. Another important objective of this thesis is to investigate the effects of job characteristics on OCBs and CWBs. While doing so, the mediating roles of job satisfaction and organizational commitment are taken into consideration.

In order to test the hypotheses about the relationships among the variables presented, data were acquired from employees at a public judicial institution in Turkey (N = 1075) through surveys. The results indicate that both Big Five Personality Traits and job characteristics significantly predicted OCB and CWB. Furthermore, these relationships are mediated by job satisfaction and organizational commitment. A discussion of the findings is provided along with the implications, limitations and suggestions for the future research.

Keywords: Personality Characteristics, Job Characteristics, Job Attitudes, Organizational Citizenship Behavior, Counterproductive Work Behavior

ÖZ

ÖRGÜTSEL VATANDAŞLIK VE ÜRETİM-KARŞITI İŞ YERİ DAVRANIŞLARININ BELİRLEYİCİLERİ: KİŞİLİK ÖZELLİKLERİ, İŞ ÖZELLİKLERİ, İŞ DOYUMU VE ÖRGÜTSEL BAĞLILIĞIN İŞLEVI

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Örgütsel vatandaşlık davranışı (ÖVD) ve üretim karşıtı iş davranışları (ÜKD) örgütlerin etkinliği için önemli sonuçlara sahip büyümekte olan çalışma alanlarıdır. Çeşitli ampirik çalışmaların bu davranışların belirleyicileri ve sonuçlarını incelemiş ve örgütsel etkinliği geliştirmek için bu ekstra-rol davranışlarının önemini vurgulamış olmasına rağmen literatürde, ekstra-rol davranışlarının her ikisini de aynı anda inceleyen sınırlı sayıda çalışma vardır.

Bu tez, büyük beş faktör kişilik özellikleri, sahtekarlık fenomeni, narsizm, iş özellikleri, iş doyumunu ve örgütsel bağlılığın ÖVD ve ÜKD üzerindeki etkilerini incelemek için kapsamlı yeni bir modeli test etmektedir. Beş faktör kişilik özellikleri ve iş tutumlarının ÖVD ve ÜKD ile arasındaki ilişkileri araştıran çok sayıda çalışma vardır. Ancak; sahtekarlık fenomeni ve narsizmin bu davranışlarla ilişkilerini inceleyen çok az sayıda çalışma vardır. Bu nedenle, bu çalışmanın en önemli

hedeflerinden biri, farklı kişilik değişkenlerinin ekstra-rol davranışlarıyla ilişkilerini keşfederek literatürdeki boşluğu doldurmaktır. Bu tezin bir başka önemli amacı ise, iş özelliklerinin ÖVD ve ÜKD arasındaki etkileri araştırmaktır. Ayrıca, kişilik ve iş özelliklerinin ÖVD ve ÜKD üzerine etkileri incelenirken, iş doyumu ve örgütsel bağlılığın aracı rolleri dikkate alınacaktır.

Sunulan değişkenler arasındaki ilişkiler hakkında hipotezleri test etmek için yargı alanında çalışan büyük bir kamu kurumundan anketler aracılığıyla veri toplanmıştır (N = 1075). Sonuçlar doğrultusunda, beş faktör kişilik özellikleri ve iş özellikleri önemli ölçüde örgütsel vatandaşlık ve üretim karşıtı iş davranışlarını tahmin etmektedir. Ayrıca, bu ilişkiler iş doyumunun ve örgütsel bağlılığın aracılığı ile açıklanmaktadır. Çalışmanın güçlü yönleri ve sınırlılıkları ile birlikte ileriki çalışmalar için bazı önerilerde bulunmaktadır.

Anahtar Kelimeler: Kişilik Özellikleri, İş Özellikleri, İş Tutumu, Örgütsel Vatandaşlık Davranışı, Üretim Karşıtı İş Davranışları

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CHAPTER 1

INTRODUCTION

“B= f (P, E): Behavior is a function of both the person and the environment.”

Kurt Lewin

One of the most important objectives of managers is to motivate their employees to engage in behaviors that will enhance organizational effectiveness. Numerous studies and meta-analyses have been conducted to examine the relationships among antecedents of extra-role behaviors and their links with organizational performance and success.

In today's complex business world, transformations and alterations in organizational environments and their subsequent innovations, and resilience are greatly accentuated, which automatically inquires voluntary behaviors from employees of the organizations. For that reason, organizations should be capable of altering its employees' attitudes and behaviors which serve for organizational development immensely.

Furthermore, for achieving greater and sustainable value for the society and the organization, firms should utilize both tangible and intangible resources. According to the Resource-Based View of the firms (Wernerfelt, 1984), employees, as intangible resources of the firms, have strategic significance for the prosperity of the organizations. Concerning these ideas, many researchers have scrutinized organizational citizenship (OCB) and counterproductive work behaviors (CWB) to understand the potential motives behind them and their consequences. Therefore, this thesis aims to determine the effect of Big Five Personality Traits, impostor

phenomenon, narcissism and job characteristics on OCB and CWB through the mediations of job satisfaction, affective, normative and continuance commitment.

According to Organ and associates (2006), cooperation, altruism and innovation beyond formal job descriptions are essential requirements for organizations as it is unmanageable for organizations to envisage all of the behaviors that will be required from the employees while adjusting to the changes in the business environment. Moreover, there are deviant workplace behaviors which have detrimental effects for both the organizations and employees. Such behaviors have been categorized by researchers as in-role and extra-role behaviors (Borman, Penner, Allen, & Motowidlo, 2001; Katz & Kahn, 1978; Organ, 1988; Podsakoff, Ahearne, & MacKenzie, 1997). Two of the very significant extra-role behaviors that are emphasized in this thesis, are OCBs and CWBs.

OCBs engaged by employees have vital contributions for the relative success of any organization. Several studies put emphasis on the role of OCBs on enhancing organizational effectiveness and efficiency (Konovsky & Organ, 1996; Organ et al., 2006; Podsakoff & MacKenzie, 1997; Podsakoff et al., 2009). According to Organ and his colleagues (2006) organizational effectiveness is augmented over time through OCBs.

Podsakoff and his associates (2000) suggested eight reasons to explain why OCBs might influence organizational performance. OCBs may enhance organizational success by (a) increasing co-worker productivity (b) increasing managerial productivity, (c) freeing resources so they can be used for more productive purposes, (d) decreasing the need to dedicate scarce resources to purely maintenance functions, (e) helping to coordinate activities both inside and across work groups, (f) strengthening the organizations' ability to appeal and retain the best employees, (g) increasing the stability of the organization's performance, and (h) enabling the organization to adjust more effectively to environmental changes (Podsakoff et al., 2000).

The positive consequences of OCBs are concentrated on two primary areas: (a) The impacts of OCBs on managerial appraisals of performance and judgments concerning pay raises, promotions etc., and (b) the impacts of OCBs on

organizational performance and success (Organ et al., 2006). According to previous studies, managers put great emphasis on OCBs which their employees engage in and consider these behaviors as supplements to objective measures when assessing their performance (Bachrach, Powell, Bendoly, & Richey, 2006; Barksdale & Werner, 2001; MacKenzie, Podsakoff, & Paine, 1999; MacKenzie et al., 1991; Podsakoff et al., 1994; Van Scotter, Motowidlo, & Cross, 2000). According to the research findings of MacKenzie et al. (1993), different OCBs are acknowledged by managers and considered separate from productivity. Moreover, overall assessments of managers are significantly determined by the combination of OCBs and employees' productivity while OCBs explain a larger portion of the variance in managerial assessments than productivity does.

Furthermore, it is recognized with empirical evidences that OCBs produce positive organizational outcomes (Koys, 2001; Podsakoff, Ahearne, & MacKenzie, 1997; Podsakoff et al., 1994; Walz & Niehoff, 1996). In these studies, researchers used samples from variety of industries and the results provided support for the hypotheses that OCBs were related to organizational effectiveness.

For that reason, in order to determine specific organizational mechanisms that are accounted for OCB type behaviors and improve organizational functioning, identifying predictors of OCBs must be given priority.

Another extra-role behavior which has very important consequences for both welfare and effectiveness of the organization is CWBs. In corporate life, CWBs arise in numerous forms such as theft, bullying, sabotage, absenteeism (Gruys & Sackett, 2003; Gruys, 1999; Sackett & DeVore, 2001). CWBs are classified as voluntary behaviors which intentionally harm organizations and its stakeholders (Spector et al., 2006). One of the most important concerns of organizations which require serious attention is CWB since it infringes significant organizational norms and threatens the welfare of the organization. CWBs cause several costs for organizations such as diminished performance, higher intentions to quit, decreased productivity, and stress for employees (Appelbaum, Deguire, & Lay, 2005; Kelloway, Francis, Prosser, & Cameron, 2010; Sackett & DeVore, 2001). CWBs are observed in organizations more than reported.

Today organizations function in a very competitive, global environment and due to the detrimental effects of CWBs, any action that can be taken to decrease these consequences will be beneficial not only for the organization but for the society as a whole. Accordingly, increasing productivity and organizational effectiveness through increasing OCBs and reducing CWBs are vital strategies for organizations. Since well-managed organizations have distinctive cultures that require employees who are responsible, innovative, flexible, cooperative, and balanced (Organ & Lingl, 1995), it is important for every organization to find employees that present more OCBs and less CWBs for the future of the organization.

To analyze the associations between personality and job characteristics as antecedents of OCBs and CWBs while investigating the mediating roles of job satisfaction and organizational commitment, a public judicial institution in Ankara, Turkey was chosen. Since this institution is in the public sector and has an established organizational culture with its heterogeneous population, it is especially important to investigate important organizational outcomes, job characteristics and personality in this institution to provide more generalizable results and implications for the public sector in the Turkish context.

The data for this thesis were acquired from a sample of 1075 participants. To test the proposed hypotheses, hierarchical regression method was utilized.

In the following sections, more thorough information will be provided on OCB, CWB, job satisfaction, organizational commitment, Big Five Personality Traits, impostor phenomenon and narcissism.

1.1 Significance of the Study

The connections between organizational effectiveness and extra-role behaviors caused many researchers to study their potential antecedents. Therefore, identifying the motivators behind OCBs and CWBs contributed to the organizational behavior literature greatly. Some of the researchers studied personality variables, organizational characteristics, leadership and job characteristics as antecedents of such behaviors (Coleman & Borman, 2000; Organ & Lingl, 1995; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith et al., 1983; Spector, 2011; Todd & Kent, 2006).

This study aims to contribute to the literature through its comprehensive model which involves both personality and job characteristics as predictors of OCBs and CWBs. There is limited research in the literature that studied both of the extra-role behaviors at the same time (Spector & Fox, 2002). Spector and his colleagues (2002) proposed a model based on the theoretical parallels that may help joining OCBs and CWBs to enable a more comprehensive understanding of extra-role behaviors. Following their recommendations, one of the most important objectives and contributions of this thesis to organizational behavior literature is its comprehensive model that includes all job characteristics, personality and job attitudes as antecedents of both OCBs and CWBs.

Among personality variables that are considered as antecedents of OCBs and CWBs, one of the most investigated ones are Big Five Personality Traits (Gurven et al., 2013; Hafidz, 2012; Organ & Lingl, 1995; Spector, 2011). However, there might be other personality variables such as impostor phenomenon and narcissism that influence employees' tendency to engage in OCBs and CWBs. This study includes all Big Five Personality Traits, impostor phenomenon and narcissism so as to fill the gap in the literature in terms of investigating the relationships between different personality variables and extra-role behaviors.

Furthermore, compared to the research that studied the associations among personality and OCBs and CWBs, there is relatively limited research in examining the relationship between job characteristics and extra-role behaviors (Todd & Kent, 2006). For that purpose, this thesis studies the task-related influences on such behaviors as well.

One of the other purposes of this thesis is to examine the mediating role of job attitudes while investigating the relations among personality and extra-role behaviors. Similarly, this study examines the influences of job attitudes such as job satisfaction and organizational commitment on the associations among job characteristics and OCBs and CWBs.

This thesis will provide important information concerning the relative influence of Big Five Personality Traits, impostor phenomenon, job characteristics on OCBs and CWBs, the impacts of Big Five Personality Traits, impostor phenomenon, and job

characteristics on job attitudes, job attitudes' predicting role on OCBs and CWBs, and the interaction among these conceptions in the public sector and Turkish context.

1.2 Relevance of the Turkish Context

Sir Edward Burnett Tylor (1871) defined culture as: "that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of society". The culture of an individual has strong influences on his/her understanding of the societal and organizational environment (Den Hartog, House, Hanges, Ruiz-Quintanilla, & Dorfman, 1999). Therefore, culture has been considered as a significant notion while interpreting the variances among findings of the research in organizational behavior literature (Gelfand, Erez, & Aycan, 2007). Since culture influences attitudes and behaviors of employees, it is essential for researchers to be aware of the impacts of national culture on organizational behavior research.

Most of the studies in this area were mainly conducted within the North American cultural context through using measures that fit North American culture (Gelfand et al., 2007). Consequently, the North American culture may have affected the outcomes on job attitudes and extra-role behaviors. However, in this study, measures that are translated and adapted to the Turkish culture are used in order to minimize the differences that might arise due to cultural differences. Therefore, the examination of the interrelationships among personality variables, job characteristics, job attitudes, OCBs and CWBs in the Turkish business environment is meaningful.

As cultural influences are not inside the scope of this study, validated scales which are adjusted and established in the Turkish context were utilized to alleviate the study for distinct properties that Turkish cultural setting might hold.

According to previous literature, Turkey has a relationship-oriented and collectivistic national culture (Aycan et al., 2000; Hofstede, 1980; Ölmez, Sümer, & Soysal, 2004). Also, relatively high uncertainty avoidance and power distance are other features of Turkish culture (Aycan et al., 2000; Hofstede, 1980). Therefore, manager-employee relationships and perceptions of employees for their jobs are influenced by the Turkish culture. In this regard, organizational citizenship and counterproductive work behaviors, personality and job characteristics, job satisfaction, and

organizational commitment are all influenced by the culture of the nation (i.e., norms, beliefs, values). For example, the level of power distance that the society involves, determines the judgment levels of the employees. In nations that experience higher levels of power distance, the hierarchal arrangement of the organization does not allow for higher levels of autonomy. Furthermore, it is stated that power distance is significantly associated with both normative and continuance commitment (Clugston, Howell, & Dorfman, 2000). Therefore, since employees in such cultures feel morally obligated to stay in the organization and perceive more costs associated with leaving the organization, they do not leave their organization.

The effectiveness of North-American originated measures and concepts that are applied to Turkish context can be enhanced further if researchers examine these concepts within the Turkish business environment (Ölmez et al., 2004).

The findings of this thesis will contribute to the generalization of the results of Western originated research on Big Five Personality Traits, impostor phenomenon, narcissism, job characteristics, job satisfaction, organizational commitment, OCBs and CWBs to Turkish context especially for the public sector. In this manner, this thesis will provide suggestions to Turkish managers, foreign-owned Turkish subsidiaries, and strategic alliances between foreign-owned nationals and existing Turkish firms (Menguc, 2000).

1.3 Research Questions

This thesis concentrates on the relationships among personality characteristics, job characteristics, job satisfaction, organizational commitment, organizational citizenship behavior and counterproductive work behavior. In the current study, the influences of personality characteristics (Big Five Personality Traits, impostor phenomenon, and narcissism), job characteristics, job satisfaction, and organizational commitment on organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) are investigated along with the relationships of personality and job characteristics with job satisfaction and organizational commitment. The primary objective of this thesis is to answer the following questions:

1. Are personality characteristics significantly associated with OCB?
2. Are job characteristics significantly associated with OCB?

3. Are personality characteristics significantly associated with CWB?
4. Are job characteristics significantly associated with CWB?
5. Do job satisfaction and organizational commitment mediate the relationship between personality characteristics and OCB?
6. Do job satisfaction and organizational commitment mediate the relationship between job characteristics and OCB?
7. Do job satisfaction and organizational commitment mediate the relationship between personality characteristics and CWB?
8. Do job satisfaction and organizational commitment mediate the relationship between job characteristics and CWB?

Based on the questions mentioned above, the proposed research model is presented in Figure 1. The thesis will continue with the literature review section.

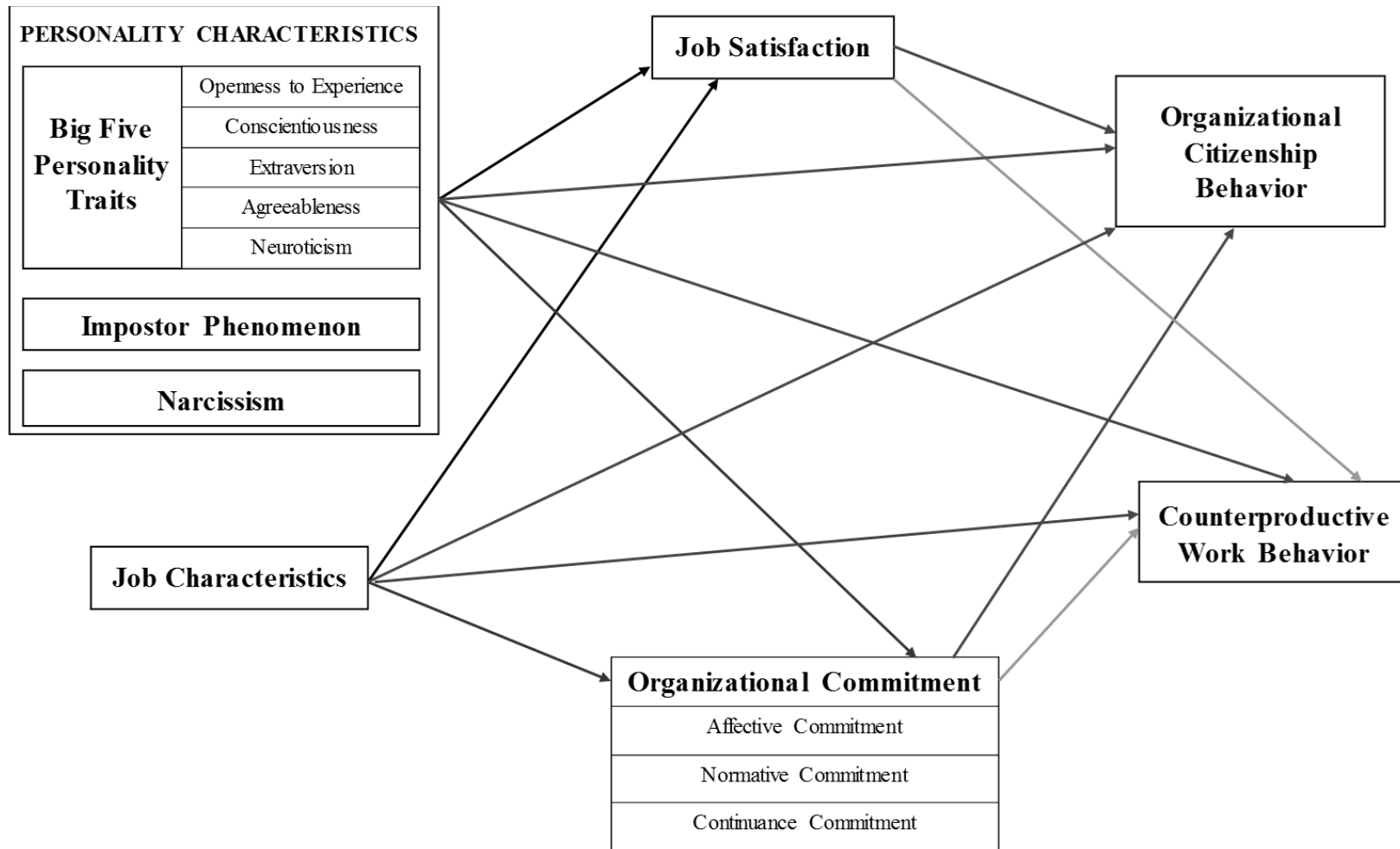


Figure 1. Proposed Model

CHAPTER 2

LITERATURE REVIEW

In this chapter, a comprehensive review of research on organizational citizenship behavior (OCB), counterproductive work behavior (CWB), job characteristics, personality traits, job satisfaction and organizational commitment is provided. First, original definitions and roots of each concept are explained. Next, their dimensions, antecedents and consequences are discussed in detail.

2.1 In-Role versus Extra-Role Behaviors

According to Katz (1964), there are three basic behaviors that are essential for an effective organization. First, employees must be encouraged to enter and remain within the system. Second, they must fulfill their prescribed role assignments in a dependable manner; and third, employees must perform additional behaviors that are innovative, unrestricted and go beyond their job descriptions to achieve organizational objectives (Katz, 1964). Daniel Katz's distinction between "dependable role assignments" and "innovative and spontaneous behaviors", contributed immensely to the development of in-role and extra-role behaviors' literature (Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

In-role behavior is an expected conduct and it forms the foundation of a regular job. Task performance is an in-role behavior and it is a common point of interest in organizational research because it includes employee behaviors that are directly inclusionary in the conversion of organizational resources into necessary outcomes like services and products, and has a direct bearing on the profitability of the organization. However, other key behaviors (extra-role behaviors) that are not included in the job description still have significant effects on these outcomes. Katz pointed out the necessity of extra-role behaviors in an organization (spontaneous

behaviors) by saying that “an organization which depends solely upon its blueprints for prescribed behavior is a fragile social system”(Katz, 1964).

Two of the very significant extra-role behaviors are organizational citizenship behavior and counterproductive work behavior. Although both in-role and extra-role behaviors have important consequences for an organization, the focus in this thesis is on extra-role behaviors and its antecedents.

2.1.1 Organizational Citizenship Behavior: The Origins

In 1983, drawing on Chester Bernard’s idea (1938) of “willingness to cooperate” and Daniel Katz’s concept of “innovative and spontaneous behaviors” (1964), Dennis Organ and his colleagues first conceptualized the term “Organizational Citizenship Behavior” (OCBs) (Bateman & Organ, 1983; Smith et al., 1983).

According to Barnard, “Willingness to cooperate” was an essential component of formal organizational functioning because vitality of organizations is determined by willingness of entities to contribute forces to the cooperative system (Barnard, 1938). Barnard posited that the formal structure was deficient and cooperation was the most significant concern of the organization that must supplement the formal structure for an effective work environment. In other words, informal cooperative system of an organization assists the execution of the formal system immensely. These ideas of Barnard facilitated the conceptualization of the recent OCB construct (Barnard, 1938).

In 1964, Katz covered neglected set of requirements that involves those actions which are not identified by role prescriptions that yet expedite the accomplishment of organizational goals. According to Katz, the great contradiction of a social organization is that it must not only decrease human variability to protect consistent role performance but it must also allow room for some variability and indeed encourage it. Also, he stated that employees must present variety of supportive actions, “innovative and spontaneous behaviors”, such as spontaneous co-operation, protective and creative behavior to improve organizational survival and enhance effectiveness (Katz, 1964). In order to further accentuate the significance of such behaviors, he said that “If the system were to follow the letter of the law according to job descriptions and protocol, it would soon grind a halt.”

In 1978, Katz and Kahn provided a more clear distinction among prescribed role-specific rules (in-role behaviors) and spontaneous behaviors (extra-role behaviors). They described spontaneous behaviors as cooperative gestures that enhance organizations' image (Katz & Kahn, 1978). Katz appreciated the significance of extra-role behaviors before Bateman and Organ's (1983) notion of organizational citizenship behavior (OCB).

In 1983, Smith, Organ and Near stated that since citizenship behaviors lubricate the social machinery of the organization through delivering the flexibility needed to work through many unexpected contingencies and permitting members to deal with the otherwise remarkable condition of interdependence on each other, they are especially important for organizations (Smith et al., 1983). They demonstrated OCB with several activities by saying that "Every factory, office, or bureau depends daily on a myriad of acts of cooperation, helpfulness, suggestions, gestures of goodwill, altruism, and other instances of what we might call citizenship behavior"(Smith et al., 1983). These behaviors are important because they form the basis of the organization and assist the flexible environment that employees work in. Also, they resemble citizenship behaviors with society by stating that: Like a society functions better or worse as a result of the frequency of many acts of citizenship that are not specified by rules or are fundamentally unenforceable by typical incentives, frequency of citizenship behaviors are influencing functioning of organizations immeasurably (Smith et al., 1983).

Following these initial attempts, in 1988, Organ defined organizational citizenship behavior as: "Individual behavior that is discretionary, not explicitly recognized by the formal system and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable" (Organ, 1988). He added that OCB is not directly or formally documented by the reward system and although engaging in such activities might aid some increment in salary or promotion for the employee, it cannot be guaranteed by the terms of the contract. He further elevates the importance of OCB by spelling out

that OCB in the aggregate endorses the efficient and effective functioning of the organization. Specifically, he said that, not every one of distinct case of OCB would make a difference in organizational outcomes (Organ, 1997). He provided an example about helping to a co-worker to elucidate this aspect of OCB. He described that, offering a help to a co-worker might turn out to be dysfunctional for that person's performance, but accumulated across these types of relevant behaviors, the result would enhance organizational effectiveness (Organ, 1997).

To sum, Organ's (1997) definition of OCB emphasizes three key points stressed in the literature: First, employee's job description doesn't include citizenship behavior. Second, there are no formally assured rewards for engaging in citizenship behaviors and finally, such behaviors are providing to organizational effectiveness when accrued across people and time.

Likewise, in 1991, Schnake described OCB as functional, extra-role and prosocial employee behaviors directed at several objectives that establish the organization (Schnake, 1991). However, his definition has combined only those helping behaviors that are not formally specified by the organization but carried out and for which they are not directly rewarded and punished.

2.1.1.1 Criticism of the OCB Construct

Even with the growing acceptance of the Organ's (1988) conceptualization of OCB construct, some researchers have criticized the construct about by what means OCB is theoretically defined and measured (George & Brief, 1992; Morrison, 1994; Podsakoff et al., 2000; Van Dyne, Graham, & Dienesch, 1994).

Elizabeth Wolfe Morrison argued that boundary among in-role and extra-role behaviors is not clearly defined, varied across employees and that OCB is a function of how broadly employees describe their job responsibilities (Morrison, 1994). However, according to Organ's conceptualization (1988), OCB was concentrated on extra-role behavior. A research by Morrison discovered that 17 of 20 (85%) items that are demonstrating five dimensions of Organ (1988) were perceived by participants as "in-role behaviors". In other words, she indicated that employees saw many of the behaviors considered in the study as in-role rather than extra-role, even though preceding research anticipated such behaviors to be extra-role (Farh,

Podsakoff, & Organ, 1990; Moorman, 1991; Niehoff & Moorman, 1993; O'Reilly & Chatman, 1986; Organ & Konovsky, 1989; Witt, 1991)

She claimed that an employee who outlines his job very narrowly might see a behavior, like helping co-workers as an extra-role behavior (OCB), whereas another employee who outlines his job broadly might see such behavior as part of his job (in-role). She discussed that OCB is not a clear-cut construct since the boundary between in-role and extra-role behavior is vague and it varies among employees and supervisors (Morrison, 1994). This finding is coherent with the arguments of other researchers (George & Brief, 1992; Linn Van Dyne, Cummings, & Parks, 1995) that some extents of OCB are more in-role than extra-role in nature (Morrison, 1994).

The second necessity of Organ's OCB conceptualization was also objected: There are no formally assured rewards for engaging in citizenship behaviors. Some researchers (MacKenzie, Podsakoff, & Fetter, 1991; Podsakoff, Mackenzie, & Podsakoff, 1994; Werner, 1994) argue that OCB may result in financial compensation by means of in-role performance in performance evaluations. MacKenzie, Podsakoff and Fetter (1991) found in their study that managers' assessments of salespersons' performance were designated by their citizenship behaviors. In 1994, Podsakoff and MacKenzie ascertained that managers' performance evaluations of employees were determined by employees OCB's substantially. Similar results were gathered from Werner's study in 1994 as well.

After facing with aforementioned criticisms, Organ stated that "It no longer seems fruitful to regard OCB as 'extra-role', 'beyond the job', or 'unrewarded' by the formal system" (Organ, 1997). He admits that out of all three requirements of OCB only third one is left: Citizenship behaviors are providing to organizational effectiveness when accrued across people and time. He embodied the definition "contextual performance" by Motowidlo and Van Scotter (1994). He pointed out the difference between contextual performance and OCB by saying that: "-contextual performance as defined does not require that the behavior be extra-role nor that it be non-rewarded" (Organ, 1997). Since Organ finds "contextual performance" as a cold, gray and bloodless name, he still uses the term OCB (Organ, 1997). Therefore, he revised definition of OCB by refraining any reference to job prescriptions or rewards

as: “-contributions to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997). However, he noted that since his first definition of OCB, employee’s roles were shaped and evolved with expectations and further argued that what would be deliberated as OCB currently would be considered as something else next time, or what a manager thinks is OCB is evaluated as in-role behavior by peers and subordinates (Organ, 1997).

2.1.1.2 Related Constructs

Many related studies have been done and many new constructs have developed in the organizational behavior literature since the emergence of OCB. In this section, three key concepts that are related to OCB will be discussed. These concepts are prosocial organizational behavior (Brief & Motowidlo, 1986), organizational spontaneity (George & Brief, 1992) and contextual performance (Borman & Motowidlo, 1997).

2.1.1.2.1 Prosocial Organizational Behavior

Prosocial organizational behavior (POB) is behavior which is: “(a) Performed by a member of an organization, (b) directed toward an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and (c) performed with the intention of promoting the welfare of the individual, group, or organization toward which it is directed” (Brief & Motowidlo, 1986).

In other words, it represents a wide variety of behaviors that aid the welfare of other individuals and maintenance of social integrity (Brief & Motowidlo, 1986; Penner, Dovidio, Piliavin, & Schroeder, 2005). Although Brief and Mottowidlo was influenced by the work of Katz (1964), they define prosocial organizational behavior as being more comprehensive than innovative and spontaneous behaviors. They developed a general framework for identifying 13 specific kinds of prosocial organizational behaviors based on three distinctions. First, since some of the prosocial behaviors provide to the execution of organizational objectives, they are organizationally functional; however others are dysfunctional. A second distinction between prosocial behaviors is that some of them are role prescribed and some of them are extra-role (Katz, 1964). Third distinction involves the targets to which prosocial actions are directed at, i.e. whether they are aimed toward an individual or to the organization (Brief & Motowidlo, 1986).

There are two main complications regarding prosocial organizational behaviors. First, as it was mentioned in the first distinction, the effects of prosocial organizational behaviors can be functional or dysfunctional for the organization, although the main idea behind such behaviors is to benefit others and the organization. For instance, both whistleblowing and voicing are kind of prosocial behaviors that could be both functional and dysfunctional for the organization. To further illustrate this point, an employee may whistle blow about revealing an improper organizational practice to an outsider and while this action could be considered as functional from the position of society, the organization would see this employee's action as threatening. This is a major difference with OCB since not all prosocial organizational behaviors serve for the effectiveness of the organization and OCBs contribute to organizational effectiveness. Second issue with prosocial organizational behaviors is that it covers abundant behaviors and it does not limit itself with behaviors that have direct or specific relevance on organizations (Organ, Podsakoff, & MacKenzie, 2006). Consequently, it is troublesome to find a precise description of prosocial organizational behaviors in the literature since it is difficult to differentiate such behaviors with other forms of extra-role behaviors and it overlaps with other conceptions (Baruch, O'Creevy, Hind, & Vigoda - Gadot, 2004). OCB is more specific and it also covers the behaviors that are incorporated in prosocial organizational behavior.

2.1.1.2.2 Organizational Spontaneity

Based on Katz's work (1964), George and Brief described organizational spontaneity as "extra-role behaviors that are performed voluntarily and that contribute to organizational effectiveness" (George & Brief, 1992). There are five forms of organizational spontaneity: Helping co-workers, protecting the organization, making constructive suggestions, developing one-self, and spreading goodwill.

Organizational spontaneity has dimensions that are related to OCB and prosocial organizational behavior. Although there are some similarities between these constructs, important distinctions exist (George & Brief, 1992; George & Jones, 1997). Organizational spontaneity and OCB are related since both of them are defined as voluntary and contribute to organizational effectiveness. However, they are different in terms of organizationally accepted reward system. Although

organizational spontaneity is conceptualized by the formal reward system, OCB is not directly recognized by the it (Moorman & Blakely, 1995). In order to clarify this distinction, George and Brief stated that: “For instance, if an organization had the policy of financially rewarding those who made cost-saving suggestions, the act of making such a constructive suggestion would not qualify as an OCB, but it would qualify as a form of organizational spontaneity” (George & Brief, 1992). The difference between organizational spontaneity and prosocial organizational behavior is that prosocial organizational behavior also involves dysfunctional and role-prescribed behaviors due to having a much broader definition.

2.1.1.2.3 Contextual Performance

Borman and Motowidlo identified the distinction between task and contextual performance. They defined task performance as “activities that are formally recognized as part of the jobs... activities that contribute to the organization’s technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services” (Borman & Motowidlo, 1993). As stated by Borman and Motowidlo (1993), to maintain effective functioning of an organization, task performance alone is not sufficient and contextual performance is also essential. Coleman and Borman described contextual performance as: “extra-technical proficiency components of behavior that contribute to organizational effectiveness by shaping the psychological and social context, in turn facilitating task activities and processes” (Coleman & Borman, 2000). In other words, contextual performance involves behaviors that support the broader organizational context such as the social and psychological environment where the technical core must function, other than supporting the technical core itself.

Contextual and task performance differ from each other in three ways. First, task activities vary significantly from job to another, although contextual behaviors are normally constant across jobs. Second, task activities are more role-prescribed, specific to the type of job, compared to contextual performance. Third, antecedents of task performance are more likely related to cognitive ability, while antecedents of contextual performance involve dispositional variables (Borman & Motowidlo, 1993). According to the argument of Motowidlo and Van Scotter (1994), task performance and contextual performance should be distinguished from each other

since they contribute independently to the individual's overall worth for the organization and each of them should associate with diverse employee abilities.

Borman and Motowidlo (1993) were influenced by other concepts such as Smith, Organ and Near's (1983) organizational citizenship behavior concept and Brief and Motowidlo's (1986) prosocial organizational behavior concept while defining contextual performance construct. They abridged these concepts in five contextual performance dimensions which are volunteering to carry out activities that are not formally part of the job, persisting with enthusiasm when necessary to complete own task activities that are not formally part of the job, helping and cooperating with others, following organizational rules and procedures even when it is inconvenient for the individual and defending organizational objectives (Borman & Motowidlo, 1997).

Even though Organ (1997) admits that there is an overlap among dimensions of OCB and contextual performance, there is an important difference between these two concepts. Organ (1997) explains this difference accordingly: "What is different from OCB is that contextual performance as defined does not require that the behavior is extra-role (discretionary) nor that it is not rewarded. The defining quality is that it is non-task, or more to the point, that it contributes to the maintenance and/or enhancement of the context of work." He asserts that definition of contextual performance is vague since what is meant by "support the social and psychological environment" is not clear and there may be variety of behaviors that leads to supporting to that environment. Even though it is ambiguous about the scope of contextual performance, Organ revised his definition of OCB in line with contextual performance without referring to the formal reward system and job requirements (Organ, 1997).

2.1.1.3 Dimensions of OCB

There are numerous discussions in the literature regarding the dimensions of OCB. Along with the literature review by Podsakoff and his colleagues (2000), there are about 30 different taxonomies of OCB. However, there is abundance of theoretical overlap between these taxonomies. Initially, two types of citizenship behavior were suggested; altruism (helping others) and generalized compliance (following the rules

and procedures of the organization) (Smith et al., 1983). Altruism has been acknowledged as an essential factor of OCB by most of the research working in this area. Altruism involves behaviors that are directly and intentionally meant for helping a particular person in face to face circumstances such as orientating new employees, supporting someone with substantial workload (Smith et al., 1983). General compliance, later Organ identified as conscientiousness (1988), refers to a more impersonal form of meticulousness that does not deliver instant support to any specific person, but instead, is helpful to others involved in the organization. It essentially attributes to compliance with internalized norms that outline the behaviors of a good worker such as being punctual, not wasting time (Smith et al., 1983).

In 1988, Organ identified five dimensions that constitute OCB construct based on prior research of Bateman and Organ (1983) and Smith and associates (1983). These dimensions are altruism, conscientiousness, civic virtue, courtesy, and sportsmanship.

Altruism refers to voluntary behaviors aimed at helping another person with an organizationally pertinent task or problem, such as showing an employee how to use equipment.

*Conscientiousness*¹ refers to behaviors that exceed the minimum requirements of the organization in fields such as punctuality, caring for organizational resources, attendance, and cleanliness.

Civic virtue refers to behaviors that include constructive participation in the political process of the organization and contribution to this process by communicating opinions, taking part in meetings, following organizational developments and reading means of organizational communications such as mails for the welfare of the institution.

Courtesy refers proactive gestures aimed at preventing potential problems that may occur in the organization, such as giving advance notice, passing along information and referring to people before taking any actions that would affect them (Organ, 1990).

¹ Conscientiousness dimension of OCB should not be confused with the conscientiousness dimension of Big Five Personality Traits

Sportsmanship refers to tolerating the inconveniences and impositions of work by not complaining and making difficulties appear greater than they really are. Organ (1988) defined sportsmanship by stating: “Anyone who has served as a supervisor or administrator knows immediately how sportsmanship contributes to organizational effectiveness: it maximizes the total amount of stamina - especially the stamina of administrators that can be devoted to constructive purposes. Every time a grievance is processed, executive resources are consumed, regardless of whether the plaintiff secures a satisfactory outcome. Those resources, then, are diverted from the more productive activities of planning, scheduling, problem-solving, and organizational analysis.”

In 1990, Podsakoff and his associates were the ones that operationalize Organ’s (1988) five dimensions (LePine, Erez, & Johnson, 2002). They established a measure for OCB comprising of subscales for each of the five dimensions which form the foundation for measuring OCB in wide of variety studies (Hoffman et al., 2007; LePine et al., 2002).

Organ (1990) broadened the five dimensional model of OCB so as to involve two additional dimensions, peacekeeping and cheerleading. Peacekeeping refers to behaviors that focus on preventing the conflicts among individuals and cheerleading refers to behaviors that involve words and gestures to hearten and reinforce coworkers’ performance and professional development (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

Based on the classification of Organ, Williams and Anderson proposed another conceptualization of OCB which reduced OCB into two broad categories which are organizational citizenship behavior-organization (OCB-O) and organizational citizenship behavior-individual (OCB-I) (Williams & Anderson, 1991). Conscientiousness, civic virtue and sportsmanship dimensions of OCB form OCB-O and altruism and courtesy dimensions form OCB-I. OCB-O involves behaviors that directly benefit the functioning of the organization, such as working extra hours, devoting extra effort for organizational performance, giving advance notice. On the other hand, OCB-I involves behaviors that directly benefit individuals and indirectly

contribute to organizational effectiveness, such as helping others when they are absent, informing them about work situations (Williams & Anderson, 1991).

In 1994 Morrison proposed a five-dimensional OCB framework. It includes altruism, conscientiousness, sportsmanship, involvement, and keeping up with changes. In this construct, involvement dimension requires participation in organizational functions and keeping up with changes dimension requires keeping informed about organizational events and changes (Morrison, 1994). Although, altruism, conscientiousness, and sportsmanship dimensions are analogous to Organ's definitions of the same dimensions, Morrison's conceptualization of involvement and keeping up with changes dimensions overlap with Organ's civic virtue dimension. Courtesy dimension of Organ's is not comprised in Morrison's reconceptualization.

In 1995, Moorman and Blakely suggested a four-dimensional framework for the OCB construct which includes individual initiative, interpersonal helping, personal industry, and loyal boosterism dimensions. Individual initiative refers to constructive communications with others to improve individual and group performance; interpersonal helping means helping co-workers in work related situations; personal industry designates the performance of particular tasks which are beyond the job description; and loyal boosterism defines the promotion of organizational image to outsiders (Moorman & Blakely, 1995).

In 1996, Van Scotter and Motowidlo proposed two sub categories which are interpersonal facilitation and job dedication. These dimensions share resemblances with other classifications (Van Scotter & Motowidlo, 1996). Interpersonal facilitation contains altruism and courtesy dimensions (Organ, 1988; Smith et al., 1983). Job dedication relates to generalized compliance dimension of Organ (1988).

Since there is a great conceptual commonality among the dimensions of the developed frameworks, Podsakoff et al. (2000) identified seven common dimensions from many different studies. These dimensions are: Helping behavior, sportsmanship, organizational loyalty/loyal boosterism, organizational compliance, individual initiative, civic virtue, and self-development.

Helping behaviors involve voluntary behaviors that help other employees or prevent occurrence of work associated problems. The first part of the description includes Organ's altruism dimension and Moorman and Blakely's interpersonal helping dimension. The second part involves Organ's courtesy dimension.

Sportsmanship is defined as alacrity to tolerate the inconveniences at work without complaining (Organ, 1988). However, Podsakoff and his colleagues extended this definition through suggesting that employees displaying sportsmanship were preserving a positive attitude even when they are enduring personal inconveniences. They further illustrated sportsmanship as: "For example, in our opinion, "good sports" are people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally" (Podsakoff et al., 2000).

Organizational loyalty refers to protecting the organization, spreading goodwill to outsiders and supporting and defending organization against external threats (Podsakoff et al., 2000).

Organizational compliance was studied as general compliance by Smith et al. (1983) and OCB-O by Williams and Anderson (1991). This dimension refers to extend which the employee internalize and comply with the organizational rules, procedures, norms and policies. Consequently, if an employee engages in this behavior, even when nobody is monitoring him, this person is stated as being a "good citizen". Although obedience to rules is an anticipated behavior, many of them do the contrary. That is why Podsakoff and his colleagues considered this behavior as a form of OCB.

Individual initiative refers to employee's intentional and extra effort about task-related behaviors in the organization. It involves innovation, creativity, enthusiasm and extra responsibilities that exceed the job-specified roles which are aimed at improving one's task or the organizational performance (Podsakoff et al., 1994). This conceptualization is similar to Organ's (1988) conscientiousness dimension, Moorman and Blakely's (1995) personal industry and individual initiative

dimensions and Scotter and Motowidlo's (1996) job dedication construct. Since it is hard to distinguish this dimension from required in-role tasks, many researchers do not include this construct in their studies.

Civic virtue refers to overall commitment of employees to the organization. This dimension includes actively participating in the governance of the organization, such as attending meetings and being vigilant for fluctuations in the industry which will threaten the organization. This construct refers to Organ's (1988) civic virtue dimension, Graham's (1989) organizational participation dimension and George and Brief's (1992) protecting organization dimension (Podsakoff et al., 2000).

Self-development refers to trying to develop one's self through training and keeping up with changes in related field of work. This dimension was built on the works of Katz (1964) and George and Brief (1992). Katz suggested that employee's self-development was an important component of citizenship and it involves behaviors, such as improving knowledge, skills and abilities. By pursuing to develop themselves individually, employees enhance the organization. Podsakoff and his colleagues stated the distinction of this dimension by saying that: "Self-development has not received any empirical confirmation in the citizenship literature. However, it does appear to be discretionary form of employee behavior that is conceptually distinct from the other citizenship behavior dimensions, and might be expected to improve organizational effectiveness through somewhat different mechanisms than the other forms of citizenship behavior" (Podsakoff et al., 2000).

In 2000, Coleman and Borman conceptualized "three-dimension integrated model of citizenship performance" by comparing previous OCB frameworks and other constructs associated to OCB in terms of their similarities and distinctions (Borman & Motowidlo, 1993; Organ, 1988; Smith et al., 1983; Van Dyne et al., 1994; Van Scotter & Motowidlo, 1996). This model includes three categories which are: *Interpersonal citizenship performance* dimension, *organizational citizenship performance* dimension and *job/task citizenship performance* dimension (Coleman & Borman, 2000). The interpersonal citizenship performance dimension refers to behaviors that benefit participants of the organization and it includes altruism and courtesy by Organ (1988), OCB-I by Williams and Anderson (1991), social

participation by Van Dyne et al. (1994) and interpersonal facilitation dimension of Van Scotter and Motowidlo (1996). The organizational citizenship performance dimension refers to behaviors that benefit the organization and it includes sportsmanship, conscientiousness and civic virtue by Organ (1988), OCB-O by Williams and Anderson (1991), generalized compliance by Smith et al. (1983), sportsmanship, involvement, keeping up with changes and conscientiousness dimensions of Morrison (1994) and job dedication dimension of Van Scotter and Motowidlo (1996). Finally, the job/task citizenship performance dimension refers to extra effort and perseverance on the job, commitment to the job, and the desire to make the most of one's own job performance. It is associated with functional participation of Van Dyne and colleagues (1994) and job dedication dimension of Van Scotter and Motowidlo (1996).

Among all of the OCB frameworks, the mostly preferred conceptualization is Organ's (1988) five-dimension framework of OCB, since other models did not have enough empirical support in the literature (Organ et al., 2006; Schnake & Dumler, 2003). Organ's five-dimension framework was first measured by Podsakoff and his colleagues (1990). Later, it functioned as the foundation for abundant of studies in the organizational behavior literature (MacKenzie et al., 1991; Moorman, 1991; Niehoff & Moorman, 1993; Organ et al., 2006; Podsakoff, MacKenzie, & Bommer, 1996; Podsakoff et al., 1994). Therefore, this five-dimension framework of Organ's will be utilized in this study as well.

2.1.1.4 Antecedents of OCB

Many researchers have attempted to determine antecedents of OCB since OCB has important consequences for organizations. There are four main categories of antecedents of OCB which are individual (or employee) characteristics (Bateman & Organ, 1983; Organ & Lingl, 1995; Organ & Konovsky, 1989; Organ & Ryan, 1995; Organ, 1988; Penner, Midili, & Kegelmeyer, 1997; Smith et al., 1983), task characteristics (Podsakoff & MacKenzie, 1997; Podsakoff et al., 1996; Podsakoff, Niehoff, MacKenzie, & Williams, 1993), organizational characteristics (Kidwell, Mossholder, & Bennett, 1997; Lambert, 2000) and leadership behaviors (MacKenzie, Podsakoff, & Rich, 2001; Podsakoff et al., 1996). Individual and task characteristics as antecedents of OCB will be discussed in the following sections.

2.1.1.4.1 Individual (Employee) Characteristics

Individual (employee) characteristics are the most frequently studied antecedents of OCB in literature (Organ et al., 2006). According to Podsakoff and his associates (2000), previous work on individual characteristics (Bateman & Organ, 1983; O'Reilly & Chatman, 1986; Smith et al., 1983) has concentrated on two main motives of OCB: Morale factors and dispositional factors.

Morale factors refers to underlying employee satisfaction, organizational commitment, perception of fairness, and perceptions of leader supportiveness (Organ & Ryan, 1995). As stated by Podsakoff and his colleagues, these variables have been the most frequently examined antecedents of OCB and all of them have significant interactions with OCB of approximately comparable strength (ranging from .23 to .31) (Podsakoff et al., 2000). Therefore, such variables that involve morale of employees seem to be important causes of OCB. In other words, committed and satisfied employees are more likely to engage in discretionary behaviors that are beneficial for the organization compared to those who are not (Mowday, Porter, & Steers, 1982; Williams & Anderson, 1991).

According to Organ and Ryan (1995), dispositional factors, namely agreeableness, conscientiousness, which are traits in the empirically determined five-factor model of personality, positive affectivity, and negative affectivity, “predispose people to certain orientations vis-à-vis coworkers and managers. And those orientations might well increase the likelihood of receiving treatment that they would recognize as satisfying, supportive, fair, and worthy of commitment.” Therefore, such dispositional variables could be perceived as indirect determinants of OCB, instead of direct determinants. According to the previous research (Comeau & Griffit, 2005; Konovsky & Organ, 1996), among dispositional variables, conscientiousness, agreeableness, and positive affectivity have the strongest affects. Also, conscientiousness and agreeableness are associated significantly to both altruism and generalized compliance; and positive affectivity is related positively to altruism (Podsakoff et al., 2000).

Furthermore, Borman, Penner, Allen and Motowidlo (2001) argued that conscientiousness dimension of OCB was associated with citizenship performance

higher than with task performance. Rioux and Penner (2001), studied OCB through functional approach to behavior. They stated that, considering the functional view of OCB, the purpose of the behavior is important and individuals' unique objectives and needs are predicted as motivators of human behavior. In other words, employees' certain motivations such as organizational concern and prosocial behaviors have a strong correlation with OCB and they also highlighted that these motives are drivers of OCB.

In line with meta-analytic reviews of Podsakoff and his colleagues (2000), individual characteristics that affect OCB can be sub-categorized in detail as:

- Employee Attitudes: Satisfaction, Fairness, Organizational Commitment, Affective Commitment, Continuance Commitment, Trust in Leader
- Dispositional Variables: Conscientiousness, Agreeableness, Positive Affectivity, Negative Affectivity
- Employee Role Perceptions: Role Ambiguity, Role Conflict,
- Demographic Variables: Tenure, Gender
- Employee Abilities and Individual Differences:
Ability/Experience/Training/Knowledge, Professional Orientation, Need for Independence, Indifference to Rewards

The underlying processes of employee attitudes (job satisfaction and organizational commitment) - OCB link and conceptualizations of dispositional variables (personality traits, impostor phenomenon and narcissism) will be discussed in detail in later parts of the thesis.

2.1.1.4.2 Task Characteristics

Task characteristics refer to characteristics of a job in terms of its ability to produce intrinsic satisfaction based on its aptitude to deliver feedback, autonomy, completion of the task from beginning to ending with observable result, usage of wide range of skills, and the feeling of doing noteworthy work that affects others' lives.

As reported by several research (Podsakoff & MacKenzie, 1997; Podsakoff et al., 1996; Podsakoff, Niehoff, MacKenzie, & Williams, 1993), there is a consistent correlation among task characteristics and OCBs. According to Podsakoff and his

colleagues, there are three forms of task characteristics: Task feedback, task routinization, and intrinsically satisfying tasks (Podsakoff et al., 2000). They emphasized that all three types of task characteristics were significantly related to altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Also, they stated that task feedback and intrinsically satisfying tasks were positively related to OCBs, whereas task routinization was negatively associated to OCBs.

Farh, Podsakoff and Organ evaluated the effects of task characteristics on OCB. In their study, they found that task scope explained for more unique variance in both altruism and compliance dimensions of OCB (Farh et al., 1990). Kerr and Jermier (1978) found that task related variables of routine and intrinsically satisfying tasks were associated with altruism. They suggested that task feedback, employee knowledge on how they are performing their jobs, is vital because it allows instant and accurate information about employee's job performance. An employee who is well-informed about their performance, regardless of being good or bad, will assess all occasions to go beyond and enhance the current performance through engaging in citizenship behaviors. Therefore, this characteristic has a positive relationship with civic virtue dimension of OCB.

On the other hand, task routinization which refers to repetitiveness of a job has a negative relationship with OCB. The reason behind this is that routine jobs do not let employees to be inspired and intend to help colleagues or organizational effectiveness (Kerr & Jermier, 1978).

Intrinsically satisfying tasks are also linked to OCB in the substitutes for leadership literature (Podsakoff et al., 1996). As previously mentioned, satisfied employees tend to engage in OCB more frequently. Furthermore, employees who are engaging in intrinsically satisfying tasks identify their job undertakings to be more rewarding and perform with the intention of achieving these rewards (Organ et al., 2006). According to Fassina, Jones and Uggerslev (2008), employees who are more satisfied with their jobs due to positive task characteristics or satisfying work environment, tend to pay back their employer through performing citizenship behaviors.

2.1.2 Counterproductive Work Behavior

Before the early 1980's, there was research on wide variety of behaviors which can be considered to be deviant in the workplace (Gruys, 1999). For instance, there were studies concerning pilferage, slow and sloppy performance, employee theft, sabotage, tardiness and absenteeism (Altheide, Altheide, Adler, & Adler, 1978; Bensman & Gerver, 1963; Clinard & Cressey, 1954; Gouldner, 1954; Henry & Mars, 1978; Henry, 1978; Mars, 1973; Roy, 1959; Roy, 1952; Taylor & Walton, 1971). Nevertheless, as a result of the absence of a recognized conceptualization or model for examining such behaviors, these researches were perceived as studies into diverse types of behaviors, but not necessarily as an effort to understand employee deviance (Gruys, 1999).

A growing concern among organizations is counterproductive work behavior (CWB) (Hollinger, Slora, & Terris, 1992). In the literature of job performance, it is suggested that counterproductive work behavior is an important construct in addition to task and organizational citizenship behavior concepts (Rotundo & Sackett, 2002; Viswesvaran & Ones, 2000). Although research has concentrated mostly on organizational citizenship behavior at first, more interest has been provided to CWB so as to understand the impacts of CWBs on organizations and employees' well-being (Hafidz, 2012). This increasing concentration in CWB is attributable to the common CWB incidences in organizations that had triggered detrimental effects on both organizations through low productivity, increased insurance costs, lost or damaged property and increased turnover (LeBlanc & Kelloway, 2002; Penney & Spector, 2002) and employees through increased dissatisfaction and job stress (Hafidz, 2012).

Organizational behavior research has focused on intentional behaviors of employees. These behaviors can contribute to the organizations functioning but, simultaneously, they can also have detrimental effects on organizations. Such intentional behaviors that result in damaging the organization and its stakeholders are called Counterproductive Work Behaviors (CWBs) (Spector & Fox, 2002). The definition given illustrates that CWB consists of behaviors that are discretionary, and these behaviors normally violates organizational norms. According to Spector and Fox (2005), the main characteristic of CWB is that the behavior itself must be intentional

and not accidental. In other words, the employee makes a decision or a choice to engage in such a way that is either planned precisely to harm, or harms by purposeful act albeit inadvertently. They also stated that volition of behavior and intentionality of harmful outcome are two distinct motives for CWB and they are essential in understanding the underlying processes (Spector & Fox, 2005).

Bennett and Robinson (2003) provides examples to CWBs in organizations: “Payroll files at Acme Corporation are mysteriously deleted. Maria finds an obscene note taped to her chair when she returns from lunch. Marlene belittles the secretary in front of the department. Steven takes a 2-hour lunch break. Lawrence is running his own Web-based business on his computer at work. Intoxicated, Lee drives a forklift through a window. Janice cheats on her expense account. The aforementioned actions all have one thing in common: All fit the definition of employee deviance. All these behaviors are intentional acts initiated by organizational members that violate norms of the organization, and have the potential to harm the organization or its members”. She also added that such deviant behaviors are pervasive in organizations and therefore it is crucial to understand underlying reasons of such behaviors (Bennett & Robinson, 2003).

Above-mentioned deviant behaviors at the workplace have been studied with different terms in the literature which are: Organizational delinquency (De Vries & Van Gelder, 2015; Hogan & Hogan, 1989), antisocial behavior (Giacalone & Greenberg, 1997), workplace deviance (Robinson & Bennett, 1995), organizational misbehavior (Vardi & Wiener, 1996), workplace aggression (Baron & Neuman, 1996), organizational retaliation (Skarlicki & Folger, 1997), and organizational motivated aggression (O’Leary-Kelly, Griffin, & Glew, 1996).

As it could be seen from variety of different theoretical frameworks, CWB literature is somewhat fragmented that results in several definitions and labels for the same construct. Therefore, several classifications and names of CWB in the literature share some mutual and different features (Bennett & Robinson, 2000; Marcus & Schuler, 2004). Behaviors such as deviance, physical and verbal aggression, and revenge can be categorized as CWBs since the set of behaviors overlap with each other (Spector & Fox, 2005). Furthermore, theft, absenteeism, and fraud are other actions of CWBs

(Marcus & Schuler, 2004). According to Marcus and Schuler (2004), CWBs have different forms but the correlations among them are positive considering both self-report and supervisory rating. Dimensionality of CWB construct will be further discussed in the following section.

2.1.2.1 Dimensions of CWB

Conducted research on CWBs have been studied in two different ways: Through concentrating on specific facets of CWB such as absence (Dalton & Mesch, 1991), aggression (Douglas & Martinko, 2001; Fox & Spector, 1999), and theft (Greenberg, 1990) and through concentrating on these behaviors collectively, and label them as CWB (Bennett & Robinson, 2000; Gruys & Sackett, 2003; Spector et al., 2006) but also study diverse dimensions of CWB (Hafidz, 2012).

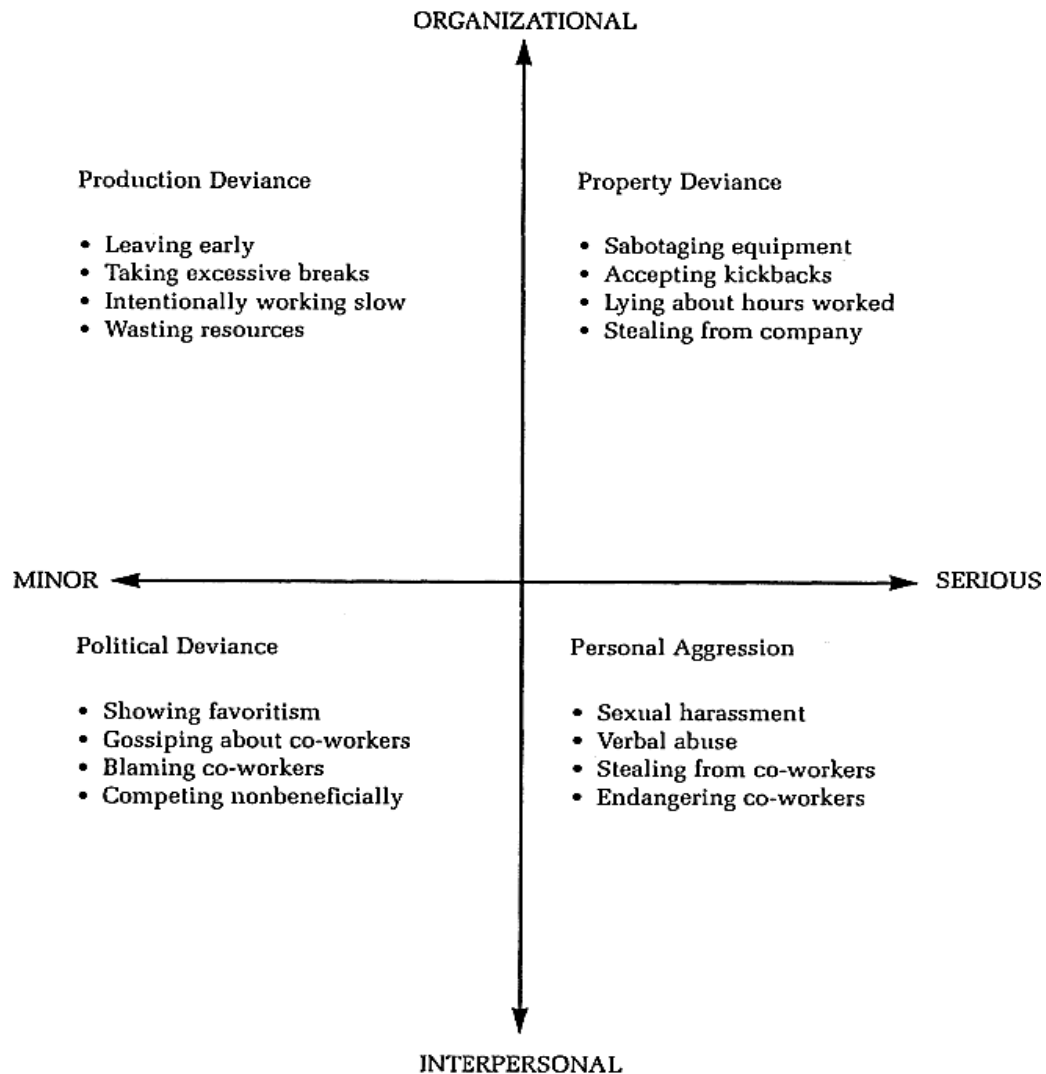
Hollinger and Clark (1982) conducted the first framework for viewing workplace deviance. They suggested dividing employee deviance in two broad categories. The first category was named "*property deviance*" and it was defined as employee stealing or damaging the property or assets of their employers. It includes actions such as misusing discount privileges, taking money, supplies or other items from the employer, being paid for more hours than actually worked, or sabotage. The second category of CWBs was named "*production deviance*" and it was defined behaviors that violate organizational norms regarding the production or work in the organization. It includes behaviors such as tardiness, sick leave abuse, absenteeism, doing sloppy work, and engaging in drug or alcohol use on the job (Hollinger & Clark, 1983; Hollinger & Clark, 1982; Hollinger, 1986).

Along with property and production deviance, a third classification of deviant behaviors is called "*altruistic property deviance*" which was proposed by Hollinger, Slora, and Terris (1992). It is deliberated to be a unique form of property deviance and it contains behaviors that deal with the property and assets of the organization. On the other hand, this classification takes into account of examples where an employee gives away organization's property or sells it at a great discount to others instead of taking the assets for their own gain (Hollinger et al., 1992).

Two supplementary groupings of deviant workplace behaviors, "*political deviance*" and "*personal aggression*", were suggested by Robinson and Bennett (1995). These

categorizations were characterized using an empirical study which was conducted by means of multidimensional scaling analysis. Political deviance refers to committing in social interaction that places other individuals at a personal or political disadvantage. It involves behaviors such as presenting favoritism, blaming co-workers, and starting negative rumors about the organization. Personal aggression refers to behaving in an aggressive or hostile way toward others. It involves behaviors such as sexual harassment, verbal abuse and stealing from other co-workers (Robinson & Bennett, 1995).

These four categorizations of CWBs were named by Robinson and Bennett (1995) as “Four P’s”. Production and property deviance construed organizational counterproductive behaviors (CWB-O) and on the other hand political deviance and personal aggression construes interpersonal counterproductive behaviors (CWB-I). The figure below illustrates this typology and provides examples for each of them.



^aThese lists are not exhaustive. We provide a set of the most typical behaviors for each category for illustrative purposes only.

Figure 2. Typology of Deviant Workplace Behavior (Robinson & Bennett, 1995)

Gruys (1999) also conducted a broad study with the purpose of determining the dimensionality of counterproductive work behavior. She identified 11 categories of workplace deviance which are: (1) Theft and related behavior, (2) Destruction of property, (3) Misuse of information, (4) Misuse of time and resources, (5) Unsafe behaviors, (6) Poor attendance, (7) Poor quality work, (8) Alcohol use, (9) Drug use, (10) Inappropriate verbal actions, and (11) Inappropriate physical actions. Moreover, Gruys determined “miscellaneous” items such as witnessing employees engage in unacceptable behaviors but not reporting or ignoring them, which were

counterproductive work behaviors but did not fit with any classification (Gruys, 1999).

According to Lee, Ashton and Shin (2005), acts that are mainly targeted to the organization itself but not to other individuals, is categorized as non-social deviance. On the other hand, social deviance classification refers to detrimental acts that are targeted to members of an organization.

Spector and his associates (2006) developed another classification which categories CWB into five dimensions. First category is *abuse* which refers to harmful and nasty behaviors that affect other people, second category is *product deviance* which is attributed to deliberately doing one's job incorrectly or allowing an error to occur. Next categories are *sabotage*, which is about destroying organizational property, and *theft* which refers to illegally taking the personal goods or possessions of another. Final category is *withdrawal* which is related to avoiding work, being late or absent (Spector et al., 2006).

Another framework of CWB can be classified according to its severity. Some deviant behaviors, such as employees talking with each other rather than working, could be categorized as a minor deviant behavior, whereas, other instances such as physical assault, would be categorized as severe (Hollinger & Clark, 1983).

As indicated by Kelloway et al. (2010), CWBs could be regarded as a form of protest inside organizations, arising from having a high degree of identification with a victim of injustice. It was also proposed that CWBs could be both individually and collectively sanctioned. Example to collective CWBs would be slowing the work campaigns, bullying, and collective acts of violence which occur in the framework of labor dispute (Kelloway et al., 2010).

Furthermore, harassment and incivility also have harmful effects on individuals' mental and physical health (Lim, Cortina, & Magley, 2008). According to Hollinger and Clark (1983), verbal abuse could be involved in interpersonal deviance type behaviors. Spector and Fox (2005) indicated that abuse against other people affect job satisfactions of employees negatively, therefore, abuse-type behaviors, harassment and incivility are considered as other forms of CWBs.

In conclusion, violating the organizational wellbeing, and triggering potential detriment and loss for the organization or its members can be considered as shared attributes of all counterproductive acts (Marcus & Schuler, 2004).

2.1.2.2 Antecedents of CWB

Taking into consideration the increasing frequency and the colossal costs of counterproductive work behavior, understanding the underlying reasons of why employees engage in such behaviors is crucial for organizational prosperity. Therefore, researchers conducted empirical studies on CWB to investigate the antecedents and correlates of different types of CWBs (Ambrose, Seabright, & Schminke, 2002; Bennett & Robinson, 2003; Colbert, Mount, Harter, Witt, & Barrick, 2004; Douglas & Martinko, 2001; Hakstian, Farrell, & Tweed, 2002; Henle, 2005; LeBlanc & Kelloway, 2002; Lee & Allen, 2002; Lee et al., 2005; Marcus & Schuler, 2004; Martinko, Gundlach, & Douglas, 2002; Salgado, 2002). These researches designate that there are several antecedents of CWB and significant associations exist among CWB and other organizational concepts.

In the current literature, employees engage in CWBs due to individual and situational or organizational factors. Individual factors include personal variables that are internal such as personality variables and employee attitudes. Organizational factors include organizational culture, control system, opportunity to misbehave and job characteristics.

2.1.2.2.1 Individual Factors

In this thesis, individual variables will also be investigated in terms of their relations with counterproductive work behaviors. Research in general illustrated that individual differences are important predictors of CWBs. Appelbaum et al. pointed out this by stating that: "It is widely believed that some people are, by nature, prone to be deviant" (Appelbaum et al., 2005).

Several studies explored demographic variables such as age, sex, tenure, and education that have been assumed to influence CWBs. In most of the studies that investigated the connection between demographic variables and CWBs, results indicated that age and tenure were negatively correlated with CWBs (Gruys, 1999;

Hollinger & Clark, 1983; Marcus & Schuler, 2004; Ones & Viswesvaran, 1998). However, education was unrelated with CWBs. According to another research, there was no significant relationship between cognitive ability and CWBs (Marcus & Schuler, 2002)

Other researchers examined the relationships between personality and CWBs. A significant portion of the related literature has been dedicated to understand the relationship between Big Five or Five Factor Model (FFM) and CWBs. According to Salgado (2002), some dimensions of FFM predicted counterproductive work behaviors. He stated that conscientiousness (the individual level of organization and perseverance in motivated and goal directed behaviors) and agreeableness (the level of social orientation in judgments, feelings, and behaviors) dimensions of FFM were negatively related with CWBs. In another study, Mount, Ilies and Johnson (2006) found that agreeableness had a direct relationship with interpersonal counterproductive work behaviors (CWB-I) and conscientiousness had a direct relationship with organizational counterproductive work behaviors (CWB-O). Also, they stated that job satisfaction had a direct relationship with both CWB-I and CWB-O. Furthermore, job satisfaction partially mediated the relationship between agreeableness and both CWB-I and CWB-O.

One of the personality traits, neuroticism (the individual level of emotional instability, emotional regulation; it specifies individuals' susceptibility to psychological distress, improbable ideas, extreme desires or urges, and maladaptive coping reactions), was negatively predicting the lack of turnover. In contrast, conscientiousness and agreeableness positively predicted the lack of turnover (Liao, Chuang, & Joshi, 2008).

Lee and Ashton (2005) built upon Robinson and Bennett's (2000) model of workplace anti-social behavior and analyzed the effects of FFM on both CWB-I and CWB-O. Along with Big Five dimensions, they studied a different personality dimension called as honesty-humility factor which is characterized by terms such as being honest, fair, and genuine as opposed to being avaricious, conceited, and sly. They found that honesty-humility played an important part in predicting both forms of CWB (Lee & Ashton, 2005). Opposing to earlier research, Lee and Ashton

reported that extraversion (the individual level of interpersonal interaction, need for stimulation, and capability for joy) is also positively associated with CWBs. However, they did not deliver a substantial justification for this outcome and stated that the connection between CWB and extraversion should be examined further in future research (Lee & Ashton, 2005).

One of the other personality variables is negative affectivity which is an inclination to experience aversive emotional states and self-concept (Watson & Clark, 1984). Individuals with high negative affectivity construe equivocal conditions as intimidating. They generally have a tendency to concentrate on the negative characteristics of the world and have a continuing state of mind of distress and anxiety. It is more challenging to regulate behaviors and to follow rules while confronting a threatening condition. Consequently, the probability of engaging in counterproductive work behaviors is greater for high negative affectivity individuals (Martinko et al., 2002).

Emotion-arousing situations in organizations especially for feelings of anger and frustration increase the employees' likelihood of engaging in CWBs (Fox & Spector, 1999; Storms & Spector, 1987). According to Chen and Spector (1992), measure of workplace anger was associated more strongly with CWB than with a measure of frustration. They discovered significant relations among frustration and both hostility and aggression, but not for theft or sabotage. On the other hand, all of the four scales were significantly correlated with anger.

Trait anger, self-control and narcissism are other personality variables that are correlated to CWBs. According to Douglas and Martinko (2001), individuals with higher trait anger, which is a disposition to encounter state anger, were more probable to account prevalence of workplace aggression. The very research also designated that workplace aggression and self-control were negatively related to each other. Consistent with these findings, Marcus and Schuler (2004) stated that self-control (the trait of determinedly controlling behavior and desires) negatively associated with many CWBs, such as theft, interpersonal deviance, substance use, absenteeism and organizational deviance. Also, narcissism, which is an extreme obsession with one's own personal significance, or with attaining one's own

preferred aims instead of connecting with others, as an individual characteristic, was positively related to CWB (Penney & Spector, 2002). Considering all of these researches, it can be concluded that, if an employee cannot regulate his desires, becomes repeatedly angry and perceives himself as the center of everything, he engages in more CWBs.

Furthermore, employee attitudes such as job satisfaction and organizational commitment also are determinants of CWBs. Job satisfaction has been presented to be an antecedent of both production and property deviance. Studies illustrated that, employees who are more committed and satisfied with their jobs are less likely to engage in CWBs (Hollinger & Clark, 1982; Mangione & Quinn, 1975).

In the literature, there is ample research that organizational commitment is correlated to deviance and work withdrawal (Judge & Kammeyer-Mueller, 2012). Most of the studies have concentrated on the relationship between affective commitment and turnover. Multivariate research also consistently demonstrates that job attitudes and attitudes concerning the organization have independent and complementary impacts on turnover behavior (Kammeyer-Mueller, Wanberg, Glomb, & Ahlburg, 2005). According to research, sudden declines in organizational commitment over time are associated with amplified intention to quit and actually quitting (Bentein, Vandenberghe, Vandenberg, & Stinglhamber, 2005). Research also proposes that if a group of employees' mean satisfaction and distribution of satisfaction scores are low, attendance is expected to be mostly low (Dineen, Noe, Shaw, Duffy, & Wiethoff, 2007).

Personality traits (FFM), narcissism, job attitudes and impostor phenomenon will be explained further in the later sections of the thesis.

2.1.2.2.2 Organizational Factors

While predicting CWBs individual variables explain only some part of the variance. So as to understand the reasons why employees engage in such deviant behaviors, not only personality variables, but also organizational factors have to be taken into account. Several studies tried to answer why some organizations have higher deviance rate than others (Marcus & Schuler, 2004; O'Leary-Kelly et al., 1996; Robinson & Greenberg, 1998).

One of the organizational factors, job characteristics (skill variety, task identity, task significance, autonomy, and feedback) appears to determine CWBs. According to Marcus and Schuler (2004), job autonomy predicts counterproductive work behaviors. Also, self-reported sabotage and perceived lack of autonomy are associated with each other (Klein, Leong, & Silva, 1996; Sackett & DeVore, 2001). According to an experimental research about job characteristics, as antecedents of absenteeism, discovered that task identity and skill variety were negatively related with absenteeism (Rentsch & Steel, 1998).

Another variable, perceived organizational support as an organizational variable, has been found to effect CWBs (Colbert et al., 2004). As stated in this research, employees engage in less CWB, if co-workers act positively and compassionately towards each other. Similarly, it was also found that organizational support was negatively associated with absenteeism (Ones, Viswesvaran, & Schmidt, 2003)

Studies pointed out that organizational climate (work environment) may have impact on CWBs (Kamp & Brooks, 1991; O'Leary-Kelly et al., 1996; Peterson, 2002; Schneider, 1975). Individuals are more prone to behave in anti-social ways if the environments in which they work consist of others who serve as examples for such behaviors. In organizations where there is a strong ethical code, employees tend to conduct less CWBs. According to Howard (2001), building a positive work atmosphere may bring about a decrease in workplace violence.

As Marcus and Schuler (2004) stated in their research, if an employee observes an opportunity to engage in misbehavior, and if s/he discerns that s/he will not get caught when s/he displays a disruptive behavior, likelihood of engaging in CWBs increase. Consequently, when an employee assumes that an undesirable consequence for deviation will not be expected and sees an opportunity, numbers of CWBs increase (Greenberg, 1990). Taken all of the results into consideration, it could be stated that, employees start engaging in CWBs if the group that employee belongs to conducts such behaviors. On the other hand, if the organization has policies for misbehaviors, it may discourage employees to engage in deviant behaviors. For instance, if employees receive sanctions by the organization due to deviant actions and the results of these sanctions are severe, then they will be less likely to perform

CWBs (Gruys, 1999). With the application of this idea, researchers included a measure of perceived certainty on receiving organizational sanctions upon conducting CWBs, and found that this variable was negatively related to employee theft (Hollinger & Clark, 1983).

Another variable which is associated to CWBs includes the perceptions of employees. Employees who perceive the manager to be unfair will be more probable to engage in CWBs (Hollinger et al., 1992; Hollinger, 1986). For instance, if an employee feels underpaid comparative to the amount which s/he provides to the organization, the individual could be more prone to engage in CWBs (Gruys, 1999). This notion is consistent with equity theory, particularly as theorized by Elliott Jaques (1967). In its most simple form, this theory outlines that employees want to attain equity between their inputs (or what they are placing into the job) and their outputs (or what they are getting back from the job) (Gruys, 1999). According to Jaques, this issue of equilibrium is arbitrated compared to a standard of perceived "fairness" and it is internal to the employee. Generally, if employees feel that they are not attaining an equity position, then they are much more probable to engaging in theft or other CWBs with the purpose of achieving equity. Hollinger (1986) posits that most of the CWB research indirectly or directly assumes that both production and property deviance are driven by the stresses and inequities inherent to a particular organization. For instance, employees who perceive inequity (mainly regarding pay or wages) have been revealed to be more likely to steal from their employers (Altheide et al., 1978; Greenberg, 1990). The underlying reason behind this behavior is that the employee may feel that the employer owes them something, and they may behave accordingly to obtain what they feel they are owed (Gruys, 1999).

Studies have also proposed that individuals' perception on distributive justice, procedural justice and organizational justice in the workplace may also impact on CWBs (Gruys, 1999; Skarlicki & Folger, 1997). Other researchers also found that interactional injustice increases CWBs (Cohen-Charash & Spector, 2001; Kennedy, Homant, & Homant, 2004; Marcus & Schuler, 2004).

2.2 Job Attitudes

A job attitude is a collection of assessments of one's job that establish one's feelings toward, beliefs about, and attachment to one's job (Judge & Kammeyer-Mueller, 2012). In general, job attitude can be conceptualized by two means. Either as affective job satisfaction that establishes an overall or inclusive subjective feeling about a job (Thompson & Phua, 2012), or as a combination of disinterested cognitive evaluations of specific job aspects, such as salary, conditions, opportunities and other features of a specific job (Harrison, Newman, & Roth, 2006). Employees assess their progression opportunities through observing their job, their profession, and their employer (Judge & Kammeyer-Mueller, 2012). In other words, job attitudes cover both the cognitive and affective components of employees' assessments whereas recognizing these cognitive and affective characteristics does not have to be in strict correspondence with one another (Schleicher, Watt, & Greguras, 2004).

Job attitudes are one of the oldest, most popular and most significant topics of literature in organizational behavior (Judge & Kammeyer-Mueller, 2012) and Houser and his colleagues (1927) are the pioneering researchers in this field.

Employee attitudes include organizational commitment, job satisfaction and perception of fairness. Literature review on both job satisfaction and organizational commitment could be found in the following section.

2.2.1 Job Satisfaction

Job satisfaction is one of the most examined job attitudes in the literature of organizational behavior (Bateman & Organ, 1983; Organ & Lingl, 1995; Parnell & Crandall, 2003; Williams & Anderson, 1991). One of the reasons of this popularity is that job satisfaction may influence variety of behaviors and provide to the prosperity of employees and consequently welfare of the organization (Jones & George, 2003). Job satisfaction is definitely an essential factor of the work environment for employers to determine and observe their employees. Job satisfaction is crucial for organizations that want to develop and retain productive employees for organizational accomplishment (Siegel & Lane, 1974).

Job satisfaction is a pleasing or positive emotional state deriving from the appraisal of one's job or job experiences (Locke, 1976). This definition proposes that job satisfaction involves an affective part, emotional state, and a cognitive or non-affective part (appraisal) (Judge, Parker, Colbert, Heller, & Ilies, 2001; Organ & Konovsky, 1989; Organ, 1988). Affective component of job satisfaction refers to individuals' feelings and emotions. On the other hand, the cognitive component illustrates that satisfaction is associated to the expectations and standards of judgment regarding which current conditions are being assessed (Organ & Near, 1985; Organ & Konovsky, 1989). Although there is research in the literature inquiring which component influences job satisfaction more, Judge and his colleagues states that both affect and cognition are involved while evaluating jobs (Judge et al., 2001).

Similarly, Locke and Henne defined job satisfaction as "an emotional response to a value judgment by an individual worker, and if the individual perceives her/his job values are fulfilled, s/he will be satisfied" (Henne & Locke, 1985). According to Pool (1997), "Job satisfactions is an attitude that individuals maintain about their jobs" and this attitude is especially triggered by employees' perceptions on their jobs.

Job satisfaction is a fundamental construct in the literature because it is associated with significant occupational and general outcomes, such as higher levels of performance, organizational citizenship behaviors and lower levels of turnover absenteeism and lateness (Koys, 2001; Pool, 1997).

Consequently, recognizing the antecedents of job satisfaction appealed many researchers in their studies (Cohrs, Abele, & Dette, 2006). As stated by Siegal and Lane (1974), individuals' work values concerning what an employee wants and desires from work are important factors that determine job satisfaction. Leadership behaviors, work motivation, task substitutes, and organizational characteristics such as advisory provision from supervisors, cohesive work groups, formalization, fixed rules, and rewards are regarded as strong predictors of job satisfaction. Advancement benefits, pay, job security, feedback on success or failure, work type, vacation and holiday opportunities, and work environment are features that are related to job satisfaction (Siegel & Lane, 1974). Additionally, understanding supervisors who are

kind, supporting, and employee-centered instead of intimidating, uninterested, and job-centered are also deliberated as a cause for job satisfaction.

The taxonomy of the antecedents of job satisfaction varies in the literature. For management scholars and psychologists, the prominence of the foundations of job satisfaction varies considerably. According to Kreitner and Kinicki (2003), value attainment, need fulfilment, equity, discrepancies among expectations and receipts, and dispositional components were five key aspects that added to an employee's job satisfaction. Acknowledgement, the work itself, achievement, and responsibility expansion are other important motivators that increase satisfaction (Kreitner & Kinicki, 2003). The need satisfaction model, as a theoretical framework, is utilized so as to comprehend job satisfaction (Salancik & Pfeffer, 1977). This model states that individuals have stable, basic and identifiable qualities, containing needs and personalities. Additionally, jobs have stable and identifiable characteristics that are germane to needs of individuals. Job satisfaction is considered to be the consequence of the affiliation among the needs of the individuals and the characteristics of the job (Salancik & Pfeffer, 1977).

According to a cross-cultural review on job satisfaction, the theories about the determinants of job satisfaction could be categorized into three groups: Situational theories, dispositional theories, and interactive theories (Judge et al., 2001). Situational theories consider job satisfaction as a product of the nature of individuals' job or other characteristics of the work environment. On the other hand, dispositional theories take job satisfaction as imbedded in the personality of the individual. In other words, some employees have higher job satisfaction than others owing to their personality irrespective of their job conditions (Cohrs et al., 2006). Finally, according to interactive theories, job satisfaction spring from the interaction of both dispositions and situations. However, Cohrs et al. stated that, although dispositional and situational variables are significant determinants of job satisfaction, interactive effects of them are weak.

According to Kreitner and Kinicki (2007), "researchers estimate that 30% of an employee's job satisfaction is associated with dispositional and genetic components". Research puts emphasis on the significance of intrinsic dispositions of individuals'

and demonstrated that job satisfaction was stable over time although the employee changed his/her job and employer (Kreitner & Kinicki, 2007). Results from an longitudinal study pointed out that job satisfaction was steady over a period of time although the employees changed their jobs and managers (Staw & Ross, 1985; Steel & Rentsch, 1997).

According to Steel and Rentsch (1997), steadiness of job satisfaction scores of employees were similar for the ones who were working in similar jobs than those working in different jobs. This indicates that, not only dispositional variables affect job satisfaction, but also situational variables have significant affects as well.

Building upon the studies of Warr (1999), Cohrs and his colleagues (2006) illustrated situational variables as autonomy, externally generated objectives, supportive supervision, self-determination, opportunity for using skills, skill variety, task feedback, task variety, job security, pay amount, physical security, opportunity for interactive communication and appreciated position. Warr (1999) demonstrated the association among each of these features and job satisfaction in his study. Bateman and Organ (1983) proposed that there is a significant relationship between supervision and satisfaction. Also, Pool (1997) added that work motivation and leadership behaviors are important determinants of job satisfaction. Participatory leadership was presented as one of the significant determinants of job satisfaction (Cohrs et al., 2006). Finally, according to Podsakoff and his associates (1996), another important contributing factor for job satisfaction is transformational leadership.

One of the most substantial consequences of job satisfaction is organizational citizenship behavior and there are abundant of studies that revealed the significant relationship between them (Bateman & Organ, 1983; Farh et al., 1990; Konovsky & Organ, 1996; Niehoff & Moorman, 1993; Smith et al., 1983; Organ & Lingl, 1995; Organ & Ryan, 1995; Podsakoff et al., 1993). In 1938, Barnard proposed that willingness of entities to contribute forces to the cooperative system is affected by satisfaction. There are two theoretical bases for thinking job satisfaction as a determinant of OCB. The first one submits that satisfied employees are inclined to experience positive mood states more often and therefore they have a greater

tendency to engage in OCBs. The second theoretical base depends on social exchange theory and suggests that, if employees are satisfied with their jobs, they may perhaps reciprocate these efforts via OCBs (Bateman & Organ, 1983; Fassina et al., 2008).

On the other hand, absence of job satisfaction results in high turnover and absenteeism, low performance and decreased productivity (Koys, 2001; Mossholder, Settoon, & Henagan, 2005).

Both dispositional and situational variables that construe job satisfaction need special concentration since the organizational facilitation mostly hinge on the satisfaction of employees (Organ et al., 2006).

2.2.2 Organizational Commitment

The organizational commitment (OC) concept has been an important topic in the organizational behavior literature (Bentein et al., 2005; Mathieu & Zajac, 1990; Meyer & Allen, 1991; Mowday, 1998; O'Reilly & Chatman, 1986; Williams & Anderson, 1991). Building upon Porter, Steers, Mowday and Boulian's (1974) research, Meyer and Allen (1991) defined organizational commitment as a psychological state which portrays the individuals' relationship with the organization and influences their decision on remaining or terminating the membership in the organization. Organizational commitment was also explained as the emotional or psychological attachment of employees to their organizations (Ketchand & Strawser, 2001; Mathieu & Zajac, 1990; Meyer & Allen, 1991). According to Mathieu and Zajac (1990), employees' commitment lowers rates of job movement and increases productivity, work quality or both.

There have been various conceptualizations of organizational commitment in the literature. The common theme behind different definitions is the opinion that commitment attaches employees to their organizations with underlying dimensions of internalization, compliance and identification, and this attachment consequently decreases the probability of turnover (Becker, Klein, & Meyer, 2009; O'Reilly & Chatman, 1986). According to previous research, an employee could be committed

to his/her organization, job, supervisor, occupation, work itself and work group (Cohen, 2007; Snape, Chan, & Redman, 2006).

As stated by Allen and Grisaffe (2001), OC is a psychological state that attaches employees to their organizations, and there are various opinions about the attributes of that psychological state. Many researchers tried to explain and measure these differences and this resulted in diverse multidimensional approaches for OC (Allen & Grisaffe, 2001; Meyer & Herscovitch, 2001).

The most frequently examined type of OC is attitudinal, which was established by Mowday and his associates (Mathieu & Zajac, 1990). They construed attitudinal OC as the strength of an employee's identification with an organization and its objectives and principles, and the employee's willingness to preserve his/her affiliation in that organization through pursuing that goals (Mowday et al., 1982). In attitudinal commitment, employees are connected to the work environment in order to gain some rewards from the organization. A different kind of OC is calculative commitment. It refers to a structural phenomenon which arises as a consequence of individual-organizational transactions and adjustments in investments through time (Hrebiniak & Alutto, 1972). In other words, employees can be committed to their organization when they invest what they assess to the organization. Such investments include effort and time, and money is perceived as costs once they relinquish working for the organization. This form of OC attaches the employee to the organization because of the sunk costs such as retirement pensions or profit sharing plans. Another type of commitment is normative commitment which refers to an employee's moral responsibility to give back for benefits received from the organization. It is defined as the totality of internalized normative pressures to behave in a way that meets organizational goals and interests (Wiener, 1982). Employees stay in the organization since it is the morally correct thing to do regardless of positive outcomes or rewards that they gained throughout their tenancy.

Although there are various dimensional frameworks for organizational commitment, special attention will be provided to Meyer and Allen's (1991) three component model since it is the prevailing classification for OC in the literature (Bergman, 2006; Jaros, 2007). Also, this model was empirically supported and it was shown that

each of the three components can be measured reliably as relatively distinct constructs (Allen & Meyer, 1996). According to this model, there are three distinct components of OC so as to maintain membership in the organization. These components are affective commitment (desire), continuance commitment (need) and normative commitment (obligation). *Affective commitment* is employee's emotional attachment to, identification with, involvement in the organization (Meyer & Allen, 1991). The desire to remain in the organization is mostly due to work experiences. An affectively committed employee internalizes the objectives of the organization and desires to be part of the organization (Allen & Grisaffe, 2001; Glazer & Kruse, 2008; Jernigan, Beggs, & Kohut, 2002; Meyer & Allen, 1991; Meyer, Allen, & Smith, 1993). The second component of the model is *continuance commitment* and it refers to employees' awareness of the costs related with leaving the organization. An employee remains within the organization because they need to do so and s/he estimates the opportunity costs related to lack of other possible alternatives, losing salary, pensions, social connections (Allen & Meyer, 1990; Cohen, 2007; Meyer & Allen, 1991). The last component of the framework is *normative commitment* which refers to a feeling of obligation to remain in the organization. Employees who have strong normative commitment feel that they ought to stay in the organization (Meyer & Allen, 1991). This model of Meyer and Allen (1991) was also studied in the Turkish context (Wasti, 2002) and resulting OC construct was equivalent to Meyer and Allen's three component model. Because of the empirical support and its prevalent use in the literature (Jaros, 2007), Meyer and Allen's three-component model will be utilized in this study.

According to Mathieu and Zajac's (1990) meta-analysis, the antecedents of organizational commitment could be classified into five groups which are personal characteristics, job characteristics, organizational characteristics, role states and group-leader relations. Personal variables include education, gender, age, marital status, tenure, perceived personal competence, salary, Protestant work ethic, job level and ability. Job characteristics as antecedents of OC include task autonomy, skill variety, job scope and challenge. The third group, organizational characteristics include organizational centralization and organizational size. Role states involve role conflict, role ambiguity and role overload. The final group, namely group-leader

relations refers to task interdependence, group cohesiveness, participative leadership, leader communication, leader consideration and leader initiating structure.

According to the meta-analyses conducted by Meyer, Stanley, Herscovitch and Topolnytsky (2002), there are four groups of antecedents of the categories of OC in Meyer and Allen's (1991) three component model which are demographic variables, individual differences, work experiences, and alternatives or investments. Age, education, gender, tenure and marital status construe demographic variables. Self-efficacy and locus of control are included in individual differences. Task self-efficacy had a weak positive correlation with affective commitment while external locus of control was negatively correlated with affective commitment (Meyer et al., 2002). Work experiences include organizational support, role ambiguity, transformational leadership, role conflict, distributive justice, interactional justice and procedural justice. Work experience variables are mostly correlated with affective commitment and in all circumstances the sign of the correlation concerning continuance commitment was the opposite of the sign for both affective and normative commitment. Final group, namely alternatives or investments include investments, alternatives, transferability of skills and transferability of education. In this group, variables are more strongly correlated with continuance commitment than with affective and normative commitment with the exception of availability of investments variable (Meyer et al., 2002). Meyer and Allen (1991) stated that work experiences and organizational variables have a much stronger relations, mainly with affective commitment.

As stated in another meta-analysis (Kristof-Brown, Zimmerman, & Johnson, 2005), OC was found to be influenced with person-job fit and performance was strongly associated with it. Their research suggests that employees try to develop skills, change jobs internally or even be relegated due to having a poor person-job fit. According to Ketchand and Strawser (2001), compared to personal variables, situational factors have a greater impact on OC. Dunham and his associates (1994) pointed out that job characteristics such as skill variety, task identity, task significance, task autonomy and supervisory feedback are associated with affective commitment. They argued that demographic factors such as age and tenure are

potential causes for continuance commitment. Meyer and Allen (1991) suggested moral and social pressures as antecedents of normative commitment.

The consequences of organizational commitment are of great importance not only for the organization, but also for the individual as well (Mathieu & Zajac, 1990; Meyer et al., 2002). In 1966, Katz and Kahn provided evidence that committed employees would be more inclined to present more creative and innovative behaviors (OCBs) so as to facilitate their performance and retain organizational competitiveness. Mathieu and Zajac (1990) pointed out the associations among OC and variety of in-role behaviors. They stated the important consequences of OC as higher performance, higher productivity, lower absenteeism and lower turnover. Intentions to leave yield the strongest negative correlation with OC. The meta-analysis of Meyer and his associates (2002) also supported these consequences. It is found that all three components of OC negatively related to withdrawal and turnover.

Affective commitment is the component that has been examined most as a predictor of OCBs. Organ and Ryan (1995) pointed out strong correlations among affective commitment and altruism and generalized compliance in their meta-analysis. In 2002, Meyer and his colleagues stated that both normative and affective commitments are positively correlated with OCB; however continuance commitment has a negative relationship with it. So, it is suggested that organizations concerned with retaining their employees through improving their commitment should cautiously deliberate the nature of the commitment they inculcate (Meyer et al., 1993).

The relationships among organizational commitment, job satisfaction job characteristics and personality traits are investigated in this thesis. The mediating role of job satisfaction and organizational commitment are studied while predicting causes for OCBs and CWBs.

2.3 Job Characteristics Theory

Work design literature started to emerge in the 1960s when redesigning jobs was solely based on the idea of maximizing the production. However, then it was found that simplifications on jobs through highly routinized and repetitive tasks lost its benefits due to employees' dissatisfaction and consequently jobs that boost

employees' motivation was suggested to be as more effective. Based on the earlier works of Turner and Lawrence (1965), Hackman and Oldham (1980) proposed Job Characteristics Theory which is one of the most acknowledged models for job design. Turner and Lawrence (1965) examined the association among employees' reaction to their work and certain objective attributes of tasks. Hackman and Lawler (1971) discussed that skill variety, task identity, autonomy and feedback motivated the employees with their job performance. As stated in this research, job enrichment could affect job satisfaction, work performance and employee withdrawal. Job Characteristics Theory is considered as the extended version of previous theories and concentrated on the facets of jobs so as to maintain positive motivational incentives and low turnover (Oldham & Hackman, 1980).

Oldham and Hackman's Job Characteristics Model (JCM) is the one of the most empirically supported and cited model in the work design literature, and many other theoretic developments were influenced by this model (De Varo, Li, & Brookshire, 2007). This model describes the effects of job characteristics such as, skill variety, task identity, task significance, autonomy, and feedback on employee outcomes like motivation, satisfaction, performance, absenteeism and turnover (Oldham & Hackman, 1980). In the organizational behavior literature, there are many researches that tried to understand the relationship between job characteristics or designs and employee behaviors (Boonzaier, Ficker, & Rust, 2001; Hunter, 2007; Kemp, 1983; Loher, Noe, Moeller, & Fitzgerald, 1985; Pollock, Whitbred, & Contractor, 2000).

The Job Characteristics Model, presented in Figure 3, provides explanations of different job characteristics (core job dimensions), critical psychological states, personal and work outcomes and employee growth need strength and context satisfaction as the moderators (Hackman & Oldham, 1975). This model argues that jobs that are rich in scope influence psychological states of employees and leads to positive personal and work outcomes such as high motivation, performance, satisfaction and low absenteeism and turnover. As illustrated in the figure, psychological states mediate the relationship among job characteristics and personal and work outcomes. Therefore, in order to increase job satisfaction and outcomes, organizations need to improve five core job dimensions (Hackman & Oldham, 1980).

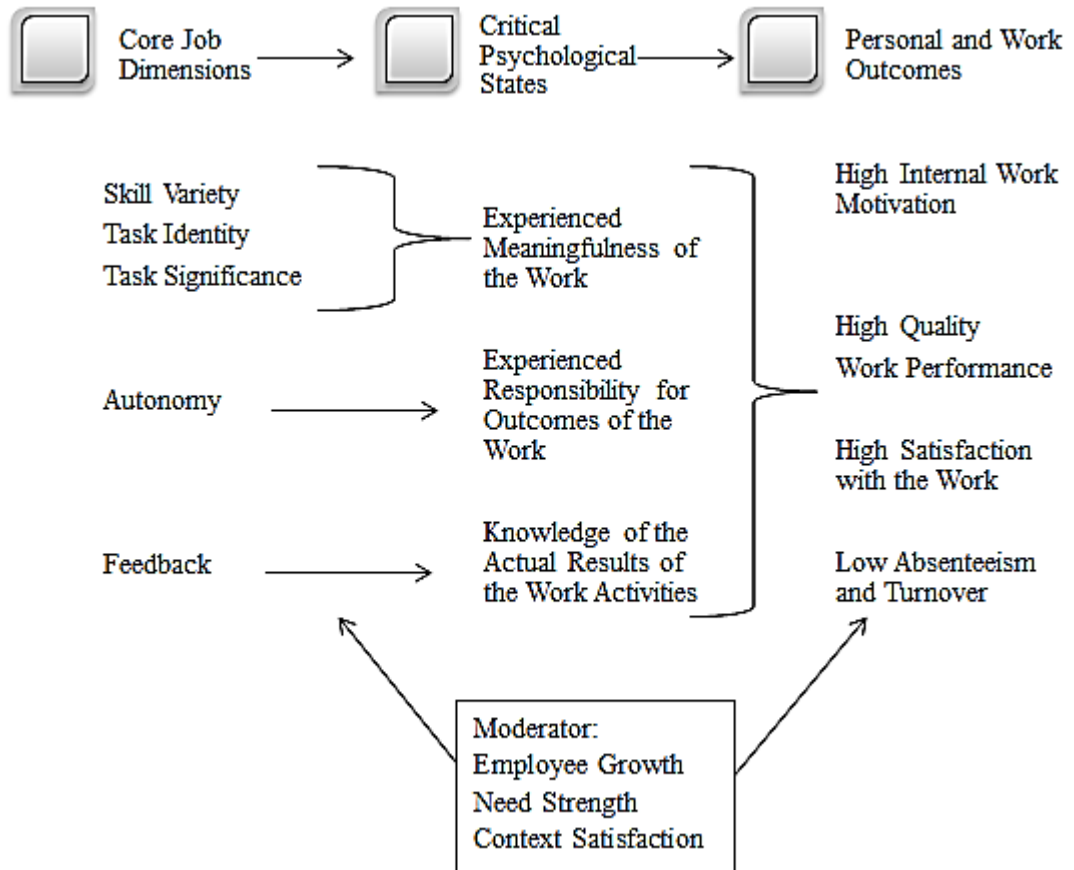


Figure 3. Job Characteristics Model (Hackman & Oldham, 1975)

As demonstrated in the figure, there are three psychological states that influence the internal work motivations of the employees. In order for an employee to be motivated internally, s/he must experience the meaningfulness of the work, feel responsibility for the outcomes and have knowledge of the actual results of her/his work. According to this model, skill variety, task identity and task significance influence experienced meaningfulness of the work and autonomy adds to experienced responsibility for outcomes of the work. Feedback contributes to the knowledge of the actual results of the work activities.

Skill variety refers to the degree, to which a job delivers a variety of different skills and talents while performing the job (Oldham & Hackman, 1980). For instance, low skill variety exists when an employee is performing the same few tasks repetitively.

Since this work doesn't require variety of skills, employee does not have to push his/her boundaries to perform a better job. On the contrary, a job that requires variety of skills such as keeping records, using computer programs, arranging schedules, challenges an employee to investigate himself more. Comparing such routine work environments with those environments that require variety of skills, the significance of skill variety as a motivating core job characteristic is emphasized. Therefore, the more skills involved, the more job becomes meaningful. Skill variety can be improved through job rotation, job enrichment and job enlargement.

Task identity refers to the degree which a job requires completion of a whole and identifiable piece of work (Oldham & Hackman, 1980). When an employee does to work from beginning to the end with a visible outcome, s/he concerns more for the job and this improves the meaningfulness of the job. For instance, a craftsman who is designing and producing a product finds his job more meaningful compare to an assembly line worker who is simply assembling parts of the whole product.

Task significance refers to the degree which a job has a considerable impact on other people' lives, regardless of being inside or outside the organization. The meaning of the job is enhanced when the thing that is being done will assist the psychological or physical welfare of others (Oldham & Hackman, 1980). For example, a doctor, who saves others' lives, might experience more fulfillments due to having significant direct impact on people's lives compared to an employee who only arrange the drugs in the hospitals.

Autonomy refers to the degree which the job delivers substantial independence, freedom and discretion to the employee in determining the procedures when conducting the job and scheduling the work. Personal responsibility for the work can be amplified through increasing the autonomy. When an employee is given the freedom and authority to do his job, the outcomes of that job will be considered as a consequence of his own effort instead of written procedures or directives of the employer. Therefore, when a job delivers autonomy, the employee feels personal accountability for both failures and achievements experienced throughout the job. Job autonomy can be increased through job enrichment.

Job feedback refers to the degree which the job itself provides direct and clear information regarding effectiveness of his/her performance (Oldham & Hackman, 1980). Feedback is innately motivating because it assists employees to comprehend their conditions on effectiveness and performance and it adds to their overall knowledge about the job. For instance, a technician who is assembling a computer and afterwards testing it to define if it functions appropriately or a doctor who sees results of his treatment on a patient are receiving direct feedbacks which enhances their knowledge about their results.

Overall job scope is an unweighted linear combination of skill variety, task identity, task significance, autonomy, and feedback scores for the job. It is a commonly used variable in order to assess jobs. It is proposed that job enrichment have high levels of the five core characteristics which results in high scores of overall job scope (Oldham & Hackman, 1980). Since a job can have high on some dimensions and low on others, it is difficult to understand the aggregate effect of job characteristics on internal motivation. In order to assess the overall job scope, Oldham and Hackman (1980) proposed the single index of Motivating Potential Score which combines all five core characteristics. This formula could be found in Figure 4.

$\text{MPS} = \frac{(\text{Skill variety} + \text{Task identity} + \text{Task significance})}{3} \times \text{Autonomy} \times \text{Feedback}$

Figure 4. Formula of Motivating Potential Score (Oldham & Hackman, 1980)

According to this formula, effects of autonomy and feedback are more substantial compared to those of skill variety, task identity and task significance. As it can be understood from the formula, an increment in any of the core dimensions will upsurge the MPS; but due to the multiplicative link among the components, if any of the three major components of MPS is low, the subsequent MPS also must be low (Hackman & Oldham, 1975). Consequently, the job characteristics that improve experienced accountability for outcomes of the work and knowledge of the actual results of the work activities should be included in a job for it to be internally

motivating. On the other hand, a low score on one job characteristic that add experienced meaningfulness (skill variety, task identity, and task significance) can be balanced by high scores on other job characteristics about experienced meaningfulness (Oldham & Hackman, 1980). As stated by Oldham and Hackman, “The objective motivating potential of a job does not cause employees who work on that job to be internally motivated, to perform well, or to experience job satisfaction. Instead, a job that is high in motivating potential merely creates conditions such that if the jobholder performs well he or she is likely to experience a reinforcing state of affairs as a consequence” (Oldham & Hackman, 1980). This explains that in order for a job to be internally motivating, solely preparing required conditions with core characteristics would not be enough. It eventually depends on the employee.

Growth need strength and context satisfaction moderates the relationship between core characteristics and work and personal outcomes such as general job satisfaction, work effectiveness and internal motivation. Employees with strong growth needs are inclined to develop new skills and improve their knowledge. They are more eager to utilize opportunities delivered by the jobs which influence their motivation (Houkes, Janssen, de Jonge, & Nijhuis, 2001). Therefore, it could be stated that when a job is broad in scope, employees will experience positive feelings about the job and perform it more effectively depending on whether his/her growth needs are high.

According to Hackman and Oldham (1980), work effectiveness can be enhanced with jobs that are high in motivation potential. As a result, the quality and quantity of work output can be improved through job enrichment. Also, when employees perform their jobs with high motivation, they will be rewarded with positive feedback and this will improve the quality of the work as well. On the other hand, routine jobs can result in avoidance behaviors like taking frequent breaks. Therefore, avoiding routine jobs through job enrichment results in fewer counterproductive work behaviors and it increases effectiveness and efficiency. Also, including task identity to the job can further increase the quality and quantity of the work since employees will need to concentrate on their jobs and avoid distractions from beginning to the end (Oldham & Hackman, 1980)

According to a comprehensive and methodological review of Fried and Ferris (1987), support for the suggested relationship among job characteristics and work

outcomes was found. Considering the five core characteristics, job feedback was found to be most strongly correlated with overall job satisfaction, autonomy with growth satisfaction and skill variety with internal work motivation. Furthermore, the relationship between job characteristics and some work outcomes such as job performance and absenteeism was found to be weak. However, it was also stated that, task identity and job feedback had the strongest relationships with performance and autonomy, skill variety and job feedback had negative associations with absenteeism.

Although the mediating role of critical psychological states on the relationship among core job dimensions and outcomes (growth satisfaction, internal motivation, and overall satisfaction) was suggested, the meta-analysis of Fried and Ferris (1987) could not support this role for the relationship between core job dimensions and work performance. In other words, they could not find enhancement in the prediction facility of job characteristics once psychological states were encompassed. The reason behind the inability of showing a strong correlation between job characteristics and work performance was due to outcomes like in-role performance was being dependent on constraints such as work group norms and ability (Organ et al., 2006). On the other hand, performance of the extra-role behaviors is not likely to be affected by factors such as ability and skills (Bateman & Organ, 1983; Smith et al., 1983). For example, if an organization enriches some of the jobs for some employees, they might not present high performance at the beginning due to lack of experience with the new tasks. Even though employees might be satisfied with the variety of tasks and skills that they use while conducting the job, they might lack necessary skills to complete the job. Nonetheless, lack of skills will not inhibit employees from engaging in organizational citizenship behaviors that are determined by job attitudes such as job satisfaction and organizational commitment. Therefore, it could be stated that performance measures that are associated with extra-role behaviors such as OCBs, may be related more strongly with job characteristics since they are based on affective reactions to a job, instead of being dependent on skills and abilities (Organ et al., 2006).

According to a research conducted by Farh and his associates (1990), task characteristics and leader behavior might determine the relationship between job

satisfaction and OCB. They posited that task characteristics should have a direct impact on OCBs. Their research results designated that job characteristics significantly improved the explained variance in altruism and compliance dimensions of OCB (Farh et al., 1990). Similarly, another study by Podsakoff and his colleagues (1996) tried to explain the effects of task characteristics on OCBs and found that whereas intrinsically satisfying tasks are positively correlated with sportsmanship and altruism, task routinization was negatively correlated with altruism, sportsmanship, conscientiousness and courtesy. Furthermore, they pointed out that while task feedback was positively related to civic virtue, routine and repetitive jobs were negatively related with it.

The link between job characteristics and OCBs and CWBs with the mediating effect of job satisfaction and organizational commitment will be examined in this thesis.

2.4 Personality

“Everyone has the obligation to ponder well his own specific traits of character. He must also regulate them adequately and not wonder whether someone else's traits might suit him better. The more definitely his own a man's character is, the better it fits him.”

Cicero

One of the most important objectives of psychology has been establishing a framework that designates and categorizes human personality so as to provide researchers a broad understanding of the relationship among personality and other variables.

Personality is the combination of a person's behavioral and emotional features. It adopts person's moods, opinions, attitudes, motivations, and way of thinking, observing, speaking, and behaving. It is one of the most important things what makes an individual distinct. There are variety of theories emerged for conceptualizing personality throughout the history for different cultures (Universalium, n.d.).

For instance, in ancient Greek people were categorized into separate categories such as the phlegmatic (slow moving, apathetic), the sanguine (warm, pleasant), the choleric (quick to react, hot tempered) and the melancholic (depressed and sad)

(Kagan, 1994). However, modern psychologists prefer using trait theory which concentrates on differences among people and can be defined as habitual patterns of thought, emotion and behavior. The interaction and combination of numerous traits produce unique personalities for each individual.

According to Allen (2000), personality traits are explained as internally based psychological characteristics that often relate to attributes such as extraverted, sensation-seeking and dominant. They are defined as distinctive and cross-situationally consistent. Each personality trait relates to one end of a behavioral outcome. First research about conceptualization of personality traits identified by Klages (1929) and Allport and Odbert (1936). In Allport and Odbert's (1936) study, 18,000 terms about distinguishing one individual from another were listed and then categorized into four dimensions; personality traits, temporary states, evaluative judgments of personal conduct and reputation, and physical characteristics. Cattell (1945) decreased the number of terms to 12 after a sequence of studies and these 12 traits were included in his "16 Personality Factors" (Cattell & Mead, 2003). Fiske (1949) produced a considerably simpler version of Cattell's categorization of personality traits which is known as Five Factor Model (FFM) today. Tupes and Christal (1958) revised Fiske's research on different cultures. There are many replications of FFM in the literature (Borgatta, 1964; Digman & Takemoto-Chock, 1981; Norman, 1963). The five factors are described as; openness (intellect), conscientiousness, extraversion (urgency), agreeableness, and neuroticism (emotional stability) (John & Srivastava, 1999a). Goldberg (1981) identified aforementioned traits as "Big Five" which will be further discussed in the following section.

There are other recognized trait models such as 16 Personality Factors (Cattell & Eber, 1950) and HEXECO model (Ashton et al., 2004). Since FFM is a more common approach in organizational behavior literature due to its reliability, it will be used and discussed in this thesis.

According to Corvette (2007), dynamic interaction between genes (nurture) and the environment (nature) are the main two causes of personality. Since factors that influence personality are out of the scope of this study, they will not be deliberated.

In the following sections three of the important personality dimensions that influence OCBs and CWBs will be discussed: Big Five Personality Traits, Impostor Phenomenon and Narcissism.

2.4.1 Big Five Personality Traits

Five Factor Model (Big Five) is considered as the most comprehensive and recognized framework for personality and it is mainly used for applied research. The five factors (openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) were derived from many years of statistical analysis and it is considered as applicable and stable across situations, times and cultures (Digman, 1996; Mayfield, Perdue, & Wooten, 2008).

Extraversion (Surgency) denotes an energetic approach to the social and material world (John & Srivastava, 1999a). It is concerned with an individual's level of activity and excitement. Individuals who have high levels of extraversion are considered as assertive, talkative and energetic (John & Srivastava, 1999a), affectionate, sociable, fun-loving and friendly (McCrae & Costa, 1987).

Agreeableness (versus antagonism), includes empathetic, altruistic and prosocial behavior contrasted with competitive and self-centered behavior. Individuals who have high levels of agreeableness are defined as cooperative, good-natured and trustful (John & Srivastava, 1999a). The opposite of agreeableness is antagonism which refers to people who are skeptical, unsympathetic, suspicious, callous, stubborn, uncooperative and rude (McCrae & Costa, 1987).

Conscientiousness refers to individual's ability to plan for the future, to be organized, responsible, effective and reliable. As stated by John and Srivastava (1999) "Conscientiousness designates socially prescribed impulse control that facilitates task- and goal-directed behavior". People who are high in conscientiousness are related to being achievement-oriented, punctual, purposeful, hardworking and self-disciplined (McCrae & Costa, 1987). Conscientious people follow rules and are conscious of the expected behavior in a specific situation.

Neuroticism (versus emotional stability) refers to being insecure, worrying, self-conscious and temperamental (McCrae & Costa, 1987). It is basically emotional

volatility and the inclination to experience negative emotions. The opposite of neuroticism is emotional stability and people who are emotionally stable are considered as calm and not easily upset (John & Srivastava, 1999a).

Openness to Experience refers to individual's willingness and interest to gain new experience. It is defined as being imaginative, original, independent-minded and audacious and having broad interests (John & Srivastava, 1999a; McCrae & Costa, 1987).

FFM could be utilized to predict many outcomes such as OCBs, CWBs, job satisfaction, organizational commitment and well-being. In previous sections of the thesis, FFM was illustrated as one of the most crucial antecedents of aforementioned variables and their relationships with each of them was elaborated.

2.4.2 Impostor Phenomenon

The term impostor phenomenon (IP) was first coined by Clance and Imes (1978) to define the intense feelings of intellectual and professional imposture, experienced by high-achieving individuals. They stated that such individuals are unable to internalize their successful experiences and attribute their success to interpersonal skills, serendipity, luck, timing, contacts, and perseverance (Kets De Vries, 2005). They display generalized anxiety, frustration, lack of self-confidence and even depression caused by their inability to meet their own standards of achievements (Clance & Imes, 1978). Moreover, regardless of impartial, external evidence that they are successful and capable, such as successful career history, remarkable academic achievements, they still live with a continuous fear of being exposed as incompetent, mostly as they enter new roles (Clance & Imes, 1978; Clance, 1985). Individuals suffering from impostor phenomenon are induced that others overestimate their capabilities and will ultimately find out that they are not actually efficacious but experience life as 'impostors' (Clance, 1985). Also, due to their continuing reservations of their own abilities, their repeating successful experiences fail to abate these feelings of fraud which is defined as imposter cycle by Clance (1985). Harvey and Katz (1985) pointed out this as "For some people who suffer from IP, the more successful they get, the more severe and crippling it becomes".

McDowell, Boyd and Bowler (2007) further clarified the impostor phenomenon as a construct. As it is stated, IP incorporates “(1) feelings of intellectual phoniness, (2) beliefs that individual success is based on luck or hard work rather than ability, (3) lack of confidence in the ability to replicate past success, (4) fear of evaluation by others, (5) fear that one’s incompetence will be discovered, (6) an inability to take pleasure in one’s achievements” (Clance & Imes, 1978; McDowell et al., 2007).

Previous research on impostor phenomenon primarily focused on four areas (Bernard, Dollinger, & Ramaniah, 2002). Some of the researchers concentrated on construct development (Chrisman, Pieper, Clance, Holland, & Glickauf-Hughes, 1995; French, Ullrich-French, & Follman, 2008; Holmes, Kertay, Adamson, Holland, & Clance, 1993; Kolligian & Sternberg, 1991). Some of the researchers investigated the relation of IP to other constructs (Bernard et al., 2002; Fried-Buchalter, 1992; Grubb & McDowell, 2012; King & Cooley, 1995; Kumar & Jagacinski, 2006). Another IP research focused on the process (emotions and attributions) by which impostors and non-impostors cope with actual or imagined academic outcomes (Cozzarelli & Major, 1990; Thompson, Davis, & Davidson, 1998). Lastly, variety of studies investigated the IP conception with respect to such special populations such as university faculty (Topping & Kimmel, 1985), client groups (Robinson & Goodpaster, 1991; Striegel-Moore, Silberstein, & Rodin, 1993) and individuals who are preparing for particular professions such as medicine and accounting (Byrnes & Lester, 1995; Henning, Ey, & Shaw, 1998). Nevertheless, numerous studies have had more than one concentration, and most have investigated gender differences (Bernard et al., 2002; Kumar & Jagacinski, 2006).

According to a research, FFM, core self-evaluations and maladaptive perfectionism predict large portion of variance in impostor tendencies (Vergauwe, Wille, Feys, De Fruyt, & Anseel, 2014). Relative weight analysis revealed that self-efficacy is the most significant predictor followed by neuroticism and maladaptive perfectionism of IP. Similarly, another study suggested that high neuroticism and low conscientiousness is related to impostor tendencies (Bernard et al., 2002).

According to Vergauwe et al. (2014), IP may have detrimental effects on individual’s welfare, mental health and career advancement (Kets De Vries, 2005; McGregor,

Gee, & Posey, 2008; Sonnak & Towell, 2001). Nonetheless, so far, the IP is still insufficiently examined, even though its promising relevance in contemporary work environments. As far as one can tell from the literature, only limited piece of work (Grubb & McDowell, 2012; McDowell et al., 2007; Vergauwe et al., 2014) has suggested theoretical relationships between the IP and organizationally relevant outcomes such as job satisfaction, organizational commitment, citizenship behaviors and counterproductive work behaviors.

According to McDowell et al. (2007), the IP may be studied as a consequence of over reward in situations where employees feel that s/he holds a job with specifications and/or pay level that surpass expectations compared to the employee's self-perception of qualifications, capabilities and talent. In other words, over reward may result in feelings of inequity for such employees. As stated by McDowell and his associates, such employees may feel some kind of dissatisfaction with their jobs due to this feeling of inequity. Although it is out of the scope of this thesis, equity theory is particularly relevant for analyzing this process. When inequity experienced, the employee takes actions to reduce the perceived inequity to balance the relationship between inputs and outputs (McDowell et al., 2007). In the case of over reward, employees may embrace high levels of performance and alterations in attitudes and behaviors so as to establish a level of confidence equivalent to the perceived over reward (Greenberg, 1990).

McDowell and his colleagues suggested that employees who experience high levels of impostor phenomenon will also experience high levels of continuance commitment due to their feelings for higher levels of responsibility and pay compared to that of they deserve. Such employees feel that if they leave the organization, they are not proficient of finding another job as good as their present job given their talents and capabilities (McDowell et al., 2007). On the other hand, feelings of self-doubt and lack of self-confidence generate dissonance and affect the ability of the employee to adjust to job requirements. Thus, such feelings may impede the development of a strong emotional attachment to the organization (McDowell et al., 2007). In other words, employees who experience impostor phenomenon will have lower levels of affective commitment. Also, whether or not

an employee adjusts to the requirements of a job may consequently have an impact on withdrawal behavior (Kammeyer-Mueller & Wanberg, 2003).

The IP may also have implications for OCBs. Although research examining the association between OCBs and equity sensitivity has provided mixed results (Kickul & Lester, 2001; Konovsky & Organ, 1996), OCBs are influenced by employee subjective evaluations of distributive justice of pay (Organ & Konovsky, 1989; Organ & Ryan, 1995). Considering equity theory, when outcomes exceed perceived inputs of the job, engaging OCBs may be a way of restoring equity (Organ, 1990; Organ & Konovsky, 1989; Penner et al., 1997). Conforming to social exchange theory (Blau, 1964), a sense of obligation may be due to the favorable treatment related with over reward circumstances, and therefore impostors may react by performing in discretionary behaviors such as OCBs to reestablish the equity between the organization and himself (Wayne, Shore, Bommer, & Tetrick, 2002).

Similarly, results of another study (Vergauwe et al., 2014) suggested that employees who have higher levels of impostor phenomenon, experience lower levels of job satisfaction and OCB, and higher levels of continuance commitment.

2.4.3 Narcissism

“Whoever loves becomes humble. Those who love have, so to speak, pawned a part of their narcissism.”

Sigmund Freud

“It is not love that should be depicted as blind, but self-love.”

Voltaire

The term “narcissism” derived from a famous myth of a Greek poet Ovid, called Echo and Narcissus. According to the myth, Narcissus is a marvelous and handsome young boy who is admired not only by girls but also nymphs. Though, this boy is so conceited that he does not like anyone. Contrariwise, Echo is a mountain nymph who is cursed by Hera due to being garrulous. The curse only allows her to talk through repeating the words of others. When Eco saw Narcissus, she instantly falls in love with him; however he austerely discards and humiliates her. Afterwards, Echo, filled

with grief, disappears deep in forest. In the meantime, Narcissus is punished by Gods due to his cruelty through being stuck on his reflection with admiration. He spends rest of his life in pain for a love that is impossible and eventually kills himself by pushing a blade into his chest (“Mythology Guide,” n.d.).

In 1898, Havelock Ellis inspired by this mythological character, Narcissus, explained and described a psychological phenomenon, narcissism (Akhtar & Thomson, 1982; Pulver, 1970). Narcissism is mostly related with egocentricity, taciturnity and arrogance. In general, narcissism is defined as a disposition to have a craving for admiration, sense of entitlement, being apathetic, arrogant and self-absorbed and strongly motivated to maintain perceptions of themselves as superior (Raskin & Hall, 1981; Raskin & Terry, 1988). Regardless of its long history, the discussions and bewilderment about the conception of narcissism still remains.

In the primary literature, narcissism was constructed on the clinical observations and experiences of psychoanalysts such as Freud (1914). Since the late 1970s, within the field of normal psychology, narcissism has been investigated increasingly and has since amplified. As stated by Judge and his colleagues (2006), within the psychological literature, narcissism is identified as a clinical disorder, although the social-personality literature strongly proposes the prominence of non-clinical narcissism as well (Bushman & Baumeister, 1998; Bushman, Bonacci, van Dijk, & Baumeister, 2003).

Similarly, within the organizational behavior domain, narcissism is investigated in non-clinical samples and seemingly deliberated at lower, much less attenuated levels (Grijalva & Newman, 2015). Organizational behavior researchers have recently supported an augmented emphasis on deviant personality traits, mainly in the studies of counterproductive work behaviors (Meurs, Fox, Kessler, & Spector, 2013; Michel & Bowling, 2013; Penney & Spector, 2002; Spector, 2011; Wu & Lebreton, 2011). Subject to the host of negative, interpersonally contaminated features related with narcissism, it is considerably innate that narcissism will also be related with CWBs. Without a doubt, narcissists have been revealed to enact in remarkably aggressive ways when their self-esteem is threatened (Bushman & Baumeister, 1998). To clarify these inclinations, Penney and Spector (2002) presented the theory of threatened

egotism and aggression, which suggests that individuals who have greater self-esteem but are oversensitive to threats pointed to their self-esteem, are susceptible to experience more negative emotions such as anger, fear, frustration, resentment, and these negative emotions consequently bring about damaging outbreaks (Grijalva & Newman, 2015). To assist this theory, they pointed out that, individuals high in narcissism (egotism) encountered more anger, which controlled their inclination to execute CWBs. Therefore, the theory of threatened egotism and aggression offers a clarification for the association found between narcissism and CWBs.

Research evidence supports the relationship between narcissism and hostility and aggression. Smalley and Stake (1996) explored the influences of narcissism on the assessment of human vs. instrument sources of ego threatening feedback. They anticipated and found that narcissists were more probable to experience amplified hostility and belittle the assessor, contrasted with the instrument, in response to receiving negative feedback so as to sustain their overstated self-appraisal (Penney & Spector, 2002). According to Bushman and Baumeister (1998), individuals who have high levels of narcissism were found to be more aggressive toward competitors than individuals who have lower levels. Similarly, Penney and Spector (2002) indicated that individuals high in narcissism stated experiencing anger more often and reported performing CWBs more than the individuals lower in narcissism.

According to Michel and Bowling (2013), CWBs and narcissism are associated with each other for at least two reasons. First, since narcissists see themselves as highly important (Raskin & Hall, 1981; Raskin & Terry, 1988), they may frequently be eager to break rules to obtain desirable outcomes for themselves. Namely, they are worried by the craving to secure the benefits that they believe they truly deserve. Second, narcissism intersects theoretically and empirically with impulsiveness (Jones & Paulhus, 2011; Miller et al., 2009). Since CWBs often characterize particular occasions of impulsive behaviors (Marcus & Schuler, 2004; Spector et al., 2006; Wu & Lebreton, 2011), it is suggested that CWBs and narcissism are positively correlated with each other (Michel & Bowling, 2013).

As stated by Michel and Bowling (2013), narcissism is positively associated with job attitudes. One of the underlying reasons behind this relationship is that narcissists

have an exaggerated positive opinion of themselves (Judge et al., 2006; Raskin & Terry, 1988) and such opinions may overflow into their assessments of their jobs. Michel and Bowling pointed out this as “That is, the narcissist may reason - I am a highly important and competent person, therefore I must have a job that is worthy of someone like me.” Additionally, since narcissists are interested in looking superior to others (Morf & Rhodewalt, 2001; Raskin & Terry, 1988), they may persuade themselves that they have a very desirable job along with preserving such exaggerated positive self-perceptions (Michel & Bowling, 2013).

To conclude, narcissism is significant in predicting not only CWBs, but also job attitudes as well. Therefore, it has important consequences for both individuals and organizations in broader level.

CHAPTER 3

THEORETICAL FRAMEWORK AND HYPOTHESES

The reasons for why OCB and CWB occur have been an important and growing body of research. Variety of empirical studies has identified antecedents and consequences of these extra-role behaviors. However, few researchers to date developed a comprehensive model of OCB and CWB while examining their relationships with both personal and job characteristics at the same time (Miles, Borman, Spector, & Fox, 2002; Spector, Bauer, & Fox, 2010). Spector and his colleagues (2002) proposed a model based on the theoretical parallels that may help joining these two distinct fields of research to enable a more comprehensive understanding of extra-role behaviors. Following their suggestions, this thesis examines a comprehensive model of both OCBs and CWBs.

This thesis attempts to explain employees' organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) using the concepts of job characteristics, personality, namely big five personality traits, narcissism and impostor phenomenon, job satisfaction, and organizational commitment.

Therefore, a comprehensive model that includes job characteristics, personality, job satisfaction, organizational commitment, OCB and CWB is constructed. As it was previously illustrated in Figure 1, this study examines the direct effects of personality and job characteristics on OCB and CWB, as well as the indirect effects of personality and job characteristics through job satisfaction and organizational commitment. This model will facilitate the relative strength of the variables' influences on OCB and CWB along with the prediction ability of personality variables and job characteristics on job satisfaction and organizational commitment.

The basis for such a model of personality, job characteristics, job satisfaction, and organizational commitment in predicting employees' OCBs and CWBs is grounded on empirical evidence supporting the fact that personality variables, job characteristics, organizational commitment and job satisfaction are major determinants of OCB and CWB (Hafidz, 2012; Konovsky & Organ, 1996; Organ, Podsakoff, & MacKenzie, 2006; Robinson & Greenberg, 1998).

Although there are numerous research that investigated the relationship between Big Five and job attitudes, OCBs and CWBs, studying impostor phenomenon and narcissism with respect to these outcomes is relatively new to the literature. Since both impostor phenomenon and narcissism have important consequences for the extra-role behaviors and job attitudes that Big Five Inventory cannot measure, they should be involved as supplementary personality characteristics in this model (Grijalva & Newman, 2015).

3.1 Hypotheses Regarding the Predictors of OCB

3.1.1 Relationship between Personality and OCB

Individual characteristics are the most frequently studied antecedents of OCB in literature (Organ et al., 2006). Therefore, relationships between Big Five Personality Traits and Impostor Phenomenon will be examined as predictors of OCBs in this thesis.

3.1.1.1 Relationship between Big Five Personality Traits and OCB

According to the previous research (Comeau & Griffit, 2005; Konovsky & Organ, 1996), among dispositional variables, conscientiousness and agreeableness have the strongest affects with OCBs. Also, conscientiousness and agreeableness are associated significantly to both altruism and generalized compliance; and positive affectivity is related positively to altruism (Podsakoff et al., 2000). Since OCB is measured by ratings of how employees characteristically answer to situations in which they perform cooperative, conscientious and altruistic fashions, employees' certain personality traits are important determinants of such actions. Therefore, it is expected that such ratings of personality and OCB would demonstrate significant relationships with each other.

Employees high on openness to experience dimension of Big Five Traits exhibit a preference for variety, since they appreciate seizing new ideas and have an inherent curiosity for novelty. Consequently, the thesis expects that employees high on openness to experience are more likely to engage in OCBs. Hence, the following hypothesis is proposed:

Hypothesis 1a: Openness to experience will be positively related to OCB.

Conscientious employees are dependable, hardworking, efficient and they are inclined to take initiative in problem solving and are more meticulous and thorough in their work (Witt, Burke, Barrick, & Mount, 2002). Therefore it is expected that conscientiousness would result in higher OCBs. As a result, the following hypothesis is proposed:

Hypothesis 1b: Conscientiousness will be positively related to OCB.

Since extraversion refers to being gregarious, companionable, emphatic, talkative, and vigorous (Colbert et al., 2004), those employees who are more extraverted present more adjustable behaviors which make them more probable to display OCBs. Consequently:

Hypothesis 1c: Extraversion will be positively related to OCB.

In work environments, agreeable employees display higher levels of interpersonal competence and collaborate meritoriously when cooperative act is desirable (Witt et al., 2002). Therefore, it is anticipated that employees high on agreeableness are more expected to engage in OCBs. Accordingly, the following hypothesis is proposed:

Hypothesis 1d: Agreeableness will be positively related to OCB.

Employees who are high on neuroticism usually are considered as being nervous, miserable, angry, emotional, embarrassed, anxious, and insecure (Hough, 1992). Therefore, employees who are low on this trait expected to display more OCBs. Consequently:

Hypothesis 1e: Neuroticism will be negatively related to OCB.

3.1.1.2 Relationship between Impostor Phenomenon (IP) and OCB

Since employees that endure IP have feelings of intellectual phoniness, it is expected that they will be more likely to engage in OCBs. The underlying reason is that, one's deficiency of self-confidence and distress about being named as a fake may inspire them to engage in OCBs to look as if they are more easy-going and more involved with the accomplishment and welfare of the organization. Also, since employees who experience high levels of IP will be more ambiguous about their capability to continue adding to the success of the organization, they are expected to provide supplementary efforts for contributing to the organization through OCBs. Therefore, the following hypothesis is proposed:

Hypothesis 2: The impostor phenomenon will be positively related to OCB.

3.1.1.3 Relationship between Narcissism and OCB

It is stated in the literature that narcissists were more probable to experience amplified hostility and belittle other employees and even their superiors (Penney & Spector, 2002). According to Bushman and Baumeister (1998), employees who have high levels of narcissism were found to be more aggressive toward others than employees who have lower levels. Correspondingly, it could be stated that employees who have higher levels of narcissism are less likely to engage in organizational citizenship behaviors that would benefit the organization they belong in. Therefore, the following hypothesis is proposed:

Hypothesis 3: Narcissism will be negatively related to OCB.

3.1.2 Relationship between Job Characteristics and OCB

Although there is abundant research on the antecedents of OCB, the literature involves rather few studies on the association among job characteristics and OCB (Chiu & Chen, 2005; Farh et al., 1990). Particularly, this association has been studied in the substitutes for leadership literature (Farh et al., 1990; Podsakoff et al., 1996, 1993).

Farh and his associates (1990) argued that, since job characteristics stimulate intrinsic motivation, they should directly impact OCBs. In other words, intrinsic

motivation can be triggered through performing a task for the sake of pleasure without expecting any awards. According to Katz (1964), the quantity and quality of work rise by enriched jobs that involve higher responsibility, as such jobs bolster intrinsic motivation. Particularly, intrinsically motivating tasks generate a sense of responsibility and enhance meaningfulness of the work. According to Hackman and Oldham (1980), feedback as one of the variables of the job, is expected to be closely related to OCBs since it provides an intrinsically motivating source for that job.

Accordingly, employees who have more intrinsically motivating jobs would engage in more OCBs and work in a manner that assists the welfare of their organization. As a result, the following hypothesis is proposed:

***Hypothesis 4:** Job scope will be positively related to OCB.*

3.1.3 Relationship between Job Satisfaction and OCB

Job satisfaction has been accepted as one of the major antecedents of OCB for many years (Organ & Lingl, 1995; Williams & Anderson, 1991). Organ (1988) suggested that job satisfaction and OCB were intricately connected with a robust bond. The evidence supports the relations between job satisfaction and OCB when job satisfaction is regarded as a key motivational condition for OCB (Organ et al., 2006).

According to the social exchange theory, employees are likely to reciprocate toward those who aid them with engaging in OCBs if they are satisfied (Blau, 1964; Organ et al., 2006). In other words, employees who are more satisfied with their jobs will be more likely to perform OCBs that benefit the organization. Consequently, the following hypothesis is proposed:

***Hypothesis 5:** Job satisfaction will be positively related to OCB.*

3.1.4 Relationship between Organizational Commitment and OCB

Models proposed by Wiener (1982) and Scholl (1981) delivered theoretical assistance for the association between organizational commitment and OCB. Scholl's (1981) model described organizational commitments as a force that balances and acts to preserve behavioral direction even when equity (expectancy) conditions are not

satisfied. As stated in this model, the sources for commitment are reciprocity, investments, identification and deficiency of alternatives.

In Wiener's (1982) framework, organizational commitment results in behaviors that reveal individual forfeit made for the organization, designate individual preoccupation with the organization and do not rely mainly on reinforcements or punishments. Since the features stated in the model of Wiener (1982) identify OCBs, further support for organizational commitment as being an antecedent of OCB is supported. Also, significant relationship between organizational commitment and OCB is supported by empirical research as well (Allen & Meyer, 1990; Mathieu & Zajac, 1990; O'Reilly & Chatman, 1986).

According to the research of Cohen (2007), Morrison (1994) and Meyer and colleagues (2002), employees who experience positive exchanges with the organization, reciprocate with higher levels of affective and normative commitment. Moreover, Wasti (2002) and Van Scotter (2000) supported that affective commitment is significantly and positively related to OCB.

Considering these findings, the following hypothesis is proposed:

***Hypothesis 6:** All of the 3 types of organizational commitment will be positively related to OCB.*

3.2 Hypotheses Regarding the Predictors of CWB

3.2.1 Relationship between Personality and CWB

Researchers examined the relationships between personality and CWBs. A significant portion of the related literature has been dedicated to understand the relationship between Big Five Personality Traits and CWBs. Narcissism is another personality variable that has a relationship with CWB.

3.2.1.1 Relationship between Big Five Personality Traits and CWB

Previous research has demonstrated that there are significant relationships among employees' personality and CWBs (Bennett & Robinson, 2003; Douglas & Martinko, 2001; Salgado, 2002). Therefore, one of the important purposes of this

thesis is to further examine the association between Big Five Personality Traits and CWBs.

Openness to experience as a personality trait is observed more often in individuals who are more creative and who have higher interest in performing new experiences due to curiosity. Therefore, employees who are more open to experience are expected to engage in CWBs more in the organization. Hence, the following hypothesis is proposed:

Hypothesis 7a: Openness to experience will be positively related to CWB.

Since conscientiousness is a tendency to display self-discipline and intention for accomplishment above anticipations, it is expected that employees with high conscientiousness are likely to present lower levels of CWBs. Therefore, the following hypothesis is proposed:

Hypothesis 7b: Conscientiousness will be negatively related to CWB.

Employees higher in extraversion are less probable to experience anger (Jensen-Campbell, Knack, Waldrip, & Campbell, 2007). Per se, it is predicted that employees that are high in extraversion are more likely to engage in lower levels of CWBs. Consequently, the following hypothesis is proposed:

Hypothesis 7c: Extraversion will be negatively related to CWB.

Since agreeableness refers to being compassionate and cooperative, it is expected that employees who are high in agreeableness are more likely to engage in lower levels of CWBs. Thus:

Hypothesis 7d: Agreeableness will be negatively related to CWB.

Neuroticism refers to individuals' emotional stability. Therefore, it is expected that employees with high neuroticism are more likely to engage in higher levels of CWBs. For that purpose, the following hypothesis is proposed:

Hypothesis 7e: Neuroticism will be positively related to CWB.

3.2.1.2 Relationship between Impostor Phenomenon and CWB

There has not been much research about effects of impostor phenomenon on CWBs in the literature since it is a relatively new concept. This thesis is a conscious attempt to remedy this deficiency of research through investigating how impostor phenomenon predicts CWBs with influences of job attitudes and explore its relevance in the work environment.

Since individuals suffering from impostor tendencies are induced that others overestimate their capabilities and will ultimately find out that they are not actually efficacious but experience life as ‘impostors’ (Clance, 1985), they abstain from deviant behaviors which will harm both their personal image and the organization. Therefore, the following hypothesis is proposed:

Hypothesis 8: The impostor phenomenon will be negatively related to CWB.

3.2.1.3 Relationship between Narcissism and CWB

Grounded on the crowd of negative, interpersonally baneful features associated with narcissism, it is rather natural that narcissism will be associated with counterproductive work behaviors.

Employees with high narcissistic levels hold a positive self-image that is not based on objective reality. Since their self-appraisal is biased by their craving to be superior, they anticipate to be better than most of the people and may pursue endorsement of their supremacy in situations that might not always deliver feedback consistent with their self-evaluation. Therefore, according to Penney and Spector (2002), an employee will experience frustration if s/he construes a situation at work as meddling with a personal objective and as a result of this frustration they might engage in CWBs more often. For that reason, the following hypothesis is proposed:

Hypothesis 9: Narcissism will be positively related to CWB.

3.2.2 Relationship between Job Characteristics and CWB

Job characteristics drive motivation at the work place and influence experienced meaningfulness of the work. Therefore, when managers cannot design job that are intrinsically motivating for employees within an organization, employees are not

only unmotivated, but they also show higher preferences to engage in CWBs. Also, routine and repetitive tasks result in employee frustrations which consequently influence the level of CWBs that employees engage in. Therefore, the following hypothesis is proposed:

Hypothesis 10: Job scope will be negatively related to CWB.

3.2.3 Relationship between Job Satisfaction and CWB

Job satisfaction has been an antecedent of CWB. Studies demonstrated that, employees who are more satisfied with their jobs are less likely to engage in CWBs (Hollinger & Clark, 1982; Mangione & Quinn, 1975). Consequently, employees who are more dissatisfied with various aspects about their jobs are more prone to act in ways that will harm the organization.

Conceptual arguments behind this idea is social exchange theory (Emerson, 1976; Gould, 1979) and the norm of reciprocity (Gouldner, 1954). According to social exchange theory, employees who perceive that they are getting unfavorable management are more probable to feel annoyed, implacable, and dissatisfied. According to the norms of reciprocity, when employees are dissatisfied with the organization, they might respond with negative work behaviors. These models suggest that employees retaliate against dissatisfying situations and unfair work environments by engaging in CWBs directed at both organization and other people.

The following hypothesis is proposed to support this idea:

Hypothesis 11: Job satisfaction will be negatively related to CWB.

3.2.4 Relationship between Organizational Commitment and CWB

In the literature, there is abundant research that organizational commitment is correlated to deviance and work withdrawal (Judge & Kammeyer-Mueller, 2012). Most of the studies have concentrated on the relationship between affective commitment and turnover as one of the dimensions of CWB.

Employees carrying greater degree of organizational commitment are expected to be dedicated and productive at work. On the other hand, employees who do not feel committed to their organization present behaviors that harm the work environment

that they belong in. The following hypothesis is offered to examine the idea that organizational commitment and CWBs in aggregate are negatively related with each other:

Hypothesis 12: *All of the 3 types of organizational commitment will be negatively related to CWB.*

3.3 Hypotheses Regarding the Predictors of Job Satisfaction

3.3.1 Relationship between Personality and Job Satisfaction

As it was stated in the previous sections of the thesis, according to Kreitner and Kinicki (2007), “researchers estimate that 30% of an employee’s job satisfaction is associated with dispositional and genetic components” and therefore research puts great emphasis on the importance of intrinsic dispositions of individuals’ and revealed that job satisfaction was stable over time although the employee changed his/her job and employer (Kreitner & Kinicki, 2007). The following section discusses certain personality variables with respect to job satisfaction.

3.3.1.1 Relationship between Big Five Personality Traits and Job Satisfaction

The personal foundation of job satisfaction was considered as the crucial determinants of job satisfaction. A wide variety of studies have examined relations between Big Five Personality Traits (especially Neuroticism) and job satisfaction (Judge, Parker, Colbert, Heller, & Ilies, 2001).

Since, openness to experience is associated with divergent thinking and novelty, it could be stated that employees who are more open to new ideas and means of practices to improve themselves are more likely to experience job satisfaction. Thus the following hypothesis is proposed:

Hypothesis 13a: *Openness to experience will be positively related to job satisfaction.*

According to Organ and Lingl (1995), conscientiousness is linked to job satisfaction since it denotes a general work involvement inclination and accordingly results to a greater possibility of job satisfaction. Therefore, the following hypothesis is proposed:

Hypothesis 13b: *Conscientiousness will be positively related to job satisfaction.*

Extraverts are predisposed to feel positive emotions (McCrae & Costa, 1987), and positive affectivity could be generalized to job satisfaction, as revealed by meta-analysis of Connolly and Viswesvaran (2000). Evidence also points out that extraverts spend more time to socialize and have more friends than do introverts and, for that reason, they are expected to find such interpersonal relationships (for instance, interactions that occur at work) more satisfying (Watson & Clark, 1997). Therefore, the following hypothesis is proposed:

Hypothesis 13c: *Extraversion will be positively related to job satisfaction.*

Agreeableness is related to pleasure since agreeable individuals have greater motivation to achieve social intimacy, which leads to higher levels of well-being. Also, it was found that agreeableness was positively correlated to life satisfaction (McCrae & Costa, 1987). Assuming these shared motivations occur in the work setting, agreeable employees are more inclined to experience higher levels of job satisfaction. Therefore, the following hypothesis is proposed:

Hypothesis 13d: *Agreeableness will be positively related to job satisfaction.*

Due to their fundamentally negative nature, neurotic individuals encounter more negative life events compared to other individuals (Magnus, Diener, Fujita, & Pavot, 1993). Similarly, neurotic employees would experience diminished levels of job satisfaction. The following hypothesis is proposed to support this idea:

Hypothesis 13e: *Neuroticism will be negatively related to job satisfaction.*

3.3.1.2 Relationship between Impostor Phenomenon and Job Satisfaction

To understand the underlying relationship between IP and job satisfaction, impostor cycle should be restated. Impostor cycle occurs when an achievement related task is assigned to an impostor and although s/he mostly succeeds in these tasks, s/he continues to feel overwhelmed with anxiety and self-doubt which eventually results in dissatisfaction (Clance, 1985). These feelings in the work environment are experienced affluently since achievement-related tasks are very common, and

therefore an employee who endures higher levels of IP will experience lower level of overall job satisfaction.

The following hypothesis is proposed to assist this idea:

Hypothesis 14: Impostor phenomenon will be negatively related to job satisfaction.

3.3.1.3 Relationship between Narcissism and Job Satisfaction

As it was mentioned in the previous section of the thesis, narcissism is positively associated with job satisfaction (Michel & Bowling, 2013). The reason behind this relationship is that narcissists have an overstated positive opinion of themselves (Judge et al., 2006; Raskin & Terry, 1988) and such views may overflow into their assessments of their level of satisfaction with their jobs. To assist this idea the following hypothesis is suggested:

Hypothesis 15: Narcissism will be positively related to job satisfaction.

3.3.2 Relationship between Job Characteristics and Job Satisfaction

Job satisfaction occurs when the employee is more probable to complete a job when the characteristics of the jobs are compatible with the needs of the employee (Salancik & Pfeffer, 1977). Jobs that realize an employee's needs are satisfying and it is suggested that if the employee is satisfied with the job, it is most probably due to the job characteristics compatibility with the person. Katz (1964) also proposed a connection between job satisfaction and job enlargement.

Job satisfaction is related to the motivational potential of the job scope. According to the model of job characteristics, employees are satisfied when they consider their work to be meaningful, experience responsibility for the results of their job, and when they have knowledge about the consequences of their work.

The following hypothesis is proposed to support this idea:

Hypothesis 16: Job scope will be positively related to job satisfaction.

3.4 Hypotheses Regarding the Predictors of Organizational Commitment

3.4.1 Relationship between Personality and Organizational Commitment

Personal characteristics are one of the important determinants of organizational commitment. Individual characteristics have significant relationships with all affective, normative and continuance commitment dimensions. Therefore, while investigating the relationship between personality variables and organizational commitment, all of the 3 types should be considered individually.

3.4.1.1 Relationship between Big Five Personality Traits and Organizational Commitment

Since openness to experience is related with higher levels of experiencing novelty in life as well as in the work environment, employees who are more open tend to represent positive emotional reaction to the organization. Therefore, it could be stated that employees who are more open to experience have higher levels of affective commitment. Since, normative commitment derives from the investments that an organization makes in its employees (Meyer & Allen, 1991) and employees who are more open experience more variety of practices in the organization than others who have lower ratings, it could be indicated that employees with higher openness dimension present higher levels of normative commitment. Also, in terms of continuance commitment, employees who are more open to experience perceive more job options than others in the organization which results in lower levels of continuance commitment. Thus, the following hypothesis is proposed:

***Hypothesis 17a:** Openness to experience will be positively related to affective and normative commitment and negatively related to continuance commitment.*

Conscientious employees are hardworking, achievement oriented and responsible and they tend to overcome difficulties with perseverance, sense of engagement and positive affectivity. Therefore, it could be considered that employees who are high on extraversion experience more affective and normative commitment. Also, due to their general work-involvement inclination that delivers increased chance for an employee to achieve formal and informal work rewards and that causes more costs associated with leaving the organization, conscientious employees have intensified levels of continuance commitment. Consequently, the next hypothesis is suggested:

Hypothesis 17b: *Conscientiousness will be positively related to all 3 types of organizational commitment.*

Since affective commitment denotes an employee's positive emotional response to the organization and positive affectivity is at the core of Extraversion (Watson & Clark, 1997), it is meaningful to state that employees who are high in extraversion should face higher levels of affective commitment than employees who are less extraverted. Empirical evidence was found for the relationship between positive emotionality and affective commitment (Williams, Gavin, & Williams, 1996). Also, extraverted employees search for social interactions more within the organization and find these connections more rewarding than introverts (Watson & Clark, 1997). Since these experiences may cause extraverted employees to respond the organization with normative commitment for providing an environment for such interactions, it could be stated that extraverted employees present more levels of normative commitment. Furthermore, since extraverts have a tendency to be more active on a social basis, they may have more social links than introverts. And, since extraverts are inclined to gather more of what they want from social connections, they might recognize more job alternatives than introverts (Watson & Clark, 1997). Therefore, it could be stated that employees who are high on extraversion have lower levels of continuance commitment.

Therefore, the following hypothesis is presented:

Hypothesis 17c: *Extraversion will be positively related to affective and normative commitment and negatively related to continuance commitment.*

Agreeableness refers to employees who have personal characteristics such as caring, altruism and nurturance. Agreeable employees have more intimate bonds with others in the organization which increases their affective commitment. Also, they present more obligations to stay in the organization which increases their level of normative commitment as well. On the other hand, in terms of employment opportunities, they perceive to have more options than others who are low on agreeableness, which decreases their level of continuance commitment. Thus:

***Hypothesis 17d:** Agreeableness will be positively related to affective and normative commitment and negatively related to continuance commitment.*

Finally, since neurotic individuals tend to experience negative affects more in life than others who are low on neuroticism; their level of affective commitment is lower. Neurotics tend to worry overly, which should reduce their normative commitment since they do not present obligation to the organization for supporting their employment. On the other hand, it is suggested that neurotic employees have a tendency to experience more negative life events than other individuals (Magnus et al., 1993) and these outcomes are directly connected to continuance commitment, which develop as a result of employees' fears of the costs associated with leaving the organization (Allen & Meyer, 1996). As such:

***Hypothesis 17e:** Neuroticism will be positively related to continuance commitment and negatively related to affective and normative commitment.*

3.4.1.2 Relationship between Impostor Phenomenon and Organizational Commitment

Since impostor phenomenon is a relatively new concept in organizational behavior context, the relationship between organizational commitment and IP has not much studied.

Affective commitment is based on one's emotional attachment to the organization, identification with and personal fulfillment in the organization (Meyer & Allen, 1991). Employees who suffer from IP experience negative perceptions about their ability in the organization which causes self-doubt and insecurity. These feelings will inhibit their ability to form strong commitment to the organization both affectively and normatively. The underlying theory behind this relationship is equity theory which suggests high IP employees perceive dissonance in their inputs and outputs with the organization (Gould, 1979). This difference will drop one's sense of worth and consequently willingness to commit to the organization. On the other hand, employees who have higher levels of IP, due to their lack of confidence and insecurity, underestimate their ability to find comparable jobs in other organizations. Therefore, it could be stated that employees who are higher in IP are also higher in continuance commitment. Deriving from this ideas next hypothesis is proposed:

Hypothesis 18: Impostor phenomenon will be positively related to continuance commitment and negatively related to affective and normative commitment.

3.4.1.3 Relationship between Narcissism and Organizational Commitment

Employees who present higher levels of narcissism tend to overestimate their abilities as well as their value in the organization. As it was previously stated, since narcissists perceive their abilities and image as superior than others, they may convince themselves that they have a very desirable job and the reason why they stay in the organization is because they want to (Michel & Bowling, 2013).. This indicates that employees who have higher levels of narcissism have also higher levels of affective commitment. On the other hand, due to the personal characteristics associated with narcissism, narcissistic employees assume that they do not owe anything to the organization and there are numerous other jobs outside waiting for them. Therefore, the following hypothesis is presented:

Hypothesis 19: Narcissism will be positively related to affective commitment and negatively related to normative and continuance commitment.

3.4.2 Relationship between Job Characteristics and Organizational Commitment

Job characteristics are a key concept of how employees evaluate their relationship with their organizations (Cardona, Lawrence, & Bentler, 2004). To the degree of the job provides skill variety, autonomy, feedback, task significance and task identity the employee observe in the job is significantly affecting their level of commitment to the organization. In other words, demanding and enriched jobs are likely to produce higher organizational commitment (Steers, 1977).

Employees who have enriched jobs try to reciprocate the sense of internal motivation through increasing their level of affective commitment. Through internalization of social values and interactions within the organization and with the favorable treatment from the organization, employees feel a social and moral obligation to stay within the organization. Therefore, it could be stated that employees who feel indebted to the organization for favorable job characteristics will increase their level of normative commitment. Similarly, employees who have enriched jobs may fear of

the costs associated with leaving the organization which results in continuance commitment. Building upon these ideas, the following hypothesis is proposed:

Hypothesis 20: Job scope will be positively related to all 3 types of organizational commitment.

3.5 Mediating Roles of Job Satisfaction and Organizational Commitment

Job satisfaction is one of the most important variables that influence the relationships between personality, namely Big Five, IP and narcissism and OCBs and between personality and CWBs. Job satisfaction also influences the relationships between job characteristics and OCBs and between job characteristics and CWBs. There are several research supporting the relationships between both job characteristics and job satisfaction (e.g., Fried & Ferris, 1987) and job satisfaction and OCBs and CWBs (Organ & Ryan, 1995; Sackett & DeVore, 2001). There are also several research supporting the relationships between both personality and job satisfaction (Connolly & Viswesvaran, 2000; Judge et al., 2001) and job satisfaction and OCBs and CWBs (Mount, Ilies, & Johnson, 2006; Organ & Ryan, 1995; Williams & Anderson, 1991).

Since personality variables and OCBs and job characteristics and OCBs are closely linked to job satisfaction, job satisfaction should be incorporated for linking two of the relationships. Similarly, since personality and CWBs and job characteristics and CWBs are closely associated to job satisfaction, mediating role of job satisfaction should be considered between these relationships.

As it could be seen from the previous sections, all of the three components of organizational commitment influence the relationship between personality variables, namely Big Five, IP and narcissism and OCBs between personality variables and CWBs. Organizational commitment also influences the relationships between job characteristics and OCBs and between job characteristics and CWBs. There are several research supporting the relationships between both job characteristics and organizational commitment (Salancik & Pfeffer, 1977; Steers, 1977) and organizational commitment and OCBs and CWBs (Michel & Bowling, 2013; Organ & Ryan, 1995; Williams & Anderson, 1991). There are also several research supporting the relationships between both personality and organizational commitment (Cohen, 2007; Vergauwe et al., 2014) and organizational commitment

and OCBs and CWBs (Allen & Grisaffe, 2001; Cohen, 2007; Williams & Anderson, 1991).

Because personality variables and OCBs and job characteristics and OCBs are closely linked to all types of commitment, organizational commitment should be incorporated for linking two of the relationships. Similarly, since personality and CWBs and job characteristics and CWBs are closely associated to organizational commitment, mediating role of all of the three types of commitment should be considered between these relationships.

To provide mediating roles of both job satisfaction and organizational commitment, the following hypotheses are proposed:

***Hypothesis 21a:** Job satisfaction mediates the relationship between Big Five Personality Traits and OCBs.*

***Hypothesis 21b:** Job satisfaction mediates the relationship between impostor phenomenon and OCBs.*

***Hypothesis 21c:** Job satisfaction mediates the relationship between narcissism and OCBs.*

***Hypothesis 22a:** Job satisfaction mediates the relationship between Big Five Personality Traits and CWBs.*

***Hypothesis 22b:** Job satisfaction mediates the relationship between impostor phenomenon and CWBs.*

***Hypothesis 22c:** Job satisfaction mediates the relationship between narcissism and CWBs.*

***Hypothesis 23:** Job satisfaction mediates the relationship between job scope and OCBs.*

***Hypothesis 24:** Job satisfaction mediates the relationship between job scope and CWBs.*

***Hypothesis 25a:** All 3 types of organizational commitment mediate the relationship between Big Five Personality Traits and OCBs.*

Hypothesis 25b: All 3 types of organizational commitment mediate the relationship between impostor phenomenon and OCBs.

Hypothesis 25c: All 3 types of organizational commitment mediate the relationship between narcissism and OCBs.

Hypothesis 26a: All 3 types of organizational commitment mediate the relationship between Big Five Personality Traits and CWBs.

Hypothesis 26b: All 3 types of organizational commitment mediate the relationship between impostor phenomenon and CWBs.

Hypothesis 26c: All 3 types of organizational commitment mediate the relationship between narcissism and CWBs.

Hypothesis 27: All 3 types of organizational commitment mediate the relationship between job scope and OCBs.

Hypothesis 28: All 3 types of organizational commitment mediate the relationship between job scope and CWBs.

A summary of the hypothesized relationships is presented in Figure 5. The thesis continues with the methodology section where the measures utilized to examine the interrelationships among the theories of Big Five Personality Traits, impostor phenomenon, job characteristics, job satisfaction, organizational commitment, OCB and CWB are discussed.

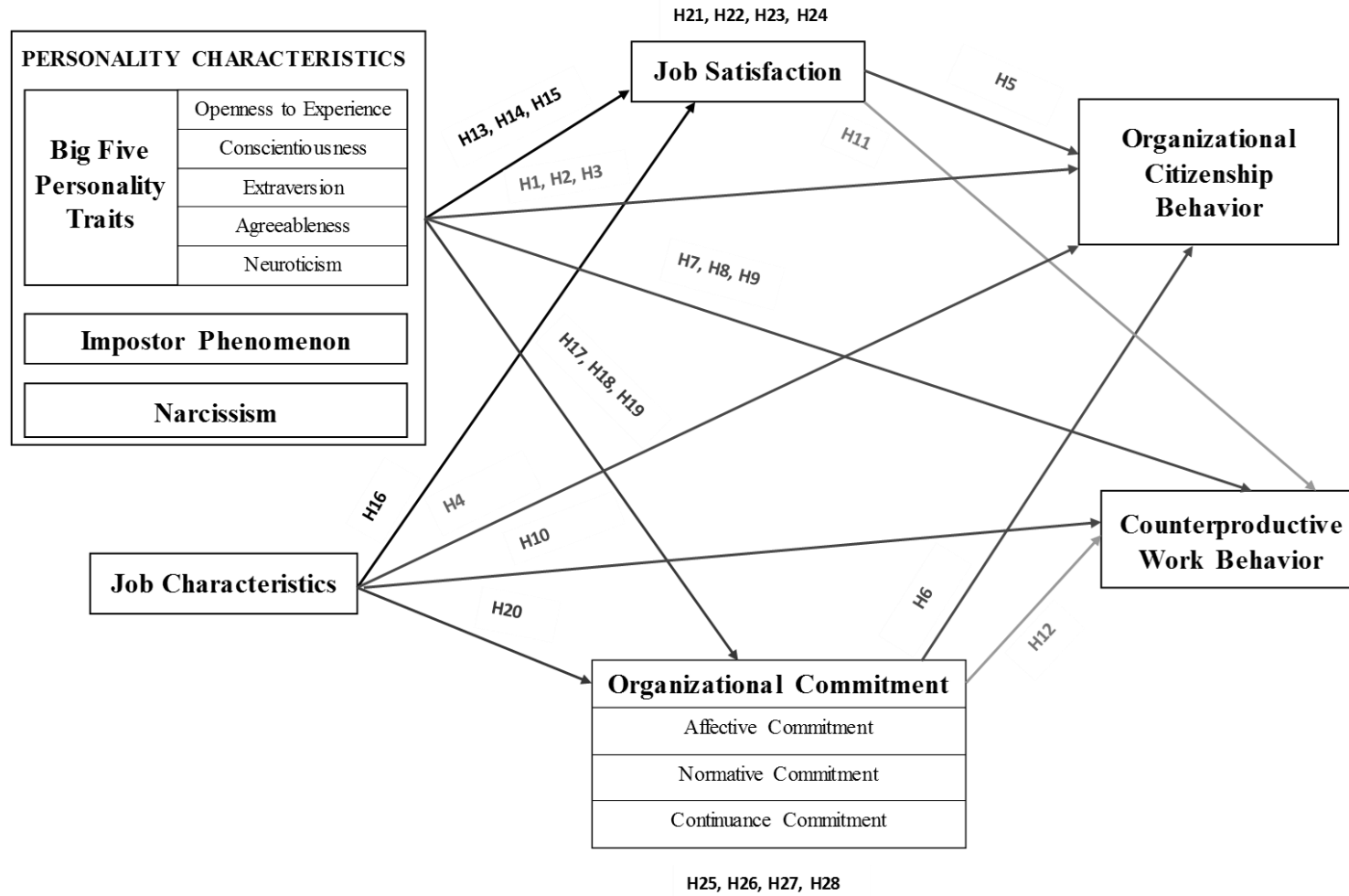


Figure 5. Hypothesized Relationships

CHAPTER 4

METHODOLOGY

This section describes the methods and procedures which were used for analyzing the relationships among certain personality traits, job characteristics, job attitudes, organizational citizenship and counterproductive work behaviors. This section involves the discussions of the sample, procedure, data collection process and measures.

4.1 Sample and Procedure

The data for this thesis were acquired from a sample of 1075 participants from a public judicial institution in Turkey. Other than convenience, this institution is utilized since it represents the public sector in Turkey with its heterogeneous base that involves various employees with divergent backgrounds. This sample is especially convenient for testing the proposed model since the organizational culture of the institution involves employees with various job characteristics as well as personalities that affect their level of engaging in extra-role behaviors as a result of their job and personality characteristics, job satisfaction and organizational commitment.

With the intention of increasing the representativeness of the sample; data were collected from all of the departments and from all of the levels of occupation in the institution. After introducing the survey to the general secretary of the institution and gathering approval from both ethics committee and institution, surveys were distributed. With the help of the general secretary, it was easier to access to 1500 employees in total and convince them to participate in the study. With their internal distribution system, each department was directed 20 surveys, specifically 1 for the head of the department, 5 for the higher level employees, 4 for the mid-level

employees in the hierarchy and the rest of them were sent to the personnel of the department. Due to confidentiality, I am not allowed to share the comprehensive name of the institution and specific job titles of the employees. From 1500 surveys, 1231 were collected and 1075 of them were filled out. Consequently, the response rate was about 72%.

This study was conducted as a survey design in the form of paper and pencil questionnaires in Turkish. Surveys were distributed to the employees as booklets involving a cover page and an introductory page which clearly defines the purpose of the thesis. All of the sections have specific instructions on completing the questionnaire which could be found at the beginning of each section. Participation was discretionary and in the surveys, it was underlined that the study was solely for scientific purposes and that the respondents' identities would be held confidential. Also, all of the surveys were put in a sealable envelope to ensure the confidentiality of the data gathered. Turkish version of the questionnaire is displayed in Appendix A.

4.2 Measures

The objective of this thesis is to explore the influences of personality traits and job characteristics on OCBs and CWBs through mediations of job satisfaction and organizational commitment. In this section measures that were used in this thesis will be presented and elaborated. The reliabilities of the scales that are utilized in this study are provided in each section.

4.2.1 Organizational Citizenship Behavior Scale

The scale for measuring OCBs in this thesis were developed by Podsakoff et al. (1990). This scale is established on Organ's framework (1988) and consists of 24 items to measure extra-role behaviors of employees. Items are rated on a 5 point scale ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree". In this scale a rating of 3 refers to "Somewhat Agree" instead of "Neither Agree, Nor Disagree" in order to prevent an artificial aggrandizement on neutral answers.

This scale delivers scores of *conscientiousness*, *altruism*, *sportsmanship*, *courtesy* and *civic virtue* dimensions of OCBs. In the original form of this scale, there are five

items for conscientiousness, altruism, sportsmanship and courtesy constructs and four items for civic virtue. According to Podsakoff et al. (1990), subscales have internal reliability values ranging between .54 and .88. As the original scale developed by Podsakoff et al. (1990) was prepared in English, Turkish translated version was utilized in this thesis. The back translation method was used to make sure that the scale was translated accurately by Ünüvar for his doctoral dissertation (2006).

In this thesis, to abbreviate the scale, all the subscales are measured by three items each. Therefore, subscales with relatively low factor loadings were removed from the original scale.

Suggested five dimensions of OCBs are as follows:

Conscientiousness: was measured by 3 items: #12, #14, and #15. A sample item for conscientiousness was “My attendance at work is above the norm.”

Altruism: was measured by 3 items: #5, #8, and #9. A sample item for altruism was “I help others who have been absent.”

Sportsmanship: was measured by 3 items: #1, #2, and #10. A sample item for sportsmanship was “I consume a lot of time complaining about trivial matters.” All of the items are reverse coded.

Courtesy: was measured by 3 items: #3, #11 and #13. A sample item for courtesy was “I try to avoid creating problems for co-workers.”

Civic virtue: was measured by 3 items: #4, #6 and #7. A sample item for civic virtue was “I attend functions that are not required, but help the company image.”

Higher scores on each subscale and on aggregate scale imply higher levels of employees’ engaging in OCBs. The internal consistency reliability of the aggregate scale was found to be .843 for this study. Reliability values for altruism, conscientiousness, sportsmanship, courtesy and civic virtue were found be .752, .728, .565, .639, and .661 respectively. The aggregate scale for OCB was taken into account in this thesis.

Turkish version of the scale could be found in Appendix B and English version could be found in Appendix C.

4.2.2 Counterproductive Work Behavior Scale

So as to assess the level of counterproductive work behaviors in the organization, 10-Item Short Version of the Counterproductive Work Behavior Checklist developed by Spector, Bauer and Fox (2010) was utilized. The original scale was first developed to contain 45 items; and later on it was reduced to 10 items. The scale asked participants the question of “How often have you done each of the following things on your present job?” and items are rated on a 5 point scale ranging from 1 = “Never” to 5 = “Everyday”. In this scale a rating of 3 refers to “Once or Twice a Month”.

Original scale consists of five subscales which are *sabotage*, *production deviance*, *theft*, *withdrawal*, and *abuse towards others*. According to Spector et al. (2006), Cronbach’s alpha reliabilities were .87 for the aggregate scale and ranging from .58 to .81 for the subscales. However, the 10 item form of the scale has 5 organization-focused and 5 person-focused items as subscales. The example for the organization-focused items is “Purposely wasted your employer’s materials/supplies” and for the person-focused items is “Insulted someone about their job performance”. There are no reversed coded items in this scale. The measure was translated and adjusted to Turkish by Öcel (2010) and the Cronbach’s alpha reliability was reported as .970.

Higher scores on each subscale and on aggregate scale imply higher levels of employees’ engaging in CWBs. The internal consistency reliability of the aggregate scale was found to be .830 for this study. Reliability values for organization-focused and person-focused items were found be .668 and .801 respectively. The aggregate scale for CWB was taken into account in this thesis.

Turkish version of the scale could be found in Appendix D and English version could be found in Appendix E.

4.2.3 Big Five Inventory

To measure the personality traits, the Big Five Inventory (BFI) as one of the most prominent valuations, was directed to participants (John & Srivastava, 1999b). It

consists of 44 items to assess the five personality traits of Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. According to Benet- Martínez and John (1998), BFI is a reliable and valid measure for personality traits across cultures. This inventory was translated and adjusted to Turkish from the original version by Sümer & Sümer (2002). Cronbach's alpha reliabilities were reported to be moderate ranging from .64 to .77 for the traits that are assessed in the inventory. Items are rated on a scale from 1 = "Strongly Disagree" to 5 = "Strongly Agree". Higher scores for each subscale indicate a higher endorsement for the trait.

Measured Big Five Traits are as follows:

Extraversion: was measured by 8 items: #1, #6, #11, #16, #21, #26, #31 and #36. A sample item for extraversion was "I see myself as someone who is full of energy." #6, #21 and #31 are reverse coded.

Agreeableness: was measured by 9 items: #2, #7, #12, #17, #22, #27, #32, #37 and #42. A sample item for agreeableness was "I see myself as someone who is helpful and unselfish with others." #2, #12, #27 and #37 are reverse coded.

Conscientiousness: was measured by 9 items: #3, #8, #13, #18, #23, #28, #33, #38 and #43. A sample item for conscientiousness was "I see myself as someone who is a reliable worker." #8, #18, #23 and #43 are reverse coded.

Neuroticism: was measured by 8 items: #4, #9, #14, #19, #24, #29, #34 and #39. A sample item for neuroticism was "I see myself as someone who can be tense." #9, #24 and #34 are reverse coded.

Openness to Experience: was measured by 10 items: #5, #10, #15, #20, #25, #30, #35, #40, #41 and #44. A sample item for openness to experience was "I see myself as someone who is curious about many different things." #35 and #41 are reverse coded.

The internal consistency reliability of the complete scale was found to be .732 for this study. Reliability values for extraversion, agreeableness, conscientiousness, neuroticism and openness to experience were found to be .664, .590, .605, .722, and .768 respectively.

Turkish version of the scale could be found in Appendix F and English version could be found in Appendix G.

4.2.4 Clance Impostor Phenomenon Scale

To measure impostor phenomenon among employees, Clance Impostor Phenomenon Scale (CIPS) was employed in this thesis. The 20-item CIPS has been reported to reliably differentiate impostors from non-impostors (Holmes et al., 1993). CIPS has a high level of internal consistency with reported alpha values ranging from .84 to .96 (Holmes et al., 1993). The 20-item CIPS uses a 5 point Likert scale (1= not at all true, 5= very true). An example item for this scale is: "I'm disappointed at times in my present accomplishments and think I should have accomplished much more."

Since the original scale is in English, it is translated using back translation technique to ensure that the Turkish version of the scale did not differ from the original version. Translated scale was also adjusted to its current version through comparing Turkish and English versions of the scale and it was presented to one of the higher level employees in the organization for a final review. After the review, necessary corrections were made to the Turkish version to ensure its accuracy. Cronbach's alpha reliability was reported to be .846 in this thesis.

Higher mean score on CIPS imply that those employees' are experiencing higher levels of impostor phenomenon. In other words, the higher the score, the more regularly and seriously the Impostor Phenomenon impede in an employee's life (Holmes et al., 1993). Turkish version of the scale could be found in Appendix H and English version could be found in Appendix I.

4.2.5 Narcissistic Personality Inventory

Narcissistic Personality Inventory (NPI) was employed in this thesis to measure narcissism among employees (Raskin & Hall, 1981). It is a self-report measure and the items of the scale are two sided; one of them is corresponds to narcissism and the other is incongruent with it so that employees can select the one that relates to them. Though the scale originally comprised of 220 items, it was shortened to 40 items via factor analysis (Raskin & Terry, 1988). In 2006, the scale was transformed into the 16-item NPI (Ames, Rose, & Anderson, 2006). The purpose of this adjustment was

to broaden the practice of NPI across different fields and populations. The reduced form of the NPI measured different features of narcissism under an incorporated dimension. The internal consistency value of the scale was reported in various studies ranging between .65 and .72 (Ames et al., 2006). NPI-16 was adjusted to Turkish by Atay (2009). The Turkish form of the scale was initially tested in a pilot study and the Cronbach's alpha was reported to be .57. After the revision, the Cronbach's alpha of the scale was found to be .62 which indicates an acceptable internal consistency. The factorial organization of the Turkish NPI-16 was compatible with the original scale (Atay, 2009).

The score range of the scale is between 0 and 16, with high scores inferring high narcissism level. In the present study, the alpha reliability coefficient of the scale was .546. An example item for the scale is: "A: I don't mind following orders & B: I like having authority over people". Turkish version of the scale could be found in Appendix J and English version could be found in Appendix K.

4.2.6 Job Characteristics

The employee's perception of their job characteristics was measured using the Turkish version of the Job Diagnostic Survey (JDS) which is originally developed by Hackman and Oldham (1980) (Varoglu, 1986). The survey consisted of two separate parts with 15 items in total and 5 subscales that measure core job characteristics comprising; skill variety, task identity, task significance, autonomy and feedback. In the first part, the employees designate directly the amount of each job characteristic they perceive to be involved in their job. In the second part, the employees specify the accuracy of 10 statements about the characteristics of their job (Hackman & Oldham, 1975). For each job characteristics, there are 3 items in total.

A five-point rating scale was utilized (1 = "Very Inaccurate" and 5 = "Very Accurate"). There are 4 reverse coded items in the second part of the scale. Mean scores were estimated for each five dimension and for the job scope by averaging item scores across subscales. The aggregation of job characteristics into one complete measure is preferred by empirical research in this area (Farh et al., 1990). Consequently, rather than using the core job characteristics individually, the mean of all 15 items was used to measure the overall score of a job in terms of all job

characteristics in this thesis. An example item for the scale is: “The job denies me any chance to use my personal initiative or judgment in carrying out the work”. The resulting Cronbach’s alpha value of the main study was .778. Turkish version of the scale could be found in Appendix L and English version could be found in Appendix M.

4.2.7 Job Satisfaction

Job satisfaction among employees was measured using the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, & Lofquist, 1967). This scale is a 20-item questionnaire rated on a 5-point Likert type scale considering their level of satisfaction with the related item. Rating 1 refers to being “Very Dissatisfied” and rating 5 refers to being “Very Satisfied”. Answers to all 20 items were averaged to evaluate the job satisfaction levels of employees.

The translated Turkish version of the MSQ (Tuncel, 2000) was utilized in this thesis to measure job satisfaction which could be seen in Appendix N and original version of the scale could be seen in Appendix O. The internal consistency reliability of the job satisfaction scale was found to be .910 in this thesis. An example item for job satisfaction was “The way my job provides for steady employment.”

4.2.8 Organizational Commitment

Organizational commitment was measured using Meyer and Allen’s (1991) organizational commitment scale (OCS). The original scale is intended to measure the degree to which employees are committed to their organization and it was translated to Turkish by Wasti (1999). Wasti (1999) stated that scales which mirror Western circumstances were translated and used in other cultures deprived of giving much consideration to the accuracy or validity of the scale in the new culture. Therefore, she converted the scale from the original measure and included organizational commitment items that are applicable for the Turkish environment and abandoned some of the original items. The scale measures three distinct dimensions of commitment; affective commitment, continuance commitment, and normative commitment. This scale is an 18-item questionnaire rated on a 7-point Likert type scale considering employees’ level of commitment with the related item. Rating 1 refers to “Strongly Agree” and rating 7 refers to “Strongly Disagree”.

Measured three dimensions are as follows:

Affective Commitment was measured by 6 items: #1, #2, #3, #4, #5, and #6. A sample item for affective commitment was “I really feel as if this organization’s problems are my own.” #2, #5 and #6 are reverse coded.

Normative Commitment was measured by 6 items: #7, #8, #9, #10, #11, and #12. A sample item for normative commitment was “I would not leave my organization right now because I have a sense of obligation to the people in it.” #10 is reverse coded.

Continuance Commitment was measured by 6 items: #13, #14, #15, #16, #17, and #18. A sample item for continuance commitment was “Too much of my life would be disrupted if I decided I wanted to leave my organization right now.”

The Cronbach’s alpha of the complete scale was found to be .822 for this study. Reliability values for affective commitment, normative commitment and continuance commitment were found to be .816, .777 and .658 respectively. Turkish version of the scale could be found in Appendix P and English version could be found in Appendix R.

4.2.9 Demographic Variables

In this thesis, some demographic variables are also included in the last section of the survey. Specifically, the employees were inquired about their age, gender, educational background, occupation, job title, current tenure in the organization, total tenure, casual leave and, leave with medical report.

The reason behind exploring demographic variables is that they are possible control variables for this thesis and they need to be taken under deliberation while performing analysis. Demographical characteristics such as age, gender, job title, education level, occupation, absenteeism and tenure are correlated with OCB and CWB according to the literature (Gruys & Sackett, 2003; LePine et al., 2002; Organ & Ryan, 1995; Spector et al., 2010; Van Dyne et al., 1994; Van Scotter & Motowidlo, 1996). Also, the difference of the outcomes such as OCBs, CWBs and job attitudes is investigated among three different types of occupation levels in the

organization. Accordingly, the control variables were included in this research with the intention of minimizing the risk of bogus relations on unmeasured variables.

CHAPTER 5

RESULTS

This chapter presents the results of the thesis. First, the data screening and outlier analysis results are provided, then a discussion of the descriptive statistics and the analysis of the sample characteristics are embodied. Afterwards, determination of the control variables and the results of regression analyses are provided. Finally, the results of the hypothesis testing are given and a summary of the results is demonstrated.

5.1 Data Screening

Prior to the entry and analyses, all of the surveys are checked and numbered for efficiency and effectiveness. Surveys completed inappropriately (e.g. selecting the same choice for every question in every section of the survey) and participants that completed only few of the questions are excluded from the study for increasing accuracy of the data.

Afterwards, all of the variables were inspected for accuracy of the data entry through analyzing patterns with using Statistical Package for the Social Sciences. In order to inspect accuracy of data, for discrete variables, it was checked whether all the numbers are within the range and for continuous variables, it was checked that the means and standard deviations are reasonable. Through missing value analysis, summary of missing values, patterns of missing values and variables with the highest frequency of missing values are provided. Summary of missing values could be found in Figure 6.

Overall Summary of Missing Values

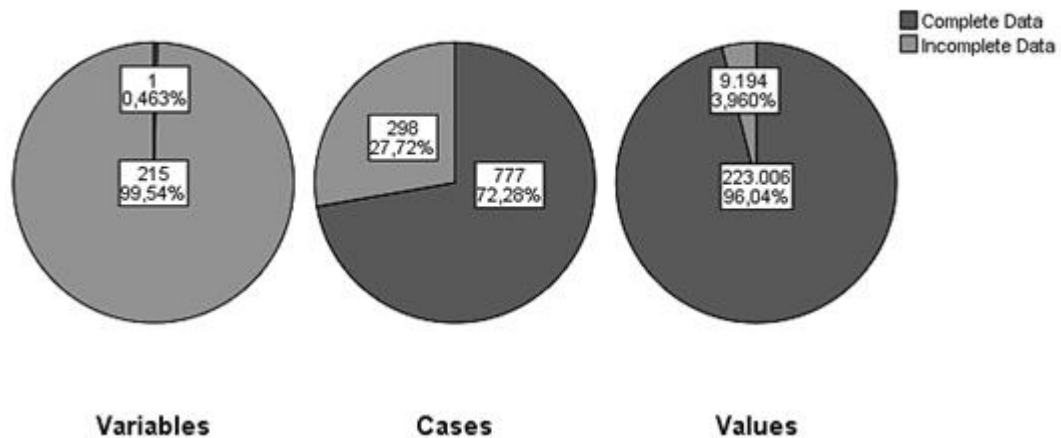


Figure 6. Overall Summary of Missing Values

First pie chart indicates that almost all of the variables have missing data. Second pie chart demonstrates that how many of the cases (participants) have missed at least one value while completing the survey. So, almost 72% of the cases do not have any missing value in their surveys. The third pie chart labeled as values indicates that approximately 4% of all values are missing. Missing value patterns analysis allows us to examine whether or not there is some pattern to the missing data. According to the analysis, the most frequent pattern observed in the data is the one which contains no missing values. Also, there is no rigid pattern of decreasing or increasing values across the sequence. This indicates that missing values are probably missing in a random pattern and there is no systematic pattern to the missing values.

After analyzing the randomness of the missing data, missing cases were handled though using Multiple Imputation Technique. Multiple imputation technique offers a useful approach for dealing with data sets with missing values (Yuan, 2010). Rather than inserting a single value for each missing value, Rubin's (1987) multiple imputation method fills in every missing value with a set of reasonable values that characterize the uncertainty about the right value to attribute. Afterwards, these multiply imputed data sets are analyzed by utilizing standard procedures for comprehensive data and combining the results from these analyses (Yuan, 2010). The process of combining results from diverse imputed data sets is fundamentally the

same, nevertheless which complete-data analysis is used. This leads to valid statistical conclusions that accurately reflect the uncertainty as a result of missing values. Therefore, this technique is utilized prior to testing hypothesis. However, some of the important parameters in pooled results of the imputations and original data are not provided in this statistical tool, therefore if significance of any relationship does not differ in the original data set and pooled set, parameters for the original set (e.g. F , β and R^2) would be provided in results.

After handling the missing values, both univariate and multivariate outliers were checked. In order to select the extreme cases which will be deleted, a z test was implemented. Using the statistical software, standardized z scores of the cases were calculated to examine univariate outliers. 15 cases with standardized z scores in excess of +/- 3.29 were considered as outliers (Tabachnick & Fidell, 2001). The Mahalanobis Distance was calculated to find out multivariate outliers ($\chi^2 > 36.511$, $p < .001$). After calculating Mahalanobis Distance, 19 outliers are detected. Normality and linearity were checked by screening the skewness, kurtosis values, P-P plots for the variables and scatter plots. In order to understand whether outliers cause any difference in the analyses, analyses are conducted with and without the outliers and it was found out that outliers do not affect significance of the hypotheses. Since the sample was large enough not to be affected by outliers, they were not removed from the data. Also, according to Anscombe and Guttman (1960), outliers may occur due to the inherent variability of the data and not all outliers are illegitimate impurities and not all illegitimate scores show up as outliers (Barnett & Lewis, 1994).

5.2 Descriptive Statistics and Inter-correlations

The descriptive statistics for the 1075 participants after multiple imputation are provided in Table 1.

Table 1. Descriptive Statistics for All Study Variables

Variable	N	Mean	Std. Deviation	Minimum	Maximum

Table 1 (continued)

Age	1016	59	40.70	10.87	19.00	69.00
Gender	1022	53	-	-	1.00	2.00
Education	1023	52	-	-	1.00	5.00
Occupation	1026	49	-	-	1.00	3.00
Organization Tenure	1008	67	11.10	9.79	0.50	43.00
Total Tenure	1008	67	17.34	11.15	1.00	44.00
Casual Leave	1007	68	0.86	2.23	0.00	30.00
Leave with Medical Report	1007	68	1.40	6.00	0.00	90.00
Openness to Experience	1074	1	3.69	0.56	1.50	5.00
Conscientiousness	1074	1	3.97	0.44	2.00	5.00
Extraversion	1074	1	3.29	0.58	1.25	5.00
Agreeableness	1074	1	4.07	0.44	2.22	5.00
Neuroticism	1074	1	2.30	0.62	1.00	4.38
Impostor Phenomenon	1074	1	2.61	0.55	1.25	4.70
Narcissism	1074	1	2.96	1.44	0.00	14.00
Job Scope	1074	1	3.68	0.59	1.47	5.00
Job Satisfaction	1074	1	3.54	0.69	1.00	5.00
Affective Commitment	1074	1	4.87	1.44	1.00	7.00
Normative Commitment	1074	1	4.67	1.34	1.00	7.00
Continuance Commitment	1074	1	3.96	1.22	1.00	7.00
Organizational Citizenship Behavior	1074	1	4.19	0.57	1.33	5.00
Counterproductive Work Behavior	1074	1	1.19	0.32	1.00	3.90

Notes. 5-point scales were used for openness, conscientiousness, extraversion, agreeableness, neuroticism, impostor phenomenon, job scope, job satisfaction, organizational citizenship behavior, and counterproductive work behavior items and affective commitment, normative commitment and continuance commitment were rated on a 7-point scale. Narcissism scale consisted of 2 forced choice items. Age, organizational tenure and total tenure were measured in terms of years, and casual leave and leave with medical report were measured in terms of days (within the previous 6 months). Gender: 1="Male" and 2="Female". Education level: 1="High school", 2="Undergraduate", 3="Graduate", 4="PhD", and 5="Other". Occupation: 1="Personnel of the department", 2="mid-level employees, and 3="higher level employees" in the organizational hierarchy.

The level of openness, conscientiousness, extraversion, agreeableness, job scope, job satisfaction, affective commitment, normative commitment and organizational citizenship behavior were moderate to high according to the mean values of the sample since all of which were above the midpoint of each scale. The level of impostor phenomenon, narcissism and continuance commitment were moderate and the level of neuroticism and counterproductive work behavior were relatively lower compared to others. Moreover, the standard deviations vary between 0.42 and 1.44.

The results indicated that the mean age of the participants was 40.70 years with a standard deviation of 10.87. When the mean total tenure of participants was considered, it was found that the average total tenure was 17.34 years with a standard deviation of 11.15 years.

The correlation matrix demonstrated in Table 2 exhibits the bivariate correlations between the variables of interest. The Cronbach alpha coefficients for reliability of each scale were shown at the diagonal of Table 2 in bold.

The correlation matrix which was presented in Table 2 was investigated for evidence for multicollinearity and inter-correlation among variables. Although it is consistent with the expectations, the only notable inter-correlation is the one between affective and normative commitment which is .641. According to Meyer and associates (2002), in spite of the high correlation between affective and normative commitment, they are distinguishable dimensions. Moreover, the examination of the correlation matrix showed no multicollinearity since there were not any bivariate correlations above .90 (Tabachnick & Fidell, 2001).

As predicted, there were significant relationships between Big Five Personality Traits and job attitudes, impostor phenomenon and job attitudes, narcissism and job attitudes, job scope and job attitudes and job attitudes and the OCBs and CWBs. Strengths of each relationship could be seen in Table 2.

Unexpectedly, openness to experience and normative commitment and openness to experience and continuance commitment were not significantly correlated with each other. Similarly, conscientiousness and continuance commitment, extraversion and both affective and normative commitment, agreeableness and continuance commitment, impostor phenomenon and job satisfaction, impostor phenomenon and

normative commitment, narcissism and job satisfaction, narcissism and continuance commitment, narcissism and OCB, job scope and continuance commitment and finally continuance commitment and CWBs were not significantly correlated with each other.

When the relationships with control variables were taken into consideration, it was found that the control variables were generally related with job attitudes. Therefore, significant relationships between control variables and job attitudes and control variables and OCBs and CWBs were worth considering while performing analyses.

Table 2. Correlations between Study Variables

Variable	1	2	3	4	5	6	7	8	9	10	11
1. Age											
2. Gender	-.117**										
3. Education	-.005	.121**									
4. Occupation	.481**	-.179**	.010								
5. Organization Tenure	.695**	.036	-.002	.031							
6. Total Tenure	.935**	-.086**	.000	.430**	.740**						
7. Casual Leave	-.048	-.002	-.009	.033	-.052	-.037					
8. Leave with Medical Report	-.042	.073*	-.007	-.050	-.033	-.054	.168**				
9. Openness	-.046	.081*	.056	-.014	-.030	-.019	.045	.045	.768		
10. Conscientiousness	.116**	.058	.020	-.041	.136**	.124**	-.075*	-.008	.420**	.605	
11. Extraversion	.010	.096**	-.014	-.054	.051	.038	.013	-.005	.466**	.299**	.664
12. Agreeableness	.083**	.049	.005	.066*	.072*	.078*	-.046	.033	.370**	.424**	.287**
13. Neuroticism	-.142**	.029	.014	-.028	-.114**	-.127**	.059	.029	-.330**	-.438**	-.276**
14. Impostor Phenomenon	-.109**	-.063*	-.046	-.033	-.098**	-.128**	.056	.029	-.262**	-.311**	-.273**
15. Narcissism	-.083*	-.014	-.012	-.033	-.042	-.070*	.017	-.018	.056	-.026	.109**
16. Job Scope	.314**	-.089**	-.032	.385**	.139**	.293**	-.053	-.063*	.148**	.137**	.128**
17. Job Satisfaction	.219**	-.090**	-.037	.251**	.106**	.196**	-.041	-.074*	.105**	.123**	.085**
18. Affective Commitment	.302**	-.057	-.057	.264**	.142**	.274**	-.060	-.024	.090**	.160**	.033
19. Normative Commitment	.196**	-.036	-.015	.118**	.153**	.182**	-.067*	-.069*	.051	.101**	-.009
20. Continuance Commitment	.013	.049	.029	-.082**	.089**	.010	.008	.002	-.025	-.037	-.081*
21. Organizational Citizenship Behavior	.054	.061	-.037	-.026	.073*	.063*	-.107**	-.043	.287**	.289**	.073*
22. Counterproductive Work Behavior	-.076*	-.087**	.078*	.023	-.059	-.049	.153**	.092**	-.143**	-.314**	-.164**

Notes. * $p < .05$; ** $p < .01$

Table 2 (continued)

Variable	12	13	14	15	16	17	18	19	20	21	22
1. Age											
2. Gender											
3. Education											
4. Occupation											
5. Organization Tenure											
6. Total Tenure											
7. Casual Leave											
8. Leave with Medical Report											
9. Openness											
10. Conscientiousness											
11. Extraversion											
12. Agreeableness	.590										
13. Neuroticism	-.468**	.722									
14. Impostor Phenomenon	-.271**	.349**	.846								
15. Narcissism	-.156**	.104**	.059	.546							
16. Job Scope	.192**	-.192**	-.194**	.017	.778						
17. Job Satisfaction	.194**	-.197**	-.013	.006	.486**	.910					
18. Affective Commitment	.218**	-.215**	-.104**	-.087**	.387**	.543**	.816				
19. Normative Commitment	.151**	-.173**	-.012	-.071*	.299**	.498**	.641**	.777			
20. Continuance Commitment	-.043	.107**	.255**	-.007	-.037	.075*	.040	.223**	.658		
21. Organizational Citizenship Behavior	.430**	-.346**	-.203**	-.037	.197**	.200**	.241**	.220**	.070*	.843	
22. Counterproductive Work Behavior	-.393**	.331**	.200**	.214**	-.161**	-.174**	-.194**	-.183**	.055	-.305**	.830

Notes. * $p < .05$; ** $p < .01$

5.3 Sample Demographics

The participants of this study were employees from a public judicial institution in Ankara, Turkey. From 1500 surveys, 1231 were collected and 1075 of them were completed. Accordingly, the response rate was about 72%.

The employees were asked about their age, gender, educational background, occupation, job title, current tenure in the organization, total tenure, casual leave and, leave with medical report for comprehending demographical characteristics of the sample.

Among these demographic variables, occupation and job title are asked to find out which one of the 3 occupational groups (1="Personnel of the department", 2="mid-level employees, and 3="higher level employees" in the organizational hierarchy) that the employee belongs to. Due to confidentiality concerns of the organization, specific names of the jobs cannot be provided. However, managerial jobs and heads of the departments were considered as higher level employees whereas employees that directly work under such managers with higher education were taken into consideration as mid-level employees. The personnel of the department with no higher education in terms of the primal objectives and duties of the organization but have important roles for functioning of the organization were embodied as lower level employees in the sample. Age, current tenure and total tenure are asked in yearly basis; however leave with medical report and casual leave are asked in daily basis. Both casual leave and leave with medical report are inquired for the previous 6 months. The demographic characteristics of participants could be found in Table 3.

The results indicated that among participants approximately 34% were female and 66% were male. Almost 61% of the employees have undergraduate degree. In terms of occupation, 68% of the participants were personnel of the organization, while approximately 19% were mid-level employees and the rest of them were higher level employees. 60% of the contributors were working in the organization for less than 10 years. Nearly 93% of the employees use casual leave less than 5 days and 91% of them leave the organization with medical report less than 5 days.

Table 3. Demographic Characteristics of Participants

Characteristic	Category	Frequency	Percentage
Age	Under 20	2	0.20
	20-30	232	22.83
	31-40	275	27.07
	41-50	302	29.72
	51-60	165	16.24
	61-70	40	3.94
Gender	Male	676	66.14
	Female	346	33.86
Education	High School	161	15.74
	Undergraduate	620	60.61
	Graduate	115	11.24
	PhD	5	0.49
	Other	122	11.93
Occupation	Personnel	701	68.32
	Mid-Level Employee	200	19.49
	Higher Level Employee	125	12.18
Organization Tenure	Less than 10 years	606	60.12
	11-20 years	205	20.34
	21-30 years	147	14.58
	31-40 years	47	4.66
	41-50 years	3	0.30
Total Tenure	Less than 10 years	377	37.40
	11-20 years	206	20.44
	21-30 years	295	29.27
	31-40 years	116	11.51
	41-50 years	14	1.39
Casual Leave (within the previous 6 months)	Less than 5 days	932	92.55
	5-10 days	69	6.85
	11-15 days	5	0.50
	More than 15 days	1	0.10
Leave with Medical Report (within the previous 6 months)	Less than 5 days	918	91.16
	5-10 days	70	6.95
	11-15 days	4	0.40
	More than 15 days	15	1.49

5.4 Determination of Control Variables

All potential control variables were deliberated as independent variables in the regression analyses with the purpose of defining their effects on the mediator and dependent variables. The purpose of this analysis was to determine variables that have significant associations with the dependent and mediator variables before testing proposed hypotheses. The potential control variables investigated were age, gender, educational background, occupation, job title, current tenure in the organization, total tenure, casual leave and, leave with medical report. The results of the analysis of control variables are demonstrated in Table 4.

Gender ($\beta = .07$) and casual leave ($\beta = -.10$) were significant control variables while predicting OCB and age ($\beta = -.28$), gender ($\beta = .11$), education ($\beta = .09$), casual leave ($\beta = .13$) and leave with medical report ($\beta = .08$) significantly predicted CWB. Only occupation ($\beta = .21$) predicted job satisfaction and both age ($\beta = .25$) and occupation ($\beta = .15$) significantly predicted affective commitment. Furthermore, organization tenure ($\beta = .13$) predicted continuance commitment significantly. Consequently, these variables were utilized as control variables in hypotheses testing.

Table 4. Standardized Regression Coefficients of the Control Variables Predicting the Mediator and Dependent Variables

Variables	Job Satisfaction	Affective Commitment	Normative Commitment	Continuance Commitment	OCB	CWB
Age	.14	.25*	.15	.09	-.04	-.28*
Gender	-.03	.01	-.01	.02	.07*	-.11*
Education	-.04	-.05	-.02	.03	-.04	.09*
Occupation	.21*	.15*	.06	-.07	-.04	.06
Organization Tenure	.06	-.04	.08	.13	.01	.02
Total Tenure	-.07	.02	-.04	-.13*	.11	.17
Casual Leave	-.03	-.06	-.05	.02	-.10*	.13*
Leave with Medical Report	-.05	.00	-.05	.00	-.03	.08*

Notes. * $p < .05$

5.5 Hypotheses Testing

The objective of this thesis was to determine the effect of Big Five Personality Traits, impostor phenomenon, narcissism and job characteristics on organizational citizenship behaviors and counterproductive work behaviors through the mediations of job satisfaction, affective, normative and continuance commitment. As it was suggested by Baron and Kenny (1986), the first set of analyses that would be conducted for this purpose are hierarchical regressions with independent variables (Big Five, impostor phenomenon, narcissism and job scope) and the mediators (job satisfaction, affective, normative and continuance commitment) each included separately. The second group of analyses would be hierarchical regressions between independent variables (Big Five, impostor phenomenon, narcissism and job scope) and dependent variables (organizational citizenship behaviors and counterproductive work behaviors) each included separately. Finally, hierarchical regressions among mediators (job satisfaction, affective, normative and continuance commitment) and dependent variables (organizational citizenship behaviors and counterproductive work behaviors) would be conducted.

All of these regressions would be conducted in the order that was mentioned in the theoretical framework section. In other words, after regressions among independent variables and dependent variables and mediators and dependent variables and independent variables and mediators, significant relationships between dependent and independent variables with mediators will be tabulated. During the analyses, demographic variables (age, gender, educational background, occupation, job title, current tenure in the organization, total tenure, casual leave and, leave with medical report) were entered into the equation as control variables. A summary of the results of the hypotheses is provided in Table 5 and a summary of the results of the hypotheses regarding the mediation analyses is provided in Table 6.

Table 5. Overview of Hypothesis Testing

Hypothesis	Description	Result
1a	<i>Openness to experience will be positively related to OCB.</i>	Supported
1b	<i>Conscientiousness will be positively related to OCB.</i>	Supported
1c	<i>Extraversion will be positively related to OCB.</i>	Supported
1d	<i>Agreeableness will be positively related to OCB.</i>	Supported
1e	<i>Neuroticism will be negatively related to OCB.</i>	Supported
2	<i>The impostor phenomenon will be positively related to OCB.</i>	Not Supported (Reverse Relationship)
3	<i>Narcissism will be negatively related to OCB.</i>	Not Supported (Not Significant)
4	<i>Job scope will be positively related to OCB.</i>	Supported
5	<i>Job satisfaction will be positively related to OCB.</i>	Supported
6	<i>All of the 3 types of organizational commitment will be positively related to OCB.</i>	Supported for Affective and Normative Commitment
7a	<i>Openness to experience will be positively related to CWB.</i>	Not Supported (Reverse Relationship)
7b	<i>Conscientiousness will be negatively related to CWB.</i>	Supported
7c	<i>Extraversion will be negatively related to CWB.</i>	Supported
7d	<i>Agreeableness will be negatively related to CWB.</i>	Supported
7e	<i>Neuroticism will be positively related to CWB.</i>	Supported
8	<i>The impostor phenomenon will be negatively related to CWB.</i>	Not Supported (Reverse Relationship)
9	<i>Narcissism will be positively related to CWB.</i>	Supported
10	<i>Job scope will be negatively related to CWB.</i>	Supported
11	<i>Job satisfaction will be negatively related to CWB.</i>	Supported
12	<i>All of the 3 types of organizational commitment will be negatively related to CWB.</i>	Supported for Affective and Normative Commitment, Reverse Relationship for Continuance Commitment
13a	<i>Openness to experience will be positively related to job satisfaction.</i>	Supported

Table 5 (continued)

13b	<i>Conscientiousness will be positively related to job satisfaction.</i>	Supported
13c	<i>Extraversion will be positively related to job satisfaction.</i>	Supported
13d	<i>Agreeableness will be positively related to job satisfaction.</i>	Supported
13e	<i>Neuroticism will be negatively related to job satisfaction.</i>	Supported
14	<i>Impostor phenomenon will be negatively related to job satisfaction.</i>	Not Supported (Not Significant)
15	<i>Narcissism will be positively related to job satisfaction.</i>	Not Supported (Not Significant)
16	<i>Job scope will be positively related to job satisfaction.</i>	Supported
17a	<i>Openness to experience will be positively related to affective and normative commitment and negatively related to continuance commitment.</i>	Supported for Affective and Normative Commitment
17b	<i>Conscientiousness will be positively related to all 3 types of organizational commitment.</i>	Supported for Affective and Normative Commitment
17c	<i>Extraversion will be positively related to affective and normative commitment and negatively related to continuance commitment.</i>	Supported for Continuance Commitment
17d	<i>Agreeableness will be positively related to affective and normative commitment and negatively related to continuance commitment.</i>	Supported for Affective and Normative Commitment
17e	<i>Neuroticism will be positively related to continuance commitment and negatively related to affective and normative commitment.</i>	Supported
18	<i>Impostor phenomenon will be positively related to continuance commitment and negatively related to affective and normative commitment.</i>	Supported for Affective and Continuance Commitment
19	<i>Narcissism will be positively related to affective commitment and negatively related to normative and continuance commitment.</i>	Not Supported (Not Significant)
20	<i>Job scope will be positively related to all 3 types of organizational commitment.</i>	Supported for Affective and Normative Commitment

Table 6. Overview of Hypothesis Testing for the Mediation Analyses

Hypothesis	Description	Results
21a	<i>Job satisfaction mediates the relationship between Big Five Personality Traits and OCBs.</i>	Supported
21b	<i>Job satisfaction mediates the relationship between impostor phenomenon and OCBs.</i>	Not Tested
21c	<i>Job satisfaction mediates the relationship between narcissism and OCBs.</i>	Not Tested
22a	<i>Job satisfaction mediates the relationship between Big Five Personality Traits and CWBs.</i>	Supported
22b	<i>Job satisfaction mediates the relationship between impostor phenomenon and CWBs</i>	Not Tested
22c	<i>Job satisfaction mediates the relationship between narcissism and CWBs.</i>	Not Tested
23	<i>Job satisfaction mediates the relationship between job scope and OCBs.</i>	Supported
24	<i>Job satisfaction mediates the relationship between job scope and CWBs.</i>	Supported
25a	<i>All 3 types of organizational commitment mediate the relationship between Big Five Personality Traits and OCBs.</i>	Supported for Affective and Normative Commitment and Openness to Experience, Conscientiousness, Agreeableness and Neuroticism each
25b	<i>All 3 types of organizational commitment mediate the relationship between impostor phenomenon and OCBs.</i>	Supported for Affective Commitment
25c	<i>All 3 types of organizational commitment mediate the relationship between narcissism and OCBs.</i>	Not Tested

Table 6 (continued)

26a	<i>All 3 types of organizational commitment mediate the relationship between Big Five Personality Traits and CWBs.</i>	Supported for Affective and Normative Commitment and Openness to Experience, Conscientiousness, Agreeableness and Neuroticism each
26b	<i>All 3 types of organizational commitment mediate the relationship between impostor phenomenon and CWBs.</i>	Supported for Affective Commitment
26c	<i>All 3 types of organizational commitment mediate the relationship between narcissism and CWBs.</i>	Not Tested
27	<i>All 3 types of organizational commitment mediate the relationship between job scope and OCBs.</i>	Supported for Affective and Normative Commitment
28	<i>All 3 types of organizational commitment mediate the relationship between job scope and CWBs.</i>	Supported for Affective and Normative Commitment

Hypothesis 1a proposed that “Openness to experience will be positively related to OCB”. To test this hypothesis, OCB as aggregate variable was regressed first on the control variables and then on openness to experience dimension of Big Five Personality Traits. Analysis revealed that, in the first step, OCB was significantly predicted by control variables ($R^2 = .027$, $F_{(8,908)} = 3.128$, $p = .002$). Casual leave significantly predicted OCB ($\beta = -.097$, $p < .005$, 95% CI [-.040, -.008]). Openness to experience was entered in the second step. The incremental variance added was also significant ($\Delta R^2 = .112$, $\Delta F_{(1,907)} = 118.143$, $p < .001$). Openness to experience significantly predicted OCB ($\beta = .339$, $p < .001$, 95% CI [.272, .393]). That is, employees who score high in openness to experience are more likely to engage in OCBs that would benefit the organization while controlling for control variables. Summary of the hierarchical regression could be found in Table 7.

Table 7. Predicting OCB from Openness to Experience: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.027	.027	3.128**	
Age				.018
Gender				.051
Education				-.026
Occupation				-.066
Organizational Tenure				.029
Total Tenure				.057
Casual Leave				-.097**
Leave with Medical Report				-.045
Step 2	.139	.112	118.143***	
Age				.085
Gender				.023
Education				-.049
Occupation				-.071
Organizational Tenure				.046
Total Tenure				-.019
Casual Leave				-.109**
Leave with Medical Report				-.056
Openness to Experience				.339***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 1b proposed that “Conscientiousness will be positively related to OCB”. To test this hypothesis, OCB as aggregate variable was regressed first on the control variables and then on conscientiousness dimension of Big Five Personality Traits. Analysis revealed that, in the first step, OCB was significantly predicted by control variables ($R^2 = .026$, $F_{(8,910)} = 3.091$, $p = .002$). Casual leave significantly predicted OCB ($\beta = -.097$, $p < .005$, 95% CI [-.039, -.008]). Conscientiousness was entered in the second step. The incremental variance added was also significant ($\Delta R^2 = .090$, $\Delta F_{(1,909)} = 92.163$, $p < .001$). Conscientiousness significantly predicted OCB ($\beta = .305$, $p < .001$, 95% CI [.302, .458]). That is, employees who score high in conscientiousness are more expected to engage in OCBs while controlling for control variables. Summary of the hierarchical regression could be found in Table 8.

Table 8. Predicting OCB from Conscientiousness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	3.091**	
Age				.013
Gender				.051
Education				-.026
Occupation				-.064
Organizational Tenure				.028
Total Tenure				.061
Casual Leave				-.097**
Leave with Medical Report				-.044
Step 2	.116	.090	92.163***	
Age				.001
Gender				.033
Education				-.035
Occupation				-.037
Organizational Tenure				.020
Total Tenure				.025
Casual Leave				-.077*
Leave with Medical Report				-.043
Conscientiousness				.305***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 1c proposed that “Extraversion will be positively related to OCB”. To examine this hypothesis, OCB was regressed first on the control variables and then on extraversion dimension of Big Five Personality Traits. Analysis discovered that, in the first step, OCB was significantly predicted by control variables ($R^2 = .026$, $F_{(8,913)} = 3.060$, $p = .002$). Casual leave significantly predicted OCB ($\beta = -.102$, $p < .005$, 95% CI [-.041, -.009]). Extraversion was entered in the second step. The accumulative variance added was also significant ($\Delta R^2 = .006$, $\Delta F_{(1,912)} = 5.891$, $p = .015$). Extraversion significantly predicted OCB ($\beta = .080$, $p = .015$, 95% CI [.015, .138]). That is, employees who score high in extraversion are more expected to engage in OCBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 9.

Table 9. Predicting OCB from Extraversion: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	3.060**	
Age				.031
Gender				.056
Education				-.017
Occupation				-.054
Organizational Tenure				.033
Total Tenure				.034
Casual Leave				-.102**
Leave with Medical Report				-.041
Step 2	.032	.006	5.891*	
Age				.041
Gender				.048
Education				-.016
Occupation				-.050
Organizational Tenure				.032
Total Tenure				.019
Casual Leave				-.104**
Leave with Medical Report				-.039
Extraversion				.080*

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 1d suggested that “Agreeableness will be positively related to OCB”. Similarly, to test this hypothesis, OCB was regressed first on the control variables and then on agreeableness. According to the analysis, in the first step, OCB was significantly predicted by control variables ($R^2 = .027$, $F_{(8,913)} = 3.124$, $p = .002$). Casual leave significantly predicted OCB ($\beta = -.102$, $p < .005$, 95% CI [-.042, -.009]). Agreeableness was entered in the second step. The incremental variance added was also significant ($\Delta R^2 = .181$, $\Delta F_{(1,912)} = 207.761$, $p < .001$). Agreeableness significantly predicted OCB ($\beta = .430$, $p < .001$, 95% CI [.472, .621]) which suggests that employees who score high in agreeableness are more expected to engage in OCBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 10.

Table 10. Predicting OCB from Agreeableness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.027	.027	3.124**	
Age				.031
Gender				.057
Education				-.017
Occupation				-.055
Organizational Tenure				.034
Total Tenure				.035
Casual Leave				-.102**
Leave with Medical Report				-.042
Step 2	.207	.181	207.761***	
Age				.002
Gender				.032
Education				-.017
Occupation				-.090
Organizational Tenure				.004
Total Tenure				.063
Casual Leave				-.078**
Leave with Medical Report				-.061
Agreeableness				.430***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Finally, hypothesis 1e suggested that “Neuroticism will be negatively related to OCB”. Likewise, to investigate this hypothesis, OCB was regressed first on the control variables and then on neuroticism. According to the analysis, in the first step, OCB was significantly predicted by control variables ($R^2 = .027$, $F_{(8,906)} = 3.007$, $p = .002$). Casual leave significantly predicted OCB ($\beta = -.097$, $p < .005$, 95% CI [-.040, -.008]). Neuroticism was entered in the second step. The incremental variance added was also significant ($\Delta R^2 = .114$, $\Delta F_{(1,905)} = 119.575$, $p < .001$). Neuroticism significantly predicted OCB ($\beta = -.342$, $p < .001$, 95% CI [-.360, -.250]) which suggests that employees who score high in neuroticism are less likely to engage in OCBs even after controlling for demographic variables such as casual leave. Summary of the hierarchical regression could be found in Table 11.

Table 11. Predicting OCB from Neuroticism: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.027	.027	3.007**	
Age				.010
Gender				.051
Education				-.026
Occupation				-.063
Organizational Tenure				.026
Total Tenure				.063
Casual Leave				-.097**
Leave with Medical Report				-.045
Step 2	.141	.114	119.575***	
Age				-.056
Gender				.059
Education				-.032
Occupation				-.053
Organizational Tenure				.013
Total Tenure				.084
Casual Leave				-.080*
Leave with Medical Report				-.035
Neuroticism				-.342***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 2 proposed that “The impostor phenomenon will be positively related to OCB”. Similar to previously stated analyses, OCB was regressed first on the control variables and then on impostor phenomenon. In the first step of the analysis, OCB was significantly predicted by control variables ($R^2 = .024$, $F_{(8,982)} = 3.001$, $p = .002$). Among these control variables, casual leave ($\beta = -.098$, $p < .005$, 95% CI [-.041, -.009]) and gender ($\beta = .066$, $p < .05$, 95% CI [.003, .156]) were significantly predicted OCB. In the second step of the hierarchic regression, impostor phenomenon was entered. The incremental variance added was also significant ($\Delta R^2 = .039$, $\Delta F_{(1,981)} = 40.710$, $p < .001$). Impostor phenomenon significantly predicted OCB ($\beta = -.200$, $p < .001$, 95% CI [-.270, -.143]). Contradictory to the proposed hypothesis, employees who score high in impostor phenomenon are less likely to engage in OCBs even after controlling for demographic variables such as casual leave and gender. Summary of the hierarchical regression could be found in Table 12.

Table 12. Predicting OCB from Impostor Phenomenon: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.024	.024	3.001**	
Age				-.041
Gender				.066*
Education				-.035
Occupation				-.042
Organizational Tenure				.011
Total Tenure				.113
Casual Leave				-.098**
Leave with Medical Report				-.029
Step 2	.063	.039	40.710***	
Age				-.026
Gender				.052
Education				-.043
Occupation				-.040
Organizational Tenure				.015
Total Tenure				.069
Casual Leave				-.089**

Table 12 (continued)

Leave with Medical Report	-.025
Impostor Phenomenon	-.200***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 3 suggested that “Narcissism will be negatively related to OCB”. To test this hypothesis, OCB was regressed first on the control variables and then on narcissism. In the first step, OCB was significantly predicted by control variables ($R^2 = .024$, $F_{(8,973)} = 3.001$, $p = .003$). Among these control variables, only casual leave ($\beta = -.097$, $p < .005$, 95% CI [-.041, -.009]) was significantly predicted OCB. In the second step of the hierarchic regression, narcissism was entered. However, the incremental variance added was not significant after adding narcissism ($p > .05$) to the equation.

Hypothesis 4 anticipated that “Job scope will be positively related to OCB”. Similar to previously stated analyses, OCB was regressed first on the control variables and then on job scope. In the first step of the analysis, OCB was significantly predicted by control variables ($R^2 = .023$, $F_{(8,977)} = 2.914$, $p = .003$). Among these control variables, only casual leave ($\beta = -.096$, $p < .005$, 95% CI [-.041, -.008]) was significantly associated with OCB. In the second step of the hierarchic regression, job scope was entered. The incremental variance added was also significant ($\Delta R^2 = .049$, $\Delta F_{(1,976)} = 51.087$, $p < .001$). Job scope significantly predicted OCB ($\beta = .243$, $p < .001$, 95% CI [.172, .298]). Congruent with the proposed hypothesis, employees who rated high scores for their jobs in terms of job scope are more expected to engage in OCBs even after controlling for demographic variables such as casual leave. Summary of the hierarchical regression could be found in Table 13.

Table 13. Predicting OCB from Job Scope: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2		β
		Change	F Change	
Step 1	.023	.023	2.914**	

Table 13 (continued)

Age				-.048
Gender				.064
Education				-.037
Occupation				-.043
Organizational Tenure				.011
Total Tenure				.119
Casual Leave				-.096**
Leave with Medical Report				-.030
Step 2	.072	.049	51.087***	
Age				-.072
Gender				.064
Education				-.026
Occupation				-.122
Organizational Tenure				.004
Total Tenure				.109
Casual Leave				-.082**
Leave with Medical Report				-.022
Job Scope				.243***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 5 proposed that “Job satisfaction will be positively related to OCB”. To test this hypothesis, OCB was regressed first on the control variables and then on job satisfaction. In the first step of the analysis, OCB was significantly predicted by control variables ($R^2 = .023$, $F_{(8,979)} = 2.912$, $p = .003$). Among these control variables, only casual leave ($\beta = -.096$, $p < .005$, 95% CI [-.041, -.008]) and gender ($\beta = .065$, $p < .05$, 95% CI [.001, .155]) were significantly related to OCB. In the second step of the hierarchic regression, job satisfaction was entered. The incremental variance added was also significant ($\Delta R^2 = .041$, $\Delta F_{(1,978)} = 42.550$, $p < .001$). Job satisfaction significantly predicted OCB ($\beta = .211$, $p < .001$, 95% CI [.123, .229]) which is in line with the proposed hypothesis. That is, employees who scored high in job satisfaction are more expected to engage in OCBs while controlling for casual leave. Summary of the hierarchical regression could be found in Table 14.

Table 14. Predicting OCB from Job Satisfaction: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.023	.023	2.912**	
Age				-.044
Gender				.065*
Education				-.038
Occupation				-.043
Organizational Tenure				.011
Total Tenure				.114
Casual Leave				-.095**
Leave with Medical Report				-.031
Step 2	.064	.041	42.550***	
Age				-.077
Gender				.071
Education				-.030
Occupation				-.087
Organizational Tenure				.000
Total Tenure				.131
Casual Leave				-.088**
Leave with Medical Report				-.019
Job Satisfaction				.211***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 6 suggested that “All of the 3 types of organizational commitment will be positively related to OCB”. To test this hypothesis, OCB was regressed first on the control variables and then on each commitment dimension individually. In the first step of the analysis, OCB was significantly predicted by control variables ($R^2 = .023$, $F_{(8,974)} = 2.912$, $p = .003$). Among these control variables, only casual leave ($\beta = -.097$, $p < .005$, 95% CI [-.041, -.009]) was significantly related to OCB. In the second step of the hierarchic regression, each of the dimensions of organizational commitment was entered separately. The incremental variance added after entering affective commitment to the analysis was also significant ($\Delta R^2 = .063$, $\Delta F_{(1,973)} = 67.033$, $p < .001$). Similarly after controlling for demographic variables, entering normative commitment ($\Delta R^2 = .043$, $\Delta F_{(1,973)} = 44.366$, $p < .001$) to the model in a separate analysis predicted OCB significantly. However, the incremental variance

added was not significant after adding continuance commitment ($p > .05$) to the equation. Therefore, it could be stated that both affective ($\beta = .267, p < .001, 95\% \text{ CI } [.079, .129]$) and normative ($\beta = .212, p < .001, 95\% \text{ CI } [.063, .115]$) commitment predicted OCB. That is, employees who scored high in affective and normative commitment are more expected to engage in OCBs while controlling for casual leave which partially satisfied the proposed hypothesis. Summary of the hierarchical regression could be found in Tables 15 and 16.

Table 15. Predicting OCB from Affective Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.023	.023	2.895**	
Age				-.045
Gender				.063
Education				-.039
Occupation				-.043
Organizational Tenure				.009
Total Tenure				.113
Casual Leave				-.097**
Leave with Medical Report				-.032
Step 2	.086	.063	67.033***	
Age				-.107
Gender				.059
Education				-.025
Occupation				-.083
Organizational Tenure				.022
Total Tenure				.105
Casual Leave				-.082**
Leave with Medical Report				-.032
Affective Commitment				.267***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 16. Predicting OCB from Normative Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.023	.023	2.895**	
Age				-.044
Gender				.062
Education				-.038
Occupation				-.046
Organizational Tenure				.007
Total Tenure				.116
Casual Leave				-.097**
Leave with Medical Report				-.031
Step 2	.066	.043	44.366***	
Age				-.075
Gender				.062
Education				-.034
Occupation				-.059
Organizational Tenure				.010
Total Tenure				.124
Casual Leave				-.086**
Leave with Medical Report				-.020
Normative Commitment				.212***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 7a recommended that “Openness to experience will be positively related to CWB”. To examine this hypothesis, CWB was regressed first on the control variables and then on openness to experience. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .063$, $F_{(8,914)} = 7.680$, $p < .001$). Among these control variables, age ($\beta = -.263$, $p < .01$, 95% CI [-.013, -.002]), gender ($\beta = -.094$, $p < .01$, 95% CI [-.103, -.019]), education ($\beta = .091$, $p < .01$, 95% CI [.008, .043]), casual leave ($\beta = .141$, $p < .001$, 95% CI [.010, .028]) and leave with medical report ($\beta = .104$, $p < .01$, 95% CI [.002, .010]) significantly predicted CWB. In the second step of the hierarchic regression, openness to experience was entered. The incremental variance added was also significant ($\Delta R^2 = .023$, $\Delta F_{(1,913)} = 22.512$, $p < .001$). Openness to experience significantly predicted CWB ($\beta = -.152$, p

< .001, 95% CI [-.118, -.049]) which is contradictory the proposed hypothesis. The result indicates employees who scored high in openness to experience are less likely to engage in CWBs while controlling for demographic variables. Summary of the hierarchical regression could be found in Table 17.

Table 17. Predicting CWB from Openness to Experience: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.063	.063	7.680***	
Age				-.263**
Gender				-.094**
Education				.091**
Occupation				.057
Organizational Tenure				-.006
Total Tenure				.171
Casual Leave				.141***
Leave with Medical Report				.104**
Step 2	.086	.023	22.512***	
Age				-.293**
Gender				-.081*
Education				.102**
Occupation				.059
Organizational Tenure				-.013
Total Tenure				.204
Casual Leave				.146***
Leave with Medical Report				.109**
Openness to Experience				-.152***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 7b suggested that “Conscientiousness will be negatively related to CWB”. To inspect this hypothesis, CWB was regressed first on the control variables and then on conscientiousness. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .060$, $F_{(8,916)} = 7.273$, $p < .001$). Similarly, among these control variables, age ($\beta = -.268$, $p < .01$, 95% CI [-.013, -.002]), gender ($\beta = -.096$, $p < .01$, 95% CI [-.105, -.020]), education ($\beta = .092$, $p < .01$, 95% CI [.008, .043]), casual leave ($\beta = .136$, $p < .001$, 95% CI [.010, .027]) and leave with medical report ($\beta = .091$, $p < .01$, 95% CI [.001, .008]) significantly

predicted CWB. In the second step of the hierarchic regression, conscientiousness was entered. The incremental variance added was also significant ($\Delta R^2 = .078$, $\Delta F_{(1,915)} = 82.903$, $p < .001$). Conscientiousness significantly predicted CWB ($\beta = -.285$, $p < .001$, 95% CI [-.241, -.156]) which is in line with the proposed hypothesis. The result points out, employees who scored high in conscientiousness are less likely to engage in CWBs while controlling for demographic variables. Summary of the hierarchical regression could be found in Table 18.

Table 18. Predicting CWB from Conscientiousness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.060	.060	7.273***	
Age				-.268**
Gender				-.096**
Education				.092**
Occupation				.058
Organizational Tenure				-.005
Total Tenure				.178
Casual Leave				.136***
Leave with Medical Report				.091**
Step 2	.138	.078	82.903***	
Age				-.249**
Gender				-.079*
Education				.101**
Occupation				.032
Organizational Tenure				.002
Total Tenure				.203
Casual Leave				.117***
Leave with Medical Report				.090**
Conscientiousness				-.285***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 7c recommended that “Extraversion will be negatively related to CWB”. So as to check this hypothesis, CWB was regressed first on the control variables and then on extraversion. In the first step of the analysis, CWB was significantly

predicted by control variables ($R^2 = .059$, $F_{(8,919)} = 7.186$, $p < .001$). Among these control variables, age ($\beta = -.257$, $p < .01$, 95% CI [-.013, -.002]), gender ($\beta = -.093$, $p < .01$, 95% CI [-.102, -.018]), education ($\beta = .094$, $p < .01$, 95% CI [.008, .043]), casual leave ($\beta = .135$, $p < .001$, 95% CI [.010, .027]) and leave with medical report ($\beta = .091$, $p < .01$, 95% CI [.001, .008]) significantly predicted CWB. In the second step of the hierarchic regression, extraversion was entered. The incremental variance added was also significant ($\Delta R^2 = .028$, $\Delta F_{(1,918)} = 27.959$, $p < .001$). Extraversion significantly predicted CWB ($\beta = -.169$, $p < .001$, 95% CI [-.122, -.056]) which is consistent with the proposed hypothesis. The result indicates, employees who scored high in extraversion are less likely to engage in CWBs while controlling for demographic variables. Summary of the hierarchical regression could be found in Table 19.

Table 19. Predicting CWB from Extraversion: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.059	.059	7.186***	
Age				-.257**
Gender				-.093**
Education				.094**
Occupation				.061
Organizational Tenure				-.006
Total Tenure				.163
Casual Leave				.135***
Leave with Medical Report				.091**
Step 2	.087	.028	27.959***	
Age				-.279**
Gender				-.075*
Education				.092**
Occupation				.053
Organizational Tenure				-.004
Total Tenure				.195
Casual Leave				.138***
Leave with Medical Report				.087**
Extraversion				-.169***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 7d proposed that “Agreeableness will be negatively related to CWB”. So as to test this hypothesis, CWB was regressed first on the control variables and then on agreeableness. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .062$, $F_{(8,919)} = 7.592$, $p < .001$). Among these control variables, age ($\beta = -.255$, $p < .01$, 95% CI [-.013, -.002]), gender ($\beta = -.090$, $p < .01$, 95% CI [-.100, -.016]), education ($\beta = .092$, $p < .01$, 95% CI [.008, .043]), casual leave ($\beta = .139$, $p < .001$, 95% CI [.010, .028]) and leave with medical report ($\beta = .104$, $p < .01$, 95% CI [.002, .010]) significantly predicted CWB. In the second step of the hierarchic regression, agreeableness was entered. The incremental variance added was also significant ($\Delta R^2 = .146$, $\Delta F_{(1,918)} = 168.712$, $p < .001$). Agreeableness significantly predicted CWB ($\beta = -.386$, $p < .001$, 95% CI [-.311, -.229]) which is consistent with the suggested hypothesis. The result indicates that employees who scored high in agreeableness are less likely to engage in CWBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 20.

Table 20. Predicting CWB from Agreeableness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.062	.062	7.592***	
Age				-.255**
Gender				-.090**
Education				.092**
Occupation				.061
Organizational Tenure				-.004
Total Tenure				.159
Casual Leave				.139***
Leave with Medical Report				.104**
Step 2	.208	.146	168.712***	
Age				-.224*
Gender				-.067*
Education				.096**
Occupation				.092
Organizational Tenure				.031

Table 20 (continued)

Total Tenure	.126
Casual Leave	.119***
Leave with Medical Report	.120**
Agreeableness	-.386***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 7e proposed that “Neuroticism will be positively related to CWB”. So as to test this hypothesis, CWB was regressed first on the control variables and then on neuroticism. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .064$, $F_{(8,912)} = 7.474$, $p < .001$). Among these control variables, age ($\beta = -.265$, $p < .01$, 95% CI [-.013, -.002]), gender ($\beta = -.094$, $p < .01$, 95% CI [-.104, -.019]), education ($\beta = .092$, $p < .01$, 95% CI [.008, .043]), casual leave ($\beta = .141$, $p < .001$, 95% CI [.010, .028]) and leave with medical report ($\beta = .104$, $p < .01$, 95% CI [.002, .010]) significantly predicted CWB. In the second step of the hierarchic regression, neuroticism was entered. The incremental variance added was also significant ($\Delta R^2 = .087$, $\Delta F_{(1,911)} = 93.411$, $p < .001$). Neuroticism significantly predicted CWB ($\beta = .300$, $p < .001$, 95% CI [.119, .180]) which is congruent with the proposed hypothesis. The result indicates that employees who scored high in neuroticism are more likely to engage in CWBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 21.

Table 21. Predicting CWB from Neuroticism: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.064	.064	7.474***	
Age				-.265**
Gender				-.094**
Education				.092**
Occupation				.059

Table 21 (continued)

Organizational Tenure						-0.008
Total Tenure						.173
Casual Leave						.141***
Leave with Medical Report						.104**
Step 2	.151	.087	93.411***			
Age						-.202*
Gender						-.100**
Education						.097**
Occupation						.048
Organizational Tenure						.004
Total Tenure						.148
Casual Leave						.124***
Leave with Medical Report						.096**
Neuroticism						.300***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 8 suggested that “Impostor phenomenon will be negatively related to CWB”. To test this hypothesis, CWB was regressed first on the control variables and then on impostor phenomenon. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .057$, $F_{(8,989)} = 7.446$, $p < .001$). Among these control variables, age ($\beta = -.289$, $p < .01$, 95% CI [-.014, -.003]), gender ($\beta = -.107$, $p < .01$, 95% CI [-.113, -.029]), education ($\beta = .094$, $p < .01$, 95% CI [.009, .044]), casual leave ($\beta = .133$, $p < .001$, 95% CI [.010, .027]) and leave with medical report ($\beta = .079$, $p < .01$, 95% CI [.001, .007]) significantly predicted CWB. In the second step of the hierarchic regression, impostor phenomenon was entered. The incremental variance added was also significant ($\Delta R^2 = .032$, $\Delta F_{(1,988)} = 34.772$, $p < .001$). Impostor phenomenon significantly predicted CWB ($\beta = .182$, $p < .001$, 95% CI [.070, .139]) which is contradictory with the proposed hypothesis. The result indicates that employees who scored high in impostor phenomenon are more likely to engage in CWBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 22.

Table 22. Predicting CWB from Impostor Phenomenon: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.057	.057	7.446***	
Age				-.289**
Gender				-.107**
Education				.094**
Occupation				.066
Organizational Tenure				.025
Total Tenure				.176
Casual Leave				.133***
Leave with Medical Report				.079**
Step 2	.089	.032	34.772***	
Age				-.305**
Gender				-.094**
Education				.101**
Occupation				.065
Organizational Tenure				.022
Total Tenure				.217
Casual Leave				.124***
Leave with Medical Report				.076**
Impostor Phenomenon				.182***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 9 suggested that “Narcissism will be positively related to CWB”. To test this hypothesis, CWB was regressed first on the control variables and then on narcissism. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .057$, $F_{(8,981)} = 7.426$, $p < .001$). Among these control variables, age ($\beta = -.262$, $p < .01$, 95% CI [-.012, -.002]), gender ($\beta = -.102$, $p < .01$, 95% CI [-.106, -.025]), education ($\beta = .102$, $p < .01$, 95% CI [.011, .045]), casual leave ($\beta = .132$, $p < .001$, 95% CI [.010, .026]) and leave with medical report ($\beta = .086$, $p < .01$, 95% CI [.001, .007]) significantly predicted CWB. In the second step of the hierarchic regression, narcissism was entered. The incremental variance added was also significant ($\Delta R^2 = .028$, $\Delta F_{(1,980)} = 29.571$, $p < .001$). Narcissism significantly predicted CWB ($\beta = .167$, $p < .001$, 95% CI [.023, .048]) which is

consistent with the suggested hypothesis. The result shows that employees who scored high in narcissism are more likely to engage in CWBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 23.

Table 23. Predicting CWB from Narcissism: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.057	.057	7.426***	
Age				-.262**
Gender				-.102**
Education				.102**
Occupation				.061
Organizational Tenure				.015
Total Tenure				.163
Casual Leave				.132***
Leave with Medical Report				.086**
Step 2	.085	.028	29.571***	
Age				-.241**
Gender				-.098**
Education				.102**
Occupation				.057
Organizational Tenure				.010
Total Tenure				.159
Casual Leave				.129***
Leave with Medical Report				.088**
Narcissism				.167***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 10 suggested that “Job scope will be negatively related to CWB”. To test this hypothesis, CWB was regressed first on the control variables and then on job scope. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .058$, $F_{(8,985)} = 7.556$, $p < .001$). Among these control variables, age ($\beta = -.286$, $p < .01$, 95% CI [-.013, -.003]), gender ($\beta = -.107$, $p < .01$, 95% CI [-.113, -.029]), education ($\beta = .097$, $p < .01$, 95% CI [.010, .045]), casual leave ($\beta = .133$, p

< .001, 95% CI [.010, .028]) and leave with medical report ($\beta = .081, p < .01, 95\%$ CI [.001, .007]) significantly predicted CWB. In the second step of the hierarchic regression, job scope was entered. The incremental variance added was also significant ($\Delta R^2 = .027, \Delta F_{(1,984)} = 28.687, p < .001$). Job scope significantly predicted CWB ($\beta = -.180, p < .001, 95\%$ CI [-.132, -.061]) which is congruent with the recommended hypothesis. The result illustrates that employees who scored their jobs as high in job scope scale are less likely to engage in CWBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 24.

Table 24. Predicting CWB from Job Scope: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.058	.058	7.556***	
Age				-.286**
Gender				-.107**
Education				.097**
Occupation				.069
Organizational Tenure				.026
Total Tenure				.171
Casual Leave				.133***
Leave with Medical Report				.081**
Step 2	.085	.027	28.687***	
Age				-.270**
Gender				-.107**
Education				.090**
Occupation				.128
Organizational Tenure				.033
Total Tenure				.179
Casual Leave				.124***
Leave with Medical Report				.075**
Job Scope				-.180***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 11 suggested that “Job satisfaction will be negatively related to CWB”. To investigate this hypothesis, CWB was regressed first on the control variables and then on job satisfaction. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .057$, $F_{(8,987)} = 7.511$, $p < .001$). Among these control variables, age ($\beta = -.277$, $p < .01$, 95% CI [-.013, -.003]), gender ($\beta = -.109$, $p < .01$, 95% CI [-.114, -.031]), education ($\beta = .098$, $p < .01$, 95% CI [.010, .045]), casual leave ($\beta = .134$, $p < .001$, 95% CI [.010, .028]) and leave with medical report ($\beta = .080$, $p < .01$, 95% CI [.001, .007]) significantly predicted CWB. In the second step of the hierarchic regression, job satisfaction was entered. The incremental variance added was also significant ($\Delta R^2 = .028$, $\Delta F_{(1,986)} = 30.355$, $p < .001$). Job satisfaction significantly predicted CWB ($\beta = -.176$, $p < .001$, 95% CI [-.110, -.052]) which is consistent with the suggested hypothesis. The result illustrates that employees who have higher level of job satisfaction are less likely to engage in CWBs even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 25.

Table 25. Predicting CWB from Job Satisfaction: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.057	.057	7.511***	
Age				-.277**
Gender				-.109**
Education				.098**
Occupation				.066
Organizational Tenure				.026
Total Tenure				.163
Casual Leave				.134***
Leave with Medical Report				.080**
Step 2	.086	.028	30.355***	
Age				-.253**
Gender				-.114**
Education				.091**
Occupation				.103
Organizational Tenure				.036
Total Tenure				.150

Table 25 (continued)

Casual Leave	.128***
Leave with Medical Report	.071*
Job Satisfaction	-.176***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 12 suggested that “All of the 3 types of organizational commitment will be negatively related to CWB”. To explore this hypothesis, CWB was regressed first on the control variables and then on each of the organizational commitment dimension separately. In the first step of the analysis, CWB was significantly predicted by control variables ($R^2 = .057$, $F_{(8,981)} = 7.508$, $p < .001$). Among these control variables, age ($\beta = -.284$, $p < .01$, 95% CI [-.013, -.003]), gender ($\beta = -.106$, $p < .01$, 95% CI [-.113, -.029]), education ($\beta = .100$, $p < .01$, 95% CI [.011, .046]), casual leave ($\beta = .133$, $p < .001$, 95% CI [.010, .027]) and leave with medical report ($\beta = .081$, $p < .01$, 95% CI [.001, .007]) significantly predicted CWB. In the second step of the hierarchic regression, affective, normative and continuance commitment was entered separately. The incremental variance distinctly added was also significant for affective commitment and CWB ($\Delta R^2 = .031$, $\Delta F_{(1,980)} = 33.469$, $p < .001$), normative commitment and CWB ($\Delta R^2 = .025$, $\Delta F_{(1,980)} = 26.698$, $p < .001$) and continuance commitment and CWB ($\Delta R^2 = .005$, $\Delta F_{(1,980)} = 5.631$, $p < .05$). Therefore, it could be stated that all affective commitment ($\beta = -.188$, $p < .001$, 95% CI [-.055, -.027]), normative commitment ($\beta = -.162$, $p < .001$, 95% CI [-.052, -.024]) and continuance commitment ($\beta = .074$, $p < .05$, 95% CI [.003, .035]) predicted CWB separately. That is, employees who scored high in affective and normative commitment are less expected to engage in CWBs and employees who scored high in continuance commitment are more likely to conduct CWBs after controlling for demographic variables which partially satisfied the proposed hypothesis. Summary of the hierarchical regression could be found in Tables 26, 27 and 28.

Table 26. Predicting CWB from Affective Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.057	.057	7.508***	
Age				-.284**
Gender				-.106**
Education				.100**
Occupation				.068
Organizational Tenure				.026
Total Tenure				.171
Casual Leave				.133***
Leave with Medical Report				.081**
Step 2	.088	.031	33.469***	
Age				-.238**
Gender				-.104**
Education				.090**
Occupation				.095
Organizational Tenure				.018
Total Tenure				.174
Casual Leave				.122***
Leave with Medical Report				.081*
Affective Commitment				-.188***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 27. Predicting CWB from Normative Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.057	.057	7.508***	
Age				-.284**
Gender				-.106**
Education				.100**
Occupation				.068
Organizational Tenure				.026
Total Tenure				.171
Casual Leave				.133***
Leave with Medical Report				.081**
Step 2	.082	.025	26.698***	

Table 27 (continued)

Age	-.256**
Gender	-.106**
Education	.096**
Occupation	.078
Organizational Tenure	.039
Total Tenure	.158
Casual Leave	.124***
Leave with Medical Report	.072*
Normative Commitment	-.162***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 28. Predicting CWB from Continuance Commitment: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.057	.057	7.508***	
Age				-.284**
Gender				-.106**
Education				.100**
Occupation				.068
Organizational Tenure				.026
Total Tenure				.171
Casual Leave				.133***
Leave with Medical Report				.081**
Step 2	.062	.005	5.631*	
Age				-.282**
Gender				-.106**
Education				.097**
Occupation				.073
Organizational Tenure				.017
Total Tenure				.170
Casual Leave				.131***
Leave with Medical Report				.080*
Continuance Commitment				.074*

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 13a suggested that “Openness to experience will be positively related to job satisfaction”. To investigate this hypothesis, job satisfaction was regressed first on the control variables and then on openness to experience. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .107$, $F_{(8,909)} = 13.544$, $p < .001$). Among these control variables, only occupation ($\beta = .241$, $p < .001$, 95% CI [.153, .309]) significantly predicted job satisfaction. In the second step of the hierarchic regression, openness to experience was entered. The incremental variance added was also significant ($\Delta R^2 = .016$, $\Delta F_{(1,908)} = 16.920$, $p < .001$). Openness to experience significantly predicted job satisfaction ($\beta = .129$, $p < .001$, 95% CI [.082, .232]) which is consistent with the suggested hypothesis. The result illustrates that employees who are more open to experience are more likely to experience job satisfaction even after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 29.

Table 29. Predicting Job Satisfaction from Openness to Experience: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.107	.107	13.544***	
Age				.117
Gender				-.029
Education				-.030
Occupation				.241***
Organizational Tenure				.090
Total Tenure				-.066
Casual Leave				-.046
Leave with Medical Report				.072
Step 2	.123	.016	16.920***	
Age				.142
Gender				-.040
Education				-.039
Occupation				.239***
Organizational Tenure				.096
Total Tenure				-.094
Casual Leave				-.050
Leave with Medical Report				-.077
Openness to Experience				.129***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 13b proposed that “Conscientiousness will be positively related to job satisfaction”. To explore this hypothesis, job satisfaction was regressed first on the control variables and then on conscientiousness. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .104$, $F_{(8,911)} = 13.156$, $p < .001$). Among these control variables, only occupation ($\beta = .243$, $p < .001$, 95% CI [.155, .311]) significantly predicted job satisfaction. In the second step of the hierarchic regression, conscientiousness was entered. The incremental variance added was also significant ($\Delta R^2 = .010$, $\Delta F_{(1,910)} = 10.690$, $p < .001$). Conscientiousness significantly predicted job satisfaction ($\beta = .104$, $p < .005$, 95% CI [.064, .257]) which is consistent with the recommended hypothesis. The result demonstrates that employees who are more conscientious are more likely to experience job satisfaction even after controlling for occupation. Summary of the hierarchical regression could be found in Table 30.

Table 30. Predicting Job Satisfaction from Conscientiousness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.104	.104	13.156***	
Age				.115
Gender				-.028
Education				-.031
Occupation				.243***
Organizational Tenure				.092
Total Tenure				-.069
Casual Leave				-.041
Leave with Medical Report				-.059
Step 2	.114	.010	10.690***	
Age				.107
Gender				-.034
Education				-.033
Occupation				.252***
Organizational Tenure				.089
Total Tenure				-.077
Casual Leave				-.034
Leave with Medical Report				-.059

Table 30 (continued)

Conscientiousness	.104**
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Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 13c proposed that “Extraversion will be positively related to job satisfaction”. Similarly, to test this hypothesis, job satisfaction was regressed first on the control variables and then on extraversion. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .105$, $F_{(8,914)} = 13.347$, $p < .001$). Among these control variables, only occupation ($\beta = .238$, $p < .001$, 95% CI [.151, .306]) significantly predicted job satisfaction. In the second step of the hierarchic regression, extraversion was entered. The incremental variance added was also significant ($\Delta R^2 = .008$, $\Delta F_{(1,913)} = 7.948$, $p < .01$). Extraversion significantly predicted job satisfaction ($\beta = .089$, $p < .05$, 95% CI [.031, .175]) which is congruent with the suggested hypothesis. The result proves that employees who are more extraverted are more likely to experience job satisfaction even after controlling for occupation. Summary of the hierarchical regression could be found in Table 31.

Table 31. Predicting Job Satisfaction from Extraversion: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.105	.105	13.347***	
Age				.111
Gender				-.027
Education				-.030
Occupation				.238***
Organizational Tenure				.095
Total Tenure				-.058
Casual Leave				-.041
Leave with Medical Report				-.060
Step 2	.112	.008	7.948**	
Age				.123
Gender				-.036

Table 31 (continued)

Education	-.029
Occupation	.243***
Organizational Tenure	.094
Total Tenure	-.075
Casual Leave	-.042
Leave with Medical Report	-.058
Extraversion	.089**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 13d suggested that “Agreeableness will be positively related to job satisfaction”. Similarly, to investigate this hypothesis, job satisfaction was regressed first on the control variables and then on agreeableness. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .105$, $F_{(8,914)} = 13.468$, $p < .001$). Among these control variables, only occupation ($\beta = .239$, $p < .001$, 95% CI [.153, .308]) significantly predicted job satisfaction. In the second step of the hierarchic regression, agreeableness was entered. The incremental variance added was also significant ($\Delta R^2 = .024$, $\Delta F_{(1,913)} = 24.832$, $p < .001$). Agreeableness significantly predicted job satisfaction ($\beta = .156$, $p < .001$, 95% CI [.146, .336]) which is in line with the proposed hypothesis. The result proves that employees who are more agreeable are more likely to experience job satisfaction even after controlling for occupation. Summary of the hierarchical regression could be found in Table 32.

Table 32. Predicting Job Satisfaction from Agreeableness: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.105	.105	13.468***	
Age				.108
Gender				-.033
Education				-.028
Occupation				.239***
Organizational Tenure				.087

Table 32 (continued)

Total Tenure									-0.056
Casual Leave									-0.045
Leave with Medical Report									-0.071
Step 2				.129	.024			24.832***	
Age									.095
Gender									-0.042
Education									-0.028
Occupation									.227***
Organizational Tenure									.073
Total Tenure									-0.042
Casual Leave									-0.037
Leave with Medical Report									-0.078
Agreeableness									.156***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 13e suggested that ‘‘Neuroticism will be negatively related to job satisfaction’’. Similarly, to scrutinize this hypothesis, job satisfaction was regressed first on the control variables and then on neuroticism. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .109$, $F_{(8,907)} = 13.821$, $p < .001$). Among these control variables, only occupation ($\beta = .239$, $p < .001$, 95% CI [.151, .306]) significantly predicted job satisfaction. In the second step of the hierarchic regression, neuroticism was entered. The incremental variance added was also significant ($\Delta R^2 = .020$, $\Delta F_{(1,906)} = 20.489$, $p < .001$). Neuroticism significantly predicted job satisfaction ($\beta = -.143$, $p < .001$, 95% CI [-.224, -.088]) which is in line with the proposed hypothesis. The result proves that employees who are more neurotic are more likely to experience lower levels of job satisfaction after controlling for occupation. Summary of the hierarchical regression could be found in Table 33.

Table 33. Predicting Job Satisfaction from Neuroticism: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.109	.109	13.821***	
Age				.118
Gender				-.024

Table 33 (continued)

Education															-0.032
Occupation															.239***
Organizational Tenure															.097
Total Tenure															-.064
Casual Leave															-.047
Leave with Medical Report															-.074
Step 2															.128
Age															.020
															20.489***
Age															.086
Gender															-.022
Education															-.034
Occupation															.244***
Organizational Tenure															.091
Total Tenure															-.050
Casual Leave															-.039
Leave with Medical Report															-.069
Neuroticism															-.143***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 14 suggested that “Impostor phenomenon will be negatively related to job satisfaction”. To examine this hypothesis, job satisfaction was regressed first on the control variables and then on impostor phenomenon. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .088$, $F_{(8,983)} = 11.791$, $p < .001$). Among these control variables, only occupation ($\beta = .212$, $p < .001$, 95% CI [.129, .282]) significantly predicted job satisfaction. In the second step of the hierarchic regression, impostor phenomenon was entered. However, the incremental variance added was not significant after adding impostor phenomenon ($p > .05$) to the equation. Therefore, the proposed association among impostor phenomenon and job satisfaction could not be confirmed.

Hypothesis 15 suggested that “Narcissism will be positively related to job satisfaction”. To examine this hypothesis, job satisfaction was regressed first on the control variables and then on narcissism. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .089$, $F_{(8,977)} = 11.945$, $p < .001$). Among these control variables, only occupation ($\beta = .217$, $p < .001$, 95% CI [.133, .286]) significantly predicted job satisfaction. In the second step of the hierarchic regression, narcissism was entered. However, the incremental

variance added was not significant after adding narcissism ($p > .05$) to the equation. Therefore, the anticipated association among narcissism and job satisfaction could not be proved.

Hypothesis 16 suggested that “Job scope will be positively related to job satisfaction”. Similarly, to investigate this hypothesis, job satisfaction was regressed first on the control variables and then on job scope. In the first step of the analysis, job satisfaction was significantly predicted by control variables ($R^2 = .086$, $F_{(8,984)} = 11.556$, $p < .001$). Among these control variables, only occupation ($\beta = .213$, $p < .001$, 95% CI [.130, .283]) significantly predicted job satisfaction. In the second step of the hierarchic regression, job scope was entered. The incremental variance added was also significant ($\Delta R^2 = .167$, $\Delta F_{(1,983)} = 220.261$, $p < .001$). Job scope significantly predicted job satisfaction ($\beta = .451$, $p < .001$, 95% CI [.456, .595]) which is consistent with the proposed hypothesis. The result demonstrates that employees who rated higher levels of job scope are more likely to experience job satisfaction even after controlling for occupation. Summary of the hierarchical regression could be found in Table 34.

Table 34. Predicting Job Satisfaction from Job Scope: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.086	.086	11.556***	
Age				.127
Gender				-.029
Education				-.040
Occupation				.213***
Organizational Tenure				.056
Total Tenure				-.061
Casual Leave				-.034
Leave with Medical Report				-.053
Step 2	.253	.167	220.261***	
Age				.089
Gender				-.029
Education				-.021
Occupation				.066

Table 34 (continued)

Organizational Tenure	.041
Total Tenure	-.083
Casual Leave	-.010
Leave with Medical Report	-.038
Job Scope	.451***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 17a suggested that “Openness to experience will be positively related to affective and normative commitment and negatively related to continuance commitment”. To explore this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on openness to experience. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .120$, $F_{(8,907)} = 15.479$, $p < .001$). Among these control variables, only occupation ($\beta = .155$, $p < .001$, 95% CI [.153, .482]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .056$, $F_{(8,905)} = 6.752$, $p < .001$). Among these control variables, only organizational tenure ($\beta = .111$, $p < .05$, 95% CI [.001, .030]) significantly predicted normative commitment. Finally, in the first step of the analysis, continuance commitment was significantly predicted by control variables ($R^2 = .024$, $F_{(8,906)} = 6.752$, $p < .05$). Among these control variables, only organizational tenure ($\beta = .123$, $p < .05$, 95% CI [.002, .029]) significantly predicted continuance commitment. In the second step of the hierarchic regression openness to experience was entered. The incremental variance added was also significant for openness to experience and affective commitment ($\Delta R^2 = .013$, $\Delta F_{(1,906)} = 13.899$, $p < .001$), for openness to experience and normative commitment ($\Delta R^2 = .005$, $\Delta F_{(1,904)} = 4.816$, $p < .05$). However, the incremental variance added was not significant after adding openness to experience ($p > .05$) to the model with continuance commitment. Therefore, it could be stated that openness to experience significantly predicted both affective commitment ($\beta = .117$, $p < .001$, 95% CI [.143, .460]) and normative commitment ($\beta = .072$, $p < .05$, 95% CI [.018, .326]). That is, employees who are more open are more likely to experience affective and normative commitment which partially satisfied the

proposed hypothesis after controlling for demographic variables. Summary of the hierarchical regression could be found in Tables 35 and 36.

Table 35. Predicting Affective Commitment from Openness to Experience: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.120	.120	15.479***	
Age				.218
Gender				.011
Education				-.065
Occupation				.155***
Organizational Tenure				-.033
Total Tenure				.033
Casual Leave				-.060
Leave with Medical Report				-.005
Step 2	.133	.013	13.899***	
Age				.241
Gender				.001
Education				-.073
Occupation				.154***
Organizational Tenure				-.027
Total Tenure				.008
Casual Leave				-.064
Leave with Medical Report				-.009
Openness to Experience				.117***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 36. Predicting Normative Commitment from Openness to Experience: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.056	.056	6.752***	
Age				.127
Gender				-.009
Education				-.005
Occupation				.077

Table 36 (continued)

Organizational Tenure				.111*
Total Tenure				-.040
Casual Leave				-.056
Leave with Medical Report				-.056
Step 2	.061	.005	4.816*	
Age				.141
Gender				-.016
Education				-.010
Occupation				.076
Organizational Tenure				.115*
Total Tenure				-.056
Casual Leave				-.058
Leave with Medical Report				-.058
Openness to Experience				.072*

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 17b suggested that “Conscientiousness will be positively related to all 3 types of organizational commitment”. To explore this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on conscientiousness. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .118$, $F_{(8,909)} = 15.235$, $p < .001$). Among these control variables, age ($\beta = .210$, $p < .05$, 95% CI [.004, .052]) and occupation ($\beta = .160$, $p < .001$, 95% CI [.163, .492]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .053$, $F_{(8,907)} = 6.349$, $p < .001$). Among these control variables, organizational tenure ($\beta = .112$, $p < .05$, 95% CI [.001, .030]) significantly predicted normative commitment. Finally, in the first step of the analysis, continuance commitment was significantly predicted by control variables ($R^2 = .023$, $F_{(8,908)} = 2.724$, $p < .05$). Among these control variables, only organizational tenure ($\beta = .125$, $p < .05$, 95% CI [.002, .029]) significantly predicted continuance commitment. In the second step of the hierarchic regression conscientiousness was entered. The incremental variance added was also significant for conscientiousness and affective commitment ($\Delta R^2 = .019$, $\Delta F_{(1,908)} = 20.327$, $p < .001$) and for conscientiousness and normative commitment ($\Delta R^2 = .005$, $\Delta F_{(1,906)} =$

4.360, $p < .05$). However, the incremental variance added was not significant after adding conscientiousness ($p > .05$) to the model with continuance commitment. Therefore, it could be stated that conscientiousness significantly predicted both affective commitment ($\beta = .142$, $p < .001$, 95% CI [.264, .671]) and normative commitment ($\beta = .069$, $p < .05$, 95% CI [.013, .409]). That is, employees who are more conscientious are more likely to experience affective and normative commitment which partially satisfied the proposed hypothesis after controlling for demographic variables. Summary of the hierarchical regression could be found in Tables 37 and 38.

Table 37. Predicting Affective Commitment from Conscientiousness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.118	.118	15.235***	
Age				.210*
Gender				.011
Education				-.064
Occupation				.160***
Organizational Tenure				-.031
Total Tenure				.035
Casual Leave				-.054
Leave with Medical Report				.010
Step 2	.138	.019	20.327***	
Age				.200*
Gender				.002
Education				-.068
Occupation				.173***
Organizational Tenure				-.035
Total Tenure				.025
Casual Leave				-.045
Leave with Medical Report				.011
Conscientiousness				.142***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 38. Predicting Normative Commitment from Conscientiousness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.053	.053	6.349***	
Age				.128
Gender				-.009
Education				-.005
Occupation				.078
Organizational Tenure				.112*
Total Tenure				-.044
Casual Leave				-.049
Leave with Medical Report				-.038
Step 2	.058	.005	4.360*	
Age				.123
Gender				-.013
Education				-.007
Occupation				.085
Organizational Tenure				.110*
Total Tenure				-.050
Casual Leave				-.045
Leave with Medical Report				-.038
Conscientiousness				.069*

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 17c suggested that “Extraversion will be positively related to affective and normative commitment and negatively related to continuance commitment”. To explore this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on extraversion. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .120$, $F_{(8,912)} = 15.532$, $p < .001$). Among these control variables, age ($\beta = .225$, $p < .05$, 95% CI [.006, .054]) and occupation ($\beta = .158$, $p < .001$, 95% CI [.159, .486]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .055$, $F_{(8,910)} = 6.602$, $p < .001$). Among these control variables, organizational tenure ($\beta = .112$, $p < .05$, 95% CI [.001, .031]) significantly predicted normative commitment. Finally, in the first step of the analysis, continuance

commitment was significantly predicted by control variables ($R^2 = .025$, $F_{(8,911)} = 2.932$, $p < .01$). Among these control variables, only organizational tenure ($\beta = .121$, $p < .05$, 95% CI [.001, .029]) significantly predicted continuance commitment. In the second step of the hierarchic regression extraversion was entered. However, the incremental variance added was not significant after adding extraversion ($p > .05$) to the model with affective commitment and normative commitment. On the other hand, the incremental variance added was significant for extraversion and continuance commitment ($\Delta R^2 = .010$, $\Delta F_{(1,910)} = 9.651$, $p < .01$). Therefore, it could be stated that extraversion only significantly predicted continuance commitment ($\beta = -.102$, $p < .01$, 95% CI [-.344, -.078]). That is, employees who are more extraverted are less likely to experience continuance commitment which partially satisfied the proposed hypothesis after controlling for demographic variables. Summary of the hierarchical regression could be found in Table 39.

Table 39. Predicting Continuance Commitment from Extraversion: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.025	.025	2.932**	
Age				.121
Gender				.036
Education				.028
Occupation				-.095
Organizational Tenure				.121*
Total Tenure				-.128
Casual Leave				.020
Leave with Medical Report				.005
Step 2	.035	.010	9.651**	
Age				.107
Gender				.047
Education				.027
Occupation				-.100
Organizational Tenure				.122*
Total Tenure				-.107
Casual Leave				.022
Leave with Medical Report				.003

Table 39 (continued)

Extraversion	-.102**
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Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 17d suggested that “Agreeableness will be positively related to affective and normative commitment and negatively related to continuance commitment”. To explore this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on agreeableness. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .120$, $F_{(8,912)} = 15.542$, $p < .001$). Among these control variables, age ($\beta = .223$, $p < .05$, 95% CI [.005, .054]) and occupation ($\beta = .159$, $p < .001$, 95% CI [.161, .489]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .057$, $F_{(8,910)} = 6.870$, $p < .001$). Among these control variables, organizational tenure ($\beta = .109$, $p < .05$, 95% CI [.001, .030]) significantly predicted normative commitment. Finally, in the first step of the analysis, continuance commitment was significantly predicted by control variables ($R^2 = .024$, $F_{(8,911)} = 2.932$, $p < .05$). Among these control variables, only organizational tenure ($\beta = .117$, $p < .05$, 95% CI [.001, .028]) significantly predicted continuance commitment. In the second step of the hierarchic regression agreeableness was entered. The incremental variance added was also significant for agreeableness and affective commitment ($\Delta R^2 = .038$, $\Delta F_{(1,911)} = 41.364$, $p < .001$) and for agreeableness and normative commitment ($\Delta R^2 = .015$, $\Delta F_{(1,909)} = 15.180$, $p < .001$). However, the incremental variance added was not significant after adding agreeableness ($p > .05$) to the model with continuance commitment. Therefore, it could be stated that agreeableness significantly predicted both affective commitment ($\beta = .198$, $p < .001$, 95% CI [.452, .820]) and normative commitment ($\beta = .126$, $p < .001$, 95% CI [.192, .581]). That is, employees who are more agreeable are more likely to experience affective and normative commitment which partially satisfied the proposed hypothesis after controlling for demographic variables. Summary of the hierarchical regression could be found in Tables 40 and 41.

Table 40. Predicting Affective Commitment from Agreeableness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.120	.120	15.542***	
Age				.223*
Gender				.012
Education				-.064
Occupation				.159***
Organizational Tenure				-.030
Total Tenure				.024
Casual Leave				-.060
Leave with Medical Report				-.005
Step 2	.158	.038	41.364***	
Age				.206*
Gender				.000
Education				-.064
Occupation				.143***
Organizational Tenure				-.048
Total Tenure				.041
Casual Leave				-.050
Leave with Medical Report				-.014
Agreeableness				.198***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 41. Predicting Normative Commitment from Agreeableness: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.057	.057	6.870***	
Age				.128
Gender				-.010
Education				-.004
Occupation				.075
Organizational Tenure				.109*
Total Tenure				-.036
Casual Leave				-.056
Leave with Medical Report				-.055

Table 41 (continued)

Step 2	.072	.015	15.180***	
Age				.117
Gender				-.017
Education				-.004
Occupation				.064
Organizational Tenure				.097
Total Tenure				-.025
Casual Leave				-.050
Leave with Medical Report				-.060
Agreeableness				.126***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 17e proposed that “Neuroticism will be positively related to continuance commitment and negatively related to affective and normative commitment”. To investigate this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on neuroticism. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .122$, $F_{(8,905)} = 15.665$, $p < .001$). Among these control variables, age ($\beta = .210$, $p < .05$, 95% CI [.004, .052]) and occupation ($\beta = .156$, $p < .001$, 95% CI [.154, .482]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .057$, $F_{(8,903)} = 6.881$, $p < .001$). Among these control variables, organizational tenure ($\beta = .114$, $p < .05$, 95% CI [.001, .031]) significantly predicted normative commitment. Finally, in the first step of the analysis, continuance commitment was significantly predicted by control variables ($R^2 = .025$, $F_{(8,904)} = 2.872$, $p < .01$). Among these control variables, only organizational tenure ($\beta = .126$, $p < .05$, 95% CI [.002, .029]) significantly predicted continuance commitment. In the second step of the hierarchic regression neuroticism was entered. The incremental variance added was also significant for neuroticism and affective commitment ($\Delta R^2 = .027$, $\Delta F_{(1,904)} = 28.588$, $p < .001$), for neuroticism and normative commitment ($\Delta R^2 = .015$, $\Delta F_{(1,902)} = 14.978$, $p < .001$) and for neuroticism and continuance commitment ($\Delta R^2 = .015$, $\Delta F_{(1,903)} = 13.817$, $p < .001$). Therefore, it could be stated that neuroticism significantly predicted affective commitment ($\beta = -.167$, $p < .001$, 95%

CI [-.532, -.246]), normative commitment ($\beta = -.126, p < .001, 95\% \text{ CI } [-.414, -.135]$) and continuance commitment ($\beta = .123, p < .001, 95\% \text{ CI } [.113, .366]$). That is, neurotic employees are less likely to experience affective and normative commitment and more likely to experience continuance commitment which is in line with the proposed hypothesis after controlling for demographic variables. Summary of the hierarchical regression could be found in Tables 42, 43 and 44.

Table 42. Predicting Affective Commitment from Neuroticism: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.122	.122	15.665***	
Age				.210*
Gender				.016
Education				-.066
Occupation				.156***
Organizational Tenure				-.029
Total Tenure				.043
Casual Leave				-.060
Leave with Medical Report				-.006
Step 2	.149	.027	28.588***	
Age				.173
Gender				.018
Education				-.069
Occupation				.161***
Organizational Tenure				-.037
Total Tenure				.059
Casual Leave				-.051
Leave with Medical Report				-.001
Neuroticism				-.167***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 43. Predicting Normative Commitment from Neuroticism: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
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Table 43 (continued)

Step 1	.057	.057	6.881***	
Age				.125
Gender				-.007
Education				-.005
Occupation				.076
Organizational Tenure				.114*
Total Tenure				-.038
Casual Leave				-.056
Leave with Medical Report				-.056
Step 2	.073	.015	28.588***	
Age				.096
Gender				-.005
Education				-.007
Occupation				.080
Organizational Tenure				.108*
Total Tenure				-.024
Casual Leave				-.049
Leave with Medical Report				-.052
Neuroticism				-.126***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 44. Predicting Continuance Commitment from Neuroticism: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.025	.025	2.872**	
Age				.117
Gender				.032
Education				.030
Occupation				-.091
Organizational Tenure				.126*
Total Tenure				-.133
Casual Leave				.021
Leave with Medical Report				.009
Step 2	.039	.015	13.817***	
Age				.144
Gender				.030
Education				.032
Occupation				-.095

Table 44 (continued)

Organizational Tenure	.132*
Total Tenure	-.145
Casual Leave	.014
Leave with Medical Report	.005
Neuroticism	.123***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 18 proposed that “Impostor phenomenon will be positively related to continuance commitment and negatively related to affective and normative commitment”. To scrutinize this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on impostor phenomenon. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .118$, $F_{(8,980)} = 16.393$, $p < .001$). Among these control variables, age ($\beta = .254$, $p < .05$, 95% CI [.011, .057]) and occupation ($\beta = .146$, $p < .001$, 95% CI [.140, .457]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .050$, $F_{(8,978)} = 6.378$, $p < .001$). However, none of the control variables significantly predicted normative commitment individually. Finally, in the first step of the analysis, continuance commitment was significantly predicted by control variables ($R^2 = .020$, $F_{(8,978)} = 2.541$, $p < .05$). Among these control variables, only organizational tenure ($\beta = .129$, $p < .05$, 95% CI [.003, .030]) significantly predicted continuance commitment. In the second step of the hierarchic regression impostor phenomenon was entered. The incremental variance added was also significant for impostor phenomenon and affective commitment ($\Delta R^2 = .007$, $\Delta F_{(1,979)} = 7.759$, $p < .01$) and for impostor phenomenon and continuance commitment ($\Delta R^2 = .066$, $\Delta F_{(1,977)} = 70.931$, $p < .001$). However, the incremental variance added was not significant after adding impostor phenomenon ($p > .05$) to the model with normative commitment. Therefore, it could be stated that impostor phenomenon significantly predicted affective commitment ($\beta = -.084$, $p < .01$, 95% CI [-.379, -.066]) and continuance commitment ($\beta = .261$, $p < .001$, 95% CI [.447, .719]). That is, employees who have higher levels of impostor phenomenon are less likely to experience affective commitment and more likely to

experience continuance commitment which is partially in line with the proposed hypothesis after controlling for demographic variables. Summary of the hierarchical regression could be found in Tables 45 and 46.

Table 45. Predicting Affective Commitment from Impostor Phenomenon: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.118	.118	16.393***	
Age				.254*
Gender				.013
Education				-.053
Occupation				.146***
Organizational Tenure				-.047
Total Tenure				.012
Casual Leave				-.054
Leave with Medical Report				.001
Step 2	.125	.007	7.759**	
Age				.262*
Gender				.008
Education				-.056
Occupation				.147***
Organizational Tenure				-.045
Total Tenure				-.007
Casual Leave				-.050
Leave with Medical Report				-.003
Impostor Phenomenon				-.084**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 46. Predicting Continuance Commitment from Impostor Phenomenon: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.020	.020	2.541*	
Age				.086

Table 46 (continued)

Gender				.024
Education				.034
Occupation				-.073
Organizational Tenure				.129*
Total Tenure				-.127
Casual Leave				.018
Leave with Medical Report				-.004
Step 2	.039	.066	70.931***	
Age				.065
Gender				.042
Education				.043
Occupation				-.076
Organizational Tenure				.125*
Total Tenure				-.070
Casual Leave				.006
Leave with Medical Report				-.009
Impostor Phenomenon				.261***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 19 proposed that “Narcissism will be positively related to affective commitment and negatively related to normative and continuance commitment”. To examine this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on narcissism. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .119$, $F_{(8,973)} = 16.423$, $p < .001$). Among these control variables, age ($\beta = .267$, $p < .05$, 95% CI [.012, .059]) and occupation ($\beta = .144$, $p < .001$, 95% CI [.135, .453]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .049$, $F_{(8,971)} = 6.289$, $p < .001$). However, none of the control variables significantly predicted normative commitment individually. Finally, in the first step of the analysis, continuance commitment was significantly predicted by control variables ($R^2 = .021$, $F_{(8,971)} = 2.597$, $p < .05$). Among these control variables, only organizational tenure ($\beta = .126$, $p < .05$, 95% CI [.002, .029]) significantly predicted continuance commitment. In the second step of the hierarchic regression narcissism was entered. However, the incremental variance added was not significant

after adding narcissism ($p > .05$) to each of the regression with affective, normative and continuance commitment. Therefore hypothesis proposed could not be satisfied.

Hypothesis 20 suggested that “Job scope will be positively related to all 3 types of organizational commitment”. To explore this hypothesis, affective, normative and continuance commitment was regressed separately first on the control variables and then on job scope. In the first step of the analysis, affective commitment was significantly predicted by control variables ($R^2 = .116$, $F_{(8,979)} = 16.061$, $p < .001$). Among these control variables, age ($\beta = .245$, $p < .05$, 95% CI [.009, .056]) and occupation ($\beta = .144$, $p < .001$, 95% CI [.136, .455]) significantly predicted affective commitment. Similarly, in the first step of the analysis, normative commitment was significantly predicted by control variables ($R^2 = .048$, $F_{(8,977)} = 6.224$, $p < .001$). However, none of the control variables significantly predicted normative commitment individually. Finally, in the first step of the analysis, continuance commitment was significantly predicted by control variables ($R^2 = .020$, $F_{(8,977)} = 2.538$, $p < .05$). Among these control variables, only organizational tenure ($\beta = .132$, $p < .05$, 95% CI [.003, .030]) significantly predicted continuance commitment. In the second step of the hierarchic regression job scope was entered. The incremental variance added was also significant for job scope and affective commitment ($\Delta R^2 = .080$, $\Delta F_{(1,978)} = 96.993$, $p < .001$) and for job scope and normative commitment ($\Delta R^2 = .061$, $\Delta F_{(1,976)} = 66.781$, $p < .001$). However, the incremental variance added was not significant after adding job scope ($p > .05$) to the model with continuance commitment. Therefore, it could be stated that job scope significantly predicted both affective commitment ($\beta = .312$, $p < .001$, 95% CI [.615, .920]) and normative commitment ($\beta = .272$, $p < .001$, 95% CI [.477, .778]). That is, employees who rate higher levels of job scope are more likely to experience affective and normative commitment which partially satisfied the proposed hypothesis after controlling for demographic variables. Summary of the hierarchical regression could be found in Tables 47 and 48.

Table 47. Predicting Affective Commitment from Job Scope: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.116	.116	16.061***	
Age				.245*
Gender				.013
Education				-.054
Occupation				.144***
Organizational Tenure				-.045
Total Tenure				.019
Casual Leave				-.056
Leave with Medical Report				.001
Step 2	.196	.080	96.993***	
Age				.219*
Gender				.014
Education				-.041
Occupation				.043
Organizational Tenure				-.055
Total Tenure				.003
Casual Leave				-.039
Leave with Medical Report				.011
Job Scope				.312***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 48. Predicting Normative Commitment from Job Scope: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.048	.048	6.224***	
Age				.143
Gender				-.002
Education				-.018
Occupation				.059
Organizational Tenure				.079
Total Tenure				-.036
Casual Leave				-.053
Leave with Medical Report				-.051
Step 2	.109	.061	66.781***	
Age				.122
Gender				-.002

Table 48 (continued)

Education	-.008
Occupation	-.028
Organizational Tenure	.073
Total Tenure	-.054
Casual Leave	-.038
Leave with Medical Report	-.043
Job Scope	.272***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

5.6 Testing Hypotheses Regarding the Mediation Role of Job Satisfaction and Organizational Commitment

To test mediating roles of both job satisfaction and organizational commitment, the following analyses are conducted. According to Baron and Kenny (1986), there are some conditions to test mediation. First, the independent variable must be significantly associated with the mediator. Second, the independent variable must be significantly associated with the dependent variable and third, the mediator must be significantly associated with the dependent variable. Finally, when the effect of mediator on dependent variable is controlled for, the strength of the previously significant relationship between independent and dependent variable should significantly decrease. First 3 conditions were tested and results were provided in the previous section. Having satisfied the constraints of the mediation analyses, another regression analysis was conducted. With the intention of testing the mediation model, control variables were included in the first step. In the second step, both independent variable and mediator were set as independent variables of the mediation model to predict the dependent variable. With the purpose of finding out whether mediator caused a significant decrease in the prediction ability of independent variable Sobel test was utilized for each of the mediation analyses. Sobel test was employed instead of bootstrapping because the sample was sufficiently large. The results of the mediation analyses that satisfy the constraints are only provided below:

Hypothesis 21a proposed that “Job satisfaction mediates the relationship between Big Five Personality Traits and OCBs”. The hierarchical regression results of

Hypothesis 21a for openness to experience dimension are shown in Table 49. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .026$, $F_{(8,902)} = 2.999$, $p < .005$). The incremental variance added was also significant after including both openness to experience and job satisfaction as independent variables affecting OCBs ($\Delta R^2 = .142$, $\Delta F_{(2,900)} = 76.552$, $p < .001$). In the second step, according to the standardized coefficients, both openness to experience ($\beta = .321$, $p < .001$, 95% CI [.255, .374]) and job satisfaction ($\beta = .173$, $p < .001$, 95% CI [.088, .192]) significantly contributed to the prediction of OCBs. To test whether job satisfaction caused a significant decrease in the prediction ability of openness to experience Sobel test was utilized. The result of the Sobel test (Sobel $Z = 2.629$, $p < .05$) revealed that job satisfaction mediated the relationship between openness to experience and OCB.

Table 49. Job Satisfaction Mediating Openness to Experience and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	2.999**	
Age				.015
Gender				.050
Education				-.029
Occupation				-.066
Organizational Tenure				.030
Total Tenure				.057
Casual Leave				-.094**
Leave with Medical Report				-.047
Step 2	.168	.142	76.552***	
Age				.056
Gender				.026
Education				-.044
Occupation				-.112**
Organizational Tenure				.033
Total Tenure				-.004
Casual Leave				-.096**
Leave with Medical Report				-.045
Openness to Experience				.321***
Job Satisfaction				.173***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 21a for conscientiousness dimension are shown in Table 50. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .026$, $F_{(8,904)} = 2.963$, $p < .005$). The incremental variance added was also significant after including both conscientiousness and job satisfaction as independent variables affecting OCBs ($\Delta R^2 = .119$, $\Delta F_{(2,902)} = 62.512$, $p < .001$). In the second step, according to the standardized coefficients, both conscientiousness ($\beta = .282$, $p < .001$, 95% CI [.275, .430]) and job satisfaction ($\beta = .187$, $p < .001$, 95% CI [.099, .203]) significantly contributed to the prediction of OCBs. To test whether job satisfaction caused a significant decrease in the prediction ability of conscientiousness Sobel test was utilized. The result of the Sobel test (Sobel $Z = 3.092$, $p < .05$) revealed that job satisfaction mediated the relationship between conscientiousness and OCB.

Table 50. Job Satisfaction Mediating Conscientiousness and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	2.963**	
Age				.010
Gender				.049
Education				-.028
Occupation				-.065
Organizational Tenure				.029
Total Tenure				.062
Casual Leave				-.093**
Leave with Medical Report				-.045
Step 2	.144	.119	62.512***	
Age				-.027
Gender				.037
Education				-.030
Occupation				-.084*
Organizational Tenure				.003
Total Tenure				.045
Casual Leave				-.067*
Leave with Medical Report				-.033

Table 50 (continued)

Conscientiousness	.282***
Job Satisfaction	.187***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 21a for extraversion dimension are shown in Table 51. Results of the regression analyses for this relationship shows that the first model with control variables was significant ($R^2 = .025$, $F_{(8,907)} = 2.921$, $p < .005$). The incremental variance added was also significant after including both extraversion and job satisfaction as independent variables affecting OCBs ($\Delta R^2 = .046$, $\Delta F_{(2,905)} = 22.158$, $p < .001$). In the second step, according to the standardized coefficients, only job satisfaction ($\beta = .212$, $p < .001$, 95% CI [.120, .230]) significantly contributed to the prediction of OCBs. Although extraversion was able to predict OCB without the contribution of job satisfaction, the addition of job satisfaction dominated the effect of extraversion as a result of which extraversion became insignificant while predicting OCBs. To test whether job satisfaction caused a significant decrease in the prediction ability of extraversion Sobel test was utilized. The result of the Sobel test (Sobel $Z = 2.604$, $p < .05$) revealed that job satisfaction mediated the relationship between extraversion and OCB.

Table 51. Job Satisfaction Mediating Extraversion and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.025	.025	2.921**	
Age				.029
Gender				.055
Education				-.019
Occupation				-.055
Organizational Tenure				.033
Total Tenure				.034
Casual Leave				-.099**
Leave with Medical Report				-.042

Table 51 (continued)

Step 2	.071	.046	22.158***	
Age				.009
Gender				.053
Education				-.012
Occupation				-.102*
Organizational Tenure				.013
Total Tenure				.037
Casual Leave				-.091**
Leave with Medical Report				-.028
Extraversion				.057
Job Satisfaction				.212***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 21a for agreeableness dimension are shown in Table 52. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .026$, $F_{(8,907)} = 2.983$, $p < .005$). The incremental variance added was also significant after including both agreeableness and job satisfaction as independent variables affecting OCBs ($\Delta R^2 = .196$, $\Delta F_{(2,905)} = 114.234$, $p < .001$). In the second step, according to the standardized coefficients, both agreeableness ($\beta = .404$, $p < .001$, 95% CI [.439, .589]) and job satisfaction ($\beta = .146$, $p < .001$, 95% CI [.069, .170]) significantly contributed to the prediction of OCBs. To test whether job satisfaction caused a significant decrease in the prediction ability of agreeableness Sobel test was utilized. The result of the Sobel test (Sobel $Z = 3.454$, $p < .05$) revealed that job satisfaction mediated the relationship between agreeableness and OCB.

Table 52. Job Satisfaction Mediating Agreeableness and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.026	.026	2.983**	
Age				.029
Gender				.056

Table 53. Job Satisfaction Mediating Neuroticism and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.025	.025	2.879**	
Age				.008
Gender				.049
Education				-.028
Occupation				-.064
Organizational Tenure				.027
Total Tenure				.063
Casual Leave				-.094**
Leave with Medical Report				-.046
Step 2	.165	.140	75.550***	
Age				-.080
Gender				.059
Education				-.028
Occupation				-.096*
Organizational Tenure				-.003
Total Tenure				.099
Casual Leave				-.069*
Leave with Medical Report				-.024
Neuroticism				-.318***
Job Satisfaction				.175***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 21b proposed that “Job satisfaction mediates the relationship between impostor phenomenon and OCBs”. According to the hierarchical regression results, there was no relationship found between impostor phenomenon and job satisfaction. Therefore, it was not possible to investigate the mediating role of job satisfaction in the relationship between impostor phenomenon and OCBs. Hypothesis 21b was not tested.

Hypothesis 21c proposed that “Job satisfaction mediates the relationship between narcissism and OCBs”. According to the hierarchical regression results, there was no relationship found between narcissism and job satisfaction. Therefore, it was not

possible to investigate the mediating role of job satisfaction in the relationship between narcissism and OCBs. Hypothesis 21c was not tested.

Hypothesis 22a proposed that “Job satisfaction mediates the relationship between Big Five Personality Traits and CWBs”. The hierarchical regression results of Hypothesis 22a for openness to experience dimension are shown in Table 54. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .064$, $F_{(8,908)} = 7.783$, $p < .001$). The incremental variance added was also significant after including both openness to experience and job satisfaction as independent variables affecting CWBs ($\Delta R^2 = .038$, $\Delta F_{(2,906)} = 19.046$, $p < .001$). In the second step, according to the standardized coefficients, both openness to experience ($\beta = -.137$, $p < .001$, 95% CI [-.110, -.041]) and job satisfaction ($\beta = -.129$, $p < .001$, 95% CI [-.088, -.029]) significantly contributed to the prediction of CWBs. To test whether job satisfaction caused a significant decrease in the prediction ability of openness to experience Sobel test was utilized. The result of the Sobel test (Sobel Z = -3.989, $p < .05$) revealed that job satisfaction mediated the relationship between openness to experience and CWBs.

Table 54. Job Satisfaction Mediating Openness to Experience and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.064	.064	7.783***	
Age				-.261**
Gender				-.095**
Education				.095**
Occupation				.060
Organizational Tenure				-.003
Total Tenure				.166
Casual Leave				.141***
Leave with Medical Report				.106**
Step 2	.102	.038	19.046***	
Age				-.274**
Gender				-.087**
Education				.101**
Occupation				.093*

Table 54 (continued)

Organizational Tenure	.001
Total Tenure	.188
Casual Leave	.139***
Leave with Medical Report	.101**
Openness to Experience	-.137***
Job Satisfaction	-.129***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 22a for conscientiousness dimension are shown in Table 55. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .061$, $F_{(8,910)} = 7.371$, $p < .001$). The incremental variance added was also significant after including both conscientiousness and job satisfaction as independent variables affecting CWBs ($\Delta R^2 = .088$, $\Delta F_{(2,908)} = 47.120$, $p < .001$). In the second step, according to the standardized coefficients, both conscientiousness ($\beta = -.267$, $p < .001$, 95% CI [-.230, -.143]) and job satisfaction ($\beta = -.122$, $p < .001$, 95% CI [-.084, -.026]) significantly contributed to the prediction of CWBs. To test whether job satisfaction caused a significant decrease in the prediction ability of conscientiousness Sobel test was utilized. The result of the Sobel test (Sobel $Z = -2.890$, $p < .05$) revealed that job satisfaction mediated the relationship between conscientiousness and CWBs.

Table 55. Job Satisfaction Mediating Conscientiousness and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.061	.061	7.371***	
Age				-.267**
Gender				-.097**
Education				.097**
Occupation				.060
Organizational Tenure				-.003
Total Tenure				.173

Table 55 (continued)

Casual Leave				.136***
Leave with Medical Report				.093**
Step 2	.149	.088	47.120***	
Age				-.234*
Gender				-.085**
Education				.101**
Occupation				.065*
Organizational Tenure				.017
Total Tenure				.185
Casual Leave				.113***
Leave with Medical Report				.084**
Conscientiousness				-.267***
Job Satisfaction				-.122***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 22a for extraversion dimension are shown in Table 56. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .060$, $F_{(8,913)} = 7.287$, $p < .001$). The incremental variance added was also significant after including both extraversion and job satisfaction as independent variables affecting CWBs ($\Delta R^2 = .042$, $\Delta F_{(2,911)} = 21.524$, $p < .001$). In the second step, according to the standardized coefficients, both extraversion ($\beta = -.149$, $p < .001$, 95% CI [-.112, -.046]) and job satisfaction ($\beta = -.138$, $p < .001$, 95% CI [-.092, -.033]) significantly contributed to the prediction of CWBs. To test whether job satisfaction caused a significant decrease in the prediction ability of extraversion Sobel test was utilized. The result of the Sobel test (Sobel $Z = -2.477$, $p < .05$) revealed that job satisfaction mediated the relationship between extraversion and CWBs.

Table 56. Job Satisfaction Mediating Extraversion and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.060	.060	7.287***	

Table 57. Job Satisfaction Mediating Agreeableness and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.063	.063	7.698***	
Age				-.253**
Gender				-.091**
Education				.097**
Occupation				.063
Organizational Tenure				-.002
Total Tenure				.155
Casual Leave				.139***
Leave with Medical Report				.106**
Step 2	.212	.149	86.288***	
Age				-.215*
Gender				-.073*
Education				.096**
Occupation				.114**
Organizational Tenure				.039
Total Tenure				.119
Casual Leave				.117***
Leave with Medical Report				.115*
Agreeableness				-.368***
Job Satisfaction				-.088**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 22a for neuroticism dimension are shown in Table 58. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .065$, $F_{(8,906)} = 7.843$, $p < .001$). The incremental variance added was also significant after including both neuroticism and job satisfaction as independent variables affecting CWBs ($\Delta R^2 = .097$, $\Delta F_{(2,904)} = 52.532$, $p < .001$). In the second step, according to the standardized coefficients, both neuroticism ($\beta = .287$, $p < .001$, 95% CI [.112, .173]) and job satisfaction ($\beta = -.102$, $p < .001$, 95% CI [-.075, -.017]) significantly contributed to the prediction of CWBs. To test whether job satisfaction caused a significant decrease in the prediction ability of neuroticism Sobel test was utilized. The result of the Sobel test (Sobel Z = 3.186, $p < .05$) revealed that job satisfaction mediated the relationship between neuroticism and CWBs.

Table 58. Job Satisfaction Mediating Neuroticism and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.065	.065	7.843***	
Age				-.264**
Gender				-.096**
Education				.096**
Occupation				.061
Organizational Tenure				-.006
Total Tenure				.168
Casual Leave				.141***
Leave with Medical Report				.106**
Step 2	.162	.097	52.532***	
Age				-.189*
Gender				-.104**
Education				.099**
Occupation				.076
Organizational Tenure				.017
Total Tenure				.135
Casual Leave				.121***
Leave with Medical Report				.090**
Neuroticism				.287***
Job Satisfaction				-.102**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 22b proposed that “Job satisfaction mediates the relationship between impostor phenomenon and CWBs”. According to the hierarchical regression results, there was no relationship found between impostor phenomenon and job satisfaction. Therefore, it was not possible to investigate the mediating role of job satisfaction in the relationship between impostor phenomenon and CWBs. Hypothesis 22b was not tested.

Hypothesis 22c proposed that “Job satisfaction mediates the relationship between narcissism and CWBs”. According to the hierarchical regression results, there was no relationship found between narcissism and job satisfaction. Therefore, it was not

possible to investigate the mediating role of job satisfaction in the relationship between narcissism and CWBs. Hypothesis 22c was not tested.

Hypothesis 23 proposed that “Job satisfaction mediates the relationship between job scope and OCBs”. The hierarchical regression results of Hypothesis 23 are shown in Table 59. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .023$, $F_{(8,975)} = 2.903$, $p < .005$). The incremental variance added was also significant after including both job scope and job satisfaction as independent variables affecting OCBs ($\Delta R^2 = .064$, $\Delta F_{(2,973)} = 33.934$, $p < .001$). In the second step, according to the standardized coefficients, both job scope ($\beta = .183$, $p < .001$, 95% CI [.106, .248]) and job satisfaction ($\beta = .139$, $p < .001$, 95% CI [.058, .174]) significantly contributed to the prediction of OCBs. To test whether job satisfaction caused a significant decrease in the prediction ability of job scope Sobel test was utilized. The result of the Sobel test (Sobel Z = 3.759, $p < .05$) revealed that job satisfaction mediated the relationship between job scope and OCBs.

Table 59. Job Satisfaction Mediating Job Scope and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.023	.023	2.903**	
Age				-.043
Gender				.065*
Education				-.036
Occupation				-.042
Organizational Tenure				.012
Total Tenure				.113
Casual Leave				-.095**
Leave with Medical Report				-.031
Step 2	.087	.064	33.934***	
Age				-.080
Gender				.068*
Education				-.023
Occupation				-.131**
Organizational Tenure				.000

Table 59 (continued)

Total Tenure	.114
Casual Leave	-.080*
Leave with Medical Report	-.017
Job Scope	.183***
Job Satisfaction	.139***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 24 proposed that “Job satisfaction mediates the relationship between job scope and CWBs”. The hierarchical regression results of Hypothesis 24 are shown in Table 60. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .058$, $F_{(8,983)} = 7.559$, $p < .001$). The incremental variance added was also significant after including both job scope and job satisfaction as independent variables affecting CWBs ($\Delta R^2 = .039$, $\Delta F_{(2,981)} = 21.283$, $p < .001$). In the second step, according to the standardized coefficients, both job scope ($\beta = -.124$, $p < .005$, 95% CI [-.106, -.028]) and job satisfaction ($\beta = -.127$, $p < .001$, 95% CI [-.091, -.027]) significantly contributed to the prediction of CWBs. To test whether job satisfaction caused a significant decrease in the prediction ability of job scope Sobel test was utilized. The result of the Sobel test (Sobel Z = -3.399, $p < .05$) revealed that job satisfaction mediated the relationship between job scope and CWBs.

Table 60. Job Satisfaction Mediating Job Scope and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.058	.058	7.559***	
Age				-.288**
Gender				-.107**
Education				.098**
Occupation				.068
Organizational Tenure				.026
Total Tenure				.174
Casual Leave				.133***

Table 60 (continued)

Leave with Medical Report				.081*
Step 2	.097	.039	21.283***	
Age				-.262**
Gender				-.111***
Education				.088**
Occupation				.136**
Organizational Tenure				.037
Total Tenure				.173
Casual Leave				.122***
Leave with Medical Report				.071*
Job Scope				-.124**
Job Satisfaction				-.127***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 25a proposed that “All 3 types of organizational commitment mediate the relationship between Big Five Personality Traits and OCBs”. The hierarchical regression results of Hypothesis 25a for openness to experience dimension are shown in Tables 61 and 62. To explore this hypothesis, affective and normative commitment was added separately to regression equation with openness to experience. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .026$, $F_{(8,900)} = 3.034$, $p < .005$). The incremental variance added was also significant after including both openness to experience and affective commitment as independent variables affecting OCBs ($\Delta R^2 = .163$, $\Delta F_{(2,898)} = 90.096$, $p < .001$). In the second step, according to the standardized coefficients, both openness to experience ($\beta = .315$, $p < .001$, 95% CI [.250, .367]) and affective commitment ($\beta = .236$, $p < .001$, 95% CI [.065, .413]) significantly contributed to the prediction of OCBs. To test whether affective commitment caused a significant decrease in the prediction ability of openness to experience Sobel test was utilized. The result of the Sobel test (Sobel $Z = 3.018$, $p < .05$) revealed that affective commitment mediated the relationship between openness to experience and OCBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control

variables was significant ($R^2 = .026$, $F_{(8,898)} = 3.038$, $p < .005$). The incremental variance added was also significant after including both openness to experience and normative commitment as independent variables affecting OCBs ($\Delta R^2 = .144$, $\Delta F_{(2,896)} = 77.560$, $p < .001$). In the second step, according to the standardized coefficients, both openness to experience ($\beta = .329$, $p < .001$, 95% CI [.264, .383]) and normative commitment ($\beta = .176$, $p < .001$, 95% CI [.047, .097]) significantly contributed to the prediction of OCBs. To test whether normative commitment caused a significant decrease in the prediction ability of openness to experience Sobel test was utilized. The result of the Sobel test (Sobel $Z = 2.018$, $p < .05$) revealed that normative commitment mediated the relationship between openness to experience and OCBs. However, according to the hierarchical regression results, there was no relationship found between openness to experience and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between openness to experience and OCBs.

Table 61. Affective Commitment Mediating Openness to Experience and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.026	.026	3.034**	
Age				.016
Gender				.050
Education				-.029
Occupation				-.065
Organizational Tenure				.030
Total Tenure				.055
Casual Leave				-.096**
Leave with Medical Report				-.047
Step 2	.189	.163	90.096***	
Age				.030
Gender				.020
Education				-.034
Occupation				-.106**
Organizational Tenure				.056
Total Tenure				-.028

Table 61 (continued)

Casual Leave	-.092**
Leave with Medical Report	-.056
Openness to Experience	.315***
Affective Commitment	.236***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 62. Normative Commitment Mediating Openness to Experience and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	3.038**	
Age				.017
Gender				.049
Education				-.028
Occupation				-.068
Organizational Tenure				.028
Total Tenure				.059
Casual Leave				-.096**
Leave with Medical Report				-.046
Step 2	.170	.144	77.560***	
Age				.063
Gender				.021
Education				-.049
Occupation				-.086*
Organizational Tenure				.029
Total Tenure				-.013
Casual Leave				-.096**
Leave with Medical Report				-.047
Openness to Experience				.329***
Normative Commitment				.176***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 25a for conscientiousness dimension are shown in Tables 63 and 64. To explore this hypothesis, affective and normative commitment was added separately to regression equation with conscientiousness. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship demonstrated that the first model with

control variables was significant ($R^2 = .026$, $F_{(8,902)} = 2.996$, $p < .005$). The incremental variance added was also significant after including both conscientiousness and affective commitment as independent variables affecting OCBs ($\Delta R^2 = .134$, $\Delta F_{(2,900)} = 71.942$, $p < .001$). In the second step, according to the standardized coefficients, both conscientiousness ($\beta = .267$, $p < .001$, 95% CI [.257, .412]) and affective commitment ($\beta = .236$, $p < .001$, 95% CI [.065, .114]) significantly contributed to the prediction of OCBs. To test whether affective commitment caused a significant decrease in the prediction ability of conscientiousness Sobel test was utilized. The result of the Sobel test (Sobel $Z = 3.818$, $p < .05$) revealed that affective commitment mediated the relationship between conscientiousness and OCBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .026$, $F_{(8,900)} = 3.002$, $p < .005$). The incremental variance added was also significant after including both conscientiousness and normative commitment as independent variables affecting OCBs ($\Delta R^2 = .117$, $\Delta F_{(2,898)} = 61.242$, $p < .001$). In the second step, according to the standardized coefficients, both conscientiousness ($\beta = .286$, $p < .001$, 95% CI [.281, .436]) and normative commitment ($\beta = .181$, $p < .001$, 95% CI [.048, .099]) significantly contributed to the prediction of OCBs. To test whether normative commitment caused a significant decrease in the prediction ability of conscientiousness Sobel test was utilized. The result of the Sobel test (Sobel $Z = 2.355$, $p < .05$) revealed that normative commitment mediated the relationship between conscientiousness and OCBs. However, according to the hierarchical regression results, there was no relationship found between conscientiousness and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between conscientiousness and OCBs.

Table 63. Affective Commitment Mediating Conscientiousness and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	2.996**	
Age				.011

Table 63 (continued)

Gender				.049
Education				-.029
Occupation				-.063
Organizational Tenure				.030
Total Tenure				.059
Casual Leave				-.095**
Leave with Medical Report				-.045
Step 2	.160	.134	71.942***	
Age				-.047
Gender				.032
Education				-.020
Occupation				-.077
Organizational Tenure				.028
Total Tenure				.019
Casual Leave				-.065*
Leave with Medical Report				-.046
Conscientiousness				.267***
Affective Commitment				.236***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 64. Normative Commitment Mediating Conscientiousness and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	3.002**	
Age				.012
Gender				.049
Education				-.027
Occupation				-.066
Organizational Tenure				.027
Total Tenure				.064
Casual Leave				-.095
Leave with Medical Report				-.044
Step 2	.143	.117	61.242***	
Age				-.023
Gender				.033
Education				-.034
Occupation				-.054
Organizational Tenure				-.002

Table 64 (continued)

Total Tenure	-.039
Casual Leave	-.067*
Leave with Medical Report	-.036
Conscientiousness	.286***
Normative Commitment	.181***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

To explore Hypothesis 25a for extraversion dimension; affective, normative and continuance commitment was added separately to regression equation with extraversion. According to the hierarchical regression results, there was no relationship found between extraversion and affective commitment and extraversion and normative commitment and between continuance commitment and OCBs. Therefore, it was not possible to investigate the mediating role of affective, normative and continuance commitment in the relationship between extraversion and OCBs.

The hierarchical regression results of Hypothesis 25a for agreeableness dimension are shown in Tables 65 and 66. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with agreeableness. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship demonstrated that the first model with control variables was significant ($R^2 = .026$, $F_{(8,905)} = 3.021$, $p < .005$). The incremental variance added was also significant after including both agreeableness and affective commitment as independent variables affecting OCBs ($\Delta R^2 = .207$, $\Delta F_{(2,903)} = 122.148$, $p < .001$). In the second step, according to the standardized coefficients, both agreeableness ($\beta = .389$, $p < .001$, 95% CI [.420, .570]) and affective commitment ($\beta = .189$, $p < .001$, 95% CI [.049, .097]) significantly contributed to the prediction of OCBs. To test whether affective commitment caused a significant decrease in the prediction ability of agreeableness Sobel test was utilized. The result of the Sobel test (Sobel $Z = 4.261$, $p < .05$) revealed that affective commitment mediated the relationship between agreeableness and OCBs. Second, mediating role of normative commitment was tested. Results of the regression

analyses for this relationship presented that the first model with control variables was significant ($R^2 = .026$, $F_{(8,903)} = 3.023$, $p < .005$). The incremental variance added was also significant after including both agreeableness and normative commitment as independent variables affecting OCBs ($\Delta R^2 = .200$, $\Delta F_{(2,901)} = 116.149$, $p < .001$). In the second step, according to the standardized coefficients, both agreeableness ($\beta = .407$, $p < .001$, 95% CI [.444, .593]) and normative commitment ($\beta = .153$, $p < .001$, 95% CI [.039, .088]) significantly contributed to the prediction of OCBs. To test whether normative commitment caused a significant decrease in the prediction ability of agreeableness Sobel test was utilized. The result of the Sobel test (Sobel Z = 3.219, $p < .05$) revealed that normative commitment mediated the relationship between agreeableness and OCBs. However, according to the hierarchical regression results, there was no relationship found between agreeableness and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between agreeableness and OCBs.

Table 65. Affective Commitment Mediating Agreeableness and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	3.021**	
Age				.030
Gender				.056
Education				-.020
Occupation				-.054
Organizational Tenure				.036
Total Tenure				.033
Casual Leave				-.101**
Leave with Medical Report				-.043
Step 2	.233	.207	122.148***	
Age				-.036
Gender				.031
Education				-.006
Occupation				-.116**
Organizational Tenure				.007
Total Tenure				.052
Casual Leave				-.067*

Table 65 (continued)

Leave with Medical Report	-.059*
Agreeableness	.389***
Affective Commitment	.189***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 66. Normative Commitment Mediating Agreeableness and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.026	.026	3.023**	
Age				.030
Gender				.055
Education				-.018
Occupation				-.057
Organizational Tenure				.033
Total Tenure				.037
Casual Leave				-.101
Leave with Medical Report				-.042
Step 2	.226	.200	116.149***	
Age				-.015
Gender				.032
Education				-.015
Occupation				-.103**
Organizational Tenure				-.020
Total Tenure				-.070
Casual Leave				-.069*
Leave with Medical Report				-.051
Agreeableness				.407***
Normative Commitment				.153***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 25a for neuroticism dimension are shown in Tables 67 and 68. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with neuroticism. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship demonstrated that the first model with

control variables was significant ($R^2 = .025$, $F_{(8,898)} = 2.914$, $p < .005$). The incremental variance added was also significant after including both neuroticism and affective commitment as independent variables affecting OCBs ($\Delta R^2 = .157$, $\Delta F_{(2,896)} = 86.055$, $p < .001$). In the second step, according to the standardized coefficients, both neuroticism ($\beta = -.307$, $p < .001$, 95% CI [-.327, -.219]) and affective commitment ($\beta = .223$, $p < .001$, 95% CI [.060, .109]) significantly contributed to the prediction of OCBs. To test whether affective commitment caused a significant decrease in the prediction ability of neuroticism Sobel test was utilized. The result of the Sobel test (Sobel Z = -4.332, $p < .05$) revealed that affective commitment mediated the relationship between neuroticism and OCBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .025$, $F_{(8,896)} = 2.918$, $p < .005$). The incremental variance added was also significant after including both neuroticism and normative commitment as independent variables affecting OCBs ($\Delta R^2 = .139$, $\Delta F_{(2,894)} = 74.534$, $p < .001$). In the second step, according to the standardized coefficients, both neuroticism ($\beta = -.324$, $p < .001$, 95% CI [-.343, -.234]) and normative commitment ($\beta = .161$, $p < .001$, 95% CI [.040, .091]) significantly contributed to the prediction of OCBs. To test whether normative commitment caused a significant decrease in the prediction ability of neuroticism Sobel test was utilized. The result of the Sobel test (Sobel Z = -3.296, $p < .05$) revealed that normative commitment mediated the relationship between neuroticism and OCBs. However, according to the hierarchical regression results, there was no relationship found between continuance commitment and OCBs. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between neuroticism and OCBs.

Table 67. Affective Commitment Mediating Neuroticism and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.025	.025	2.914**	
Age				.009

Table 67 (continued)

Gender				.049
Education				-.029
Occupation				-.063
Organizational Tenure				.028
Total Tenure				.061
Casual Leave				-.096**
Leave with Medical Report				-.046
Step 2	.182	.157	86.055***	
Age				-.098
Gender				.051
Education				-.019
Occupation				-.089*
Organizational Tenure				.021
Total Tenure				.071
Casual Leave				-.065*
Leave with Medical Report				-.036
Neuroticism				-.307***
Affective Commitment				.223***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 68. Normative Commitment Mediating Neuroticism and OCBs:
Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.025	.025	2.918**	
Age				.009
Gender				.049
Education				-.027
Occupation				-.066
Organizational Tenure				.025
Total Tenure				.065
Casual Leave				-.096**
Leave with Medical Report				-.045
Step 2	.165	.139	74.534***	
Age				-.078
Gender				.056
Education				-.031
Occupation				-.069
Organizational Tenure				-.008

Table 68 (continued)

Total Tenure	.097
Casual Leave	-.069*
Leave with Medical Report	-.026
Neuroticism	-.324***
Normative Commitment	.161***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 25b proposed that “All 3 types of organizational commitment mediate the relationship between impostor phenomenon and OCBs”. The hierarchical regression results of Hypothesis 25b are shown in Table 69. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with impostor phenomenon. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .023$, $F_{(8,972)} = 2.851$, $p < .005$). The incremental variance added was also significant after including both impostor phenomenon and affective commitment as independent variables affecting OCBs ($\Delta R^2 = .091$, $\Delta F_{(2,970)} = 49.909$, $p < .001$). In the second step, according to the standardized coefficients, both impostor phenomenon ($\beta = -.173$, $p < .001$, 95% CI [-.240, -.116]) and affective commitment ($\beta = .250$, $p < .001$, 95% CI [.073, .123]) significantly contributed to the prediction of OCBs. To test whether affective commitment caused a significant decrease in the prediction ability of impostor phenomenon Sobel test was utilized. The result of the Sobel test (Sobel Z = -2.024, $p < .05$) revealed that affective commitment mediated the relationship between impostor phenomenon and OCBs. However, according to the hierarchical regression results, there was no relationship found between impostor phenomenon and normative commitment and continuance commitment and OCBs. Therefore, it was not possible to investigate the mediating role of normative and continuance commitment in the relationship between impostor phenomenon and OCBs.

Table 69. Affective Commitment Mediating Impostor Phenomenon and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.023	.023	2.851**	
Age				-.044
Gender				.062
Education				-.039
Occupation				-.043
Organizational Tenure				.010
Total Tenure				.111
Casual Leave				-.097**
Leave with Medical Report				-.031
Step 2	.114	.091	49.909***	
Age				-.091
Gender				.046
Education				-.032
Occupation				-.077
Organizational Tenure				.026
Total Tenure				.067
Casual Leave				-.074*
Leave with Medical Report				-.028
Impostor Phenomenon				-.173***
Affective Commitment				.250***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 25c proposed that “All 3 types of organizational commitment mediate the relationship between narcissism and OCBs”. According to the hierarchical regression results, there was no relationship found between narcissism and any kind of organizational commitment. Therefore, it was not possible to investigate the mediating role of affective, normative and continuance commitment in the relationship between narcissism and OCBs.

Hypothesis 26a proposed that “All 3 types of organizational commitment mediate the relationship between Big Five Personality Traits and CWBs”. The hierarchical regression results of Hypothesis 26a for openness to experience dimension are shown in Tables 70 and 71. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with openness

to experience. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .064$, $F_{(8,906)} = 7.713$, $p < .001$). The incremental variance added was also significant after including both openness to experience and affective commitment as independent variables affecting CWBs ($\Delta R^2 = .048$, $\Delta F_{(2,904)} = 24.360$, $p < .001$). In the second step, according to the standardized coefficients, both openness to experience ($\beta = -.134$, $p < .001$, 95% CI [-.108, -.039]) and affective commitment ($\beta = -.169$, $p < .001$, 95% CI [-.050, -.022]) significantly contributed to the prediction of CWBs. To test whether affective commitment caused a significant decrease in the prediction ability of openness to experience Sobel test was utilized. The result of the Sobel test (Sobel $Z = -2.827$, $p < .05$) revealed that affective commitment mediated the relationship between openness to experience and CWBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .064$, $F_{(8,904)} = 7.738$, $p < .001$). The incremental variance added was also significant after including both openness to experience and normative commitment as independent variables affecting CWBs ($\Delta R^2 = .041$, $\Delta F_{(2,902)} = 20.614$, $p < .001$). In the second step, according to the standardized coefficients, both openness to experience ($\beta = -.146$, $p < .001$, 95% CI [-.115, -.046]) and normative commitment ($\beta = -.136$, $p < .001$, 95% CI [-.046, -.016]) significantly contributed to the prediction of CWBs. To test whether normative commitment caused a significant decrease in the prediction ability of openness to experience Sobel test was utilized. The result of the Sobel test (Sobel $Z = -1.981$, $p < .05$) revealed that normative commitment mediated the relationship between openness to experience and CWBs. However, according to the hierarchical regression results, there was no relationship found between openness to experience and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between openness to experience and CWBs.

Table 70. Affective Commitment Mediating Openness to Experience and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.064	.064	7.713***	
Age				-.261**
Gender				-.094**
Education				.097**
Occupation				.060
Organizational Tenure				-.003
Total Tenure				.168
Casual Leave				.140***
Leave with Medical Report				.106**
Step 2	.112	.048	24.360***	
Age				-.251**
Gender				-.080*
Education				.095**
Occupation				.088*
Organizational Tenure				-.016
Total Tenure				.203*
Casual Leave				.135***
Leave with Medical Report				.109**
Openness to Experience				-.134***
Affective Commitment				-.169***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 71. Normative Commitment Mediating Openness to Experience and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.064	.064	7.738***	
Age				-.265**
Gender				-.092**
Education				.097**
Occupation				.061
Organizational Tenure				-.004
Total Tenure				.172
Casual Leave				.140***
Leave with Medical Report				.107**

Table 71 (continued)

Step 2	.105	.041	20.614***	
Age				-.278**
Gender				-.080*
Education				.108**
Occupation				.073
Organizational Tenure				.003
Total Tenure				.200*
Casual Leave				.137***
Leave with Medical Report				.104**
Openness to Experience				-.146***
Normative Commitment				-.136***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 26a for conscientiousness dimension are shown in Tables 72 and 73. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with conscientiousness. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .060$, $F_{(8,908)} = 7.304$, $p < .001$). The incremental variance added was also significant after including both conscientiousness and affective commitment as independent variables affecting CWBs ($\Delta R^2 = .095$, $\Delta F_{(2,906)} = 50.764$, $p < .001$). In the second step, according to the standardized coefficients, both conscientiousness ($\beta = -.258$, $p < .001$, 95% CI [-.224, -.138]) and affective commitment ($\beta = -.150$, $p < .001$, 95% CI [-.045, -.018]) significantly contributed to the prediction of CWBs. To test whether affective commitment caused a significant decrease in the prediction ability of conscientiousness Sobel test was utilized. The result of the Sobel test (Sobel Z = -3.320, $p < .05$) revealed that affective commitment mediated the relationship between conscientiousness and CWBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .061$, $F_{(8,906)} = 7.326$, $p < .001$). The incremental variance added was also significant after including both conscientiousness and normative commitment as independent

variables affecting CWBs ($\Delta R^2 = .092$, $\Delta F_{(2,904)} = 49.017$, $p < .001$). In the second step, according to the standardized coefficients, both conscientiousness ($\beta = -.271$, $p < .001$, 95% CI [-.233, -.147]) and normative commitment ($\beta = -.132$, $p < .001$, 95% CI [-.044, -.016]) significantly contributed to the prediction of CWBs. To test whether normative commitment caused a significant decrease in the prediction ability of conscientiousness Sobel test was utilized. The result of the Sobel test (Sobel $Z = -2.254$, $p < .05$) revealed that normative commitment mediated the relationship between conscientiousness and CWBs. However, according to the hierarchical regression results, there was no relationship found between conscientiousness and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between conscientiousness and CWBs.

Table 72. Affective Commitment Mediating Conscientiousness and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.060	.060	7.304***	
Age				-.267**
Gender				-.096**
Education				.098**
Occupation				.060
Organizational Tenure				-.003
Total Tenure				.175
Casual Leave				.136***
Leave with Medical Report				.093**
Step 2	.155	.095	50.764***	
Age				-.217*
Gender				-.079*
Education				.095**
Occupation				.061
Organizational Tenure				.001
Total Tenure				.200*
Casual Leave				.111***
Leave with Medical Report				.093**
Conscientiousness				-.258***
Affective Commitment				-.150***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 73. Normative Commitment Mediating Conscientiousness and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.061	.061	7.326***	
Age				-.271**
Gender				-.094**
Education				.099**
Occupation				.061
Organizational Tenure				-.004
Total Tenure				.178
Casual Leave				.135***
Leave with Medical Report				.094**
Step 2	.153	.092	49.017***	
Age				-.235*
Gender				-.080*
Education				.106**
Occupation				.046
Organizational Tenure				.019
Total Tenure				.194*
Casual Leave				.111***
Leave with Medical Report				.087**
Conscientiousness				-.271***
Normative Commitment				-.132***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 26a for extraversion dimension are shown in Table 74. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with extraversion. According to the hierarchical regression results, there was no relationship found between extraversion and affective commitment and extraversion and normative commitment. Therefore, it was not possible to investigate the mediating role of affective and normative commitment in the relationship between extraversion and CWBs. Finally, mediating role of continuance commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .060$, $F_{(8,910)} = 7.223$, $p < .001$). The incremental variance added was also significant after including both extraversion and

continuance commitment as independent variables affecting CWBs ($\Delta R^2 = .032$, $\Delta F_{(2,908)} = 15.968$, $p < .001$). In the second step, according to the standardized coefficients, both extraversion ($\beta = -.156$, $p < .001$, 95% CI [-.115, -.049]) and continuance commitment ($\beta = .077$, $p < .05$, 95% CI [.003, .036]) significantly contributed to the prediction of CWBs. To test whether continuance commitment caused a significant decrease in the prediction ability of extraversion Sobel test was utilized. The result of the Sobel test ($p > .05$) revealed that continuance commitment cannot significantly mediated the relationship between extraversion and CWBs.

Table 74. Continuance Commitment Mediating Extraversion and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.060	.060	7.223***	
Age				-.255**
Gender				-.090**
Education				.100**
Occupation				.065
Organizational Tenure				-.003
Total Tenure				.159
Casual Leave				.134***
Leave with Medical Report				.093**
Step 2	.092	.032	15.968***	
Age				-.286**
Gender				-.076*
Education				.095**
Occupation				.065
Organizational Tenure				-.011
Total Tenure				.200*
Casual Leave				.136***
Leave with Medical Report				.089**
Extraversion				-.156***
Continuance Commitment				.077*

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 26a for agreeableness dimension are shown in Tables 75 and 76. To explore this hypothesis, affective, normative and

continuance commitment was added separately to regression equation with agreeableness. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship shows that the first model with control variables was significant ($R^2 = .063$, $F_{(8,911)} = 7.628$, $p < .001$). The incremental variance added was also significant after including both agreeableness and affective commitment as independent variables affecting CWBs ($\Delta R^2 = .151$, $\Delta F_{(2,909)} = 87.400$, $p < .001$). In the second step, according to the standardized coefficients, both agreeableness ($\beta = -.360$, $p < .001$, 95% CI [-.294, -.210]) and affective commitment ($\beta = -.106$, $p < .005$, 95% CI [-.036, -.009]) significantly contributed to the prediction of CWBs. To test whether affective commitment caused a significant decrease in the prediction ability of agreeableness Sobel test was utilized. The result of the Sobel test (Sobel $Z = -3.042$, $p < .05$) revealed that affective commitment mediated the relationship between agreeableness and CWBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .063$, $F_{(8,909)} = 7.656$, $p < .001$). The incremental variance added was also significant after including both agreeableness and normative commitment as independent variables affecting CWBs ($\Delta R^2 = .151$, $\Delta F_{(2,907)} = 87.184$, $p < .001$). In the second step, according to the standardized coefficients, both agreeableness ($\beta = -.368$, $p < .001$, 95% CI [-.300, -.217]) and normative commitment ($\beta = -.099$, $p < .005$, 95% CI [-.036, -.009]) significantly contributed to the prediction of CWBs. To test whether normative commitment caused a significant decrease in the prediction ability of agreeableness Sobel test was utilized. The result of the Sobel test (Sobel $Z = -2.757$, $p < .05$) revealed that normative commitment mediated the relationship between agreeableness and CWBs. However, according to the hierarchical regression results, there was no relationship found between agreeableness and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between agreeableness and CWBs.

Table 75. *Affective Commitment Mediating Agreeableness and CWBs: Summary of the Hierarchical Regression Analysis*

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.063	.063	7.628***	
Age				-.253**
Gender				-.090**
Education				.098**
Occupation				.063
Organizational Tenure				-.001
Total Tenure				.157
Casual Leave				.139***
Leave with Medical Report				.105**
Step 2	.214	.151	50.764***	
Age				-.201*
Gender				-.068*
Education				.093**
Occupation				.110**
Organizational Tenure				.028
Total Tenure				.128
Casual Leave				.114***
Leave with Medical Report				.120***
Agreeableness				-.360***
Affective Commitment				-.106**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 76. *Normative Commitment Mediating Agreeableness and CWBs: Summary of the Hierarchical Regression Analysis*

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.063	.063	7.656***	
Age				-.257**
Gender				-.088**
Education				.099**
Occupation				.064
Organizational Tenure				-.002
Total Tenure				.160
Casual Leave				.138***
Leave with Medical Report				.106**

Table 76 (continued)

Step 2	.214	.151	87.184***	
Age				-.216*
Gender				-.067*
Education				.100**
Occupation				.103**
Organizational Tenure				.042
Total Tenure				.124
Casual Leave				.113***
Leave with Medical Report				.116**
Agreeableness				-.368***
Normative Commitment				-.099**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

The hierarchical regression results of Hypothesis 26a for neuroticism dimension are shown in Tables 77 and 78. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with neuroticism. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship shows that the first model with control variables was significant ($R^2 = .064$, $F_{(8,904)} = 7.781$, $p < .001$). The incremental variance added was also significant after including both neuroticism and affective commitment as independent variables affecting CWBs ($\Delta R^2 = .103$, $\Delta F_{(2,902)} = 56.012$, $p < .001$). In the second step, according to the standardized coefficients, both neuroticism ($\beta = .279$, $p < .001$, 95% CI [.108, .169]) and affective commitment ($\beta = -.135$, $p < .001$, 95% CI [-.042, -.015]) significantly contributed to the prediction of CWBs. To test whether affective commitment caused a significant decrease in the prediction ability of neuroticism Sobel test was utilized. The result of the Sobel test (Sobel $Z = 3.425$, $p < .05$) revealed that affective commitment mediated the relationship between neuroticism and CWBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .065$, $F_{(8,902)} = 7.807$, $p < .001$). The incremental variance added was also significant after including both neuroticism and normative commitment as independent variables affecting CWBs ($\Delta R^2 = .098$, $\Delta F_{(2,900)} = 52.950$, $p < .001$). In the second step,

according to the standardized coefficients, both neuroticism ($\beta = .287, p < .001, 95\%$ CI [.112, .173]) and normative commitment ($\beta = -.108, p < .005, 95\%$ CI [-.039, -.011]) significantly contributed to the prediction of CWBs. To test whether normative commitment caused a significant decrease in the prediction ability of neuroticism Sobel test was utilized. The result of the Sobel test (Sobel $Z = 2.965, p < .05$) revealed that normative commitment mediated the relationship between neuroticism and CWBs. Finally, mediating role of continuance commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .065, F_{(8,903)} = 7.783, p < .005$). The incremental variance added was also significant after including both neuroticism and continuance commitment as independent variables affecting CWBs ($\Delta R^2 = .091, \Delta F_{(2,901)} = 48.474, p < .001$). In the second step, according to the standardized coefficients, only neuroticism ($\beta = .295, p < .001, 95\%$ CI [.112, .173]) significantly contributed to the prediction of CWBs. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between neuroticism and CWBs.

Table 77. Affective Commitment Mediating Neuroticism and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.064	.064	7.781***	
Age				-.264**
Gender				-.094**
Education				.097**
Occupation				.061
Organizational Tenure				-.005
Total Tenure				.170
Casual Leave				.141***
Leave with Medical Report				.106**
Step 2	.168	.103	56.012***	
Age				-.174*
Gender				-.097*
Education				.094**
Occupation				.073**
Organizational Tenure				.003

Table 77 (continued)

Total Tenure	.149
Casual Leave	.117***
Leave with Medical Report	.097**
Neuroticism	.279***
Affective Commitment	-.135***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 78. Normative Commitment Mediating Neuroticism and CWBs:
Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.065	.065	7.807***	
Age				-.268**
Gender				-.092**
Education				.098**
Occupation				.062
Organizational Tenure				-.006
Total Tenure				.174
Casual Leave				.140***
Leave with Medical Report				.107**
Step 2	.163	.098	52.950***	
Age				-.189*
Gender				-.099**
Education				.102**
Occupation				.061
Organizational Tenure				.020
Total Tenure				.140
Casual Leave				.118***
Leave with Medical Report				.092**
Neuroticism				.287***
Normative Commitment				-.108**

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 26b proposed that “All 3 types of organizational commitment mediate the relationship between impostor phenomenon and CWBs”. The hierarchical regression results of Hypothesis 26b are shown in Table 79. To explore this hypothesis, affective, normative and continuance commitment was added separately to

regression equation with impostor phenomenon. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship yields that the first model with control variables was significant ($R^2 = .057$, $F_{(8,979)} = 7.463$, $p < .001$). The incremental variance added was also significant after including both impostor phenomenon and affective commitment as independent variables affecting CWBs ($\Delta R^2 = .059$, $\Delta F_{(2,977)} = 32.373$, $p < .001$). In the second step, according to the standardized coefficients, both impostor phenomenon ($\beta = .170$, $p < .001$, 95% CI [.064, .133]) and affective commitment ($\beta = -.170$, $p < .001$, 95% CI [-.051, -.023]) significantly contributed to the prediction of CWBs. To test whether affective commitment caused a significant decrease in the prediction ability of impostor phenomenon Sobel test was utilized. The result of the Sobel test (Sobel $Z = 2.402$, $p < .05$) revealed that affective commitment mediated the relationship between impostor phenomenon and CWBs. However, according to the hierarchical regression results, there was no relationship found between impostor phenomenon and normative commitment. Therefore, it was not possible to investigate the mediating role of normative commitment in the relationship between impostor phenomenon and CWBs. Finally, mediating role of continuance commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .057$, $F_{(8,977)} = 7.447$, $p < .001$). The incremental variance added was also significant after including both impostor phenomenon and continuance commitment as independent variables affecting CWBs ($\Delta R^2 = .034$, $\Delta F_{(2,975)} = 18.039$, $p < .001$). In the second step, according to the standardized coefficients, only impostor phenomenon ($\beta = .177$, $p < .001$, 95% CI [.066, .138]) significantly contributed to the prediction of CWBs. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between impostor phenomenon and CWBs.

Table 79. Affective Commitment Mediating Impostor Phenomenon and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2			β
	R^2	Change	F Change	
Step 1	.057	.057	7.463***	
Age				-.287**

Table 79 (continued)

Gender					-.107**
Education					.099**
Occupation					.068
Organizational Tenure					.027
Total Tenure					.173
Casual Leave					.132***
Leave with Medical Report					.080*
Step 2	.116	.059	32.373***		
Age					-.258**
Gender					-.093**
Education					.097**
Occupation					.090*
Organizational Tenure					.016
Total Tenure					.213*
Casual Leave					.115***
Leave with Medical Report					.077*
Impostor Phenomenon					.170***
Affective Commitment					-.170***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 26c proposed that “All 3 types of organizational commitment mediate the relationship between narcissism and CWBs”. According to the hierarchical regression results, there was no relationship found between narcissism and any kind of organizational commitment. Therefore, it was not possible to investigate the mediating role of affective, normative and continuance commitment in the relationship between narcissism and CWBs.

Hypothesis 27 proposed that “All 3 types of organizational commitment mediate the relationship between job scope and OCBs”. The hierarchical regression results of Hypothesis 27 are shown in Tables 80 and 81. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with job scope. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship shows that the first model with control variables was significant ($R^2 = .023$, $F_{(8,971)} = 2.806$, $p < .005$). The incremental variance added was also significant after including both job scope and affective commitment as independent variables affecting OCBs ($\Delta R^2 = .088$, $\Delta F_{(2,969)} =$

48.125, $p < .001$). In the second step, according to the standardized coefficients, both job scope ($\beta = .184$, $p < .001$, 95% CI [.111, .243]) and affective commitment ($\beta = .214$, $p < .001$, 95% CI [.058, .110]) significantly contributed to the prediction of OCBs. To test whether affective commitment caused a significant decrease in the prediction ability of job scope Sobel test was utilized. The result of the Sobel test (Sobel $Z = 5.286$, $p < .05$) revealed that affective commitment mediated the relationship between job scope and OCBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .023$, $F_{(8,969)} = 2.806$, $p < .005$). The incremental variance added was also significant after including both job scope and normative commitment as independent variables affecting OCBs ($\Delta R^2 = .075$, $\Delta F_{(2,967)} = 40.345$, $p < .001$). In the second step, according to the standardized coefficients, both job scope ($\beta = .204$, $p < .001$, 95% CI [.131, .263]) and normative commitment ($\beta = .166$, $p < .001$, 95% CI [.043, .096]) significantly contributed to the prediction of OCBs. To test whether normative commitment caused a significant decrease in the prediction ability of job scope Sobel test was utilized. The result of the Sobel test (Sobel $Z = 4.105$, $p < .05$) revealed that normative commitment mediated the relationship between job scope and OCBs. However, according to the hierarchical regression results, there was no relationship found between job scope and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between job scope and OCBs.

Table 80. Affective Commitment Mediating Job Scope and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.023	.023	2.806**	
Age				-.044
Gender				.062
Education				-.038
Occupation				-.044
Organizational Tenure				.010

Table 80 (continued)

Total Tenure				.111
Casual Leave				-.096**
Leave with Medical Report				-.032
Step 2	.111	.088	48.125***	
Age				-.111
Gender				.058
Education				-.019
Occupation				-.135**
Organizational Tenure				.015
Total Tenure				.096
Casual Leave				-.073*
Leave with Medical Report				-.026
Job Scope				.184***
Affective Commitment				.214***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 81. Normative Commitment Mediating Job Scope and OCBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.023	.023	2.806**	
Age				-.044
Gender				.061
Education				-.036
Occupation				-.046
Organizational Tenure				.007
Total Tenure				.115
Casual Leave				-.096**
Leave with Medical Report				-.031
Step 2	.098	.075	40.345***	
Age				-.085
Gender				.060
Education				-.026
Occupation				-.121**
Organizational Tenure				-.009
Total Tenure				.108
Casual Leave				-.075*
Leave with Medical Report				-.016
Job Scope				.204***

Table 81 (continued)

Normative Commitment	.166***
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Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Hypothesis 28 proposed that “All 3 types of organizational commitment mediate the relationship between job scope and CWBs”. The hierarchical regression results of Hypothesis 28 are shown in Tables 82 and 83. To explore this hypothesis, affective, normative and continuance commitment was added separately to regression equation with job scope. First, mediating role of affective commitment was tested. Results of the regression analyses for this relationship shows that the first model with control variables was significant ($R^2 = .058$, $F_{(8,978)} = 7.548$, $p < .001$). The incremental variance added was also significant after including both job scope and affective commitment as independent variables affecting CWBs ($\Delta R^2 = .044$, $\Delta F_{(2,976)} = 24.177$, $p < .001$). In the second step, according to the standardized coefficients, both job scope ($\beta = -.133$, $p < .001$, 95% CI [-.109, -.035]) and affective commitment ($\beta = -.149$, $p < .001$, 95% CI [-.047, -.018]) significantly contributed to the prediction of CWBs. To test whether affective commitment caused a significant decrease in the prediction ability of job scope Sobel test was utilized. The result of the Sobel test (Sobel Z = -4.263, $p < .05$) revealed that affective commitment mediated the relationship between job scope and CWBs. Second, mediating role of normative commitment was tested. Results of the regression analyses for this relationship presented that the first model with control variables was significant ($R^2 = .058$, $F_{(8,976)} = 7.562$, $p < .001$). The incremental variance added was also significant after including both job scope and normative commitment as independent variables affecting CWBs ($\Delta R^2 = .041$, $\Delta F_{(2,974)} = 22.402$, $p < .001$). In the second step, according to the standardized coefficients, both job scope ($\beta = -.146$, $p < .001$, 95% CI [-.115, -.042]) and normative commitment ($\beta = -.128$, $p < .001$, 95% CI [-.045, -.015]) significantly contributed to the prediction of CWBs. To test whether normative commitment caused a significant decrease in the prediction ability of job scope Sobel test was utilized. The result of the Sobel test (Sobel Z = -3.812, $p < .05$) revealed that normative commitment mediated the relationship between job scope and CWBs. However, according to the hierarchical regression results, there was no

relationship found between job scope and continuance commitment. Therefore, it was not possible to investigate the mediating role of continuance commitment in the relationship between job scope and CWBs.

Table 82. Affective Commitment Mediating Job Scope and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.058	.058	7.548***	
Age				-.288**
Gender				-.106**
Education				.099**
Occupation				.068
Organizational Tenure				.026
Total Tenure				.173
Casual Leave				.134***
Leave with Medical Report				.081*
Step 2	.103	.044	24.177***	
Age				-.241**
Gender				-.105**
Education				.085**
Occupation				.133*
Organizational Tenure				.024
Total Tenure				.183*
Casual Leave				.118***
Leave with Medical Report				.077*
Job Scope				-.133***
Affective Commitment				-.149***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

Table 83. Normative Commitment Mediating Job Scope and CWBs: Summary of the Hierarchical Regression Analysis

Variable	R^2	R^2 Change	F Change	β
Step 1	.058	.058	7.562***	
Age				-.291**
Gender				-.104**

Table 83 (continued)

Education				.099**
Occupation				.069
Organizational Tenure				.025
Total Tenure				.176
Casual Leave				.133***
Leave with Medical Report				.081*
Step 2	.100	.041	22.402***	
Age				-.262**
Gender				-.105**
Education				.092**
Occupation				.123**
Organizational Tenure				.039
Total Tenure				.181
Casual Leave				.118***
Leave with Medical Report				.071*
Job Scope				-.146***
Normative Commitment				-.128***

Note. * $p < .05$; ** $p < .01$; *** $p < .001$

5.7 Summary

This thesis attempts to explain employees' organizational citizenship behavior (OCB) and counterproductive work behavior (CWB) using the concepts of job characteristics, Big Five personality traits, narcissism and impostor phenomenon, job satisfaction, and organizational commitment. This study examines the direct effects of personality (Big Five, impostor phenomenon, narcissism) and job characteristics on OCB and CWB, as well as the indirect effects of personality and job characteristics through job satisfaction and organizational commitment.

The data for this thesis were acquired from a sample of 1075 participants from a public judicial institution in Ankara, Turkey. The sample was administered with the following survey instruments: Organizational Citizenship Behavior Scale (OCBS), Counterproductive Work Behavior Scale (CWBS), Big Five Inventory (BFI), Clance Impostor Phenomenon Scale (CIPS), Narcissistic Personality Inventory (NPI), Job Diagnostic Survey (JDS), Minnesota Satisfaction Questionnaire (MSQ) and Organizational Commitment Scale (OCS).

Each of the variables' direct and indirect effects was tested at the $p < .05$ significance level through utilizing hierarchical regression analyses.

A summary of the results of the hypotheses was provided in Table 5 and a summary of the results of the hypotheses regarding the mediation analyses was provided in Table 6 in the beginning hypotheses testing section.

The thesis will continue with the discussion and conclusion sections.

CHAPTER 6

DISCUSSION AND CONCLUSION

After providing a discussion of the results, the chapter proceeds with limitations of the study and implications to be drawn from the thesis. The chapter and the thesis end with suggestions for future research.

6.1 Discussion

The purpose of the present study was to investigate the relationships among personality (Big Five, impostor phenomenon, narcissism), job characteristics, job satisfaction, organizational commitment, OCBs and CWBs. There are certain inferences that need to be emphasized as important contributions to organizational behavior research as a result of this thesis.

First, the results of the present study empirically supported that personality is associated with both OCBs and CWBs as it was suggested in the organizational behavior literature (Grijalva & Newman, 2015; Organ & Lingl, 1995; Salgado, 2002). In the study, hypotheses were tested in order to see whether employees who score higher on the Big Five Personality Traits, impostor phenomenon and narcissism would also have higher scores on engaging in OCBs and lower scores on performing CWBs. Thesis initially examines the association between personality traits, as articulated by the five factor model (FFM), and overall OCB and CWB. In general, the results support Big Five Personality Traits as predictors of OCB and CWB. Results suggest that the FFM serves as an informative foundation in investigating the dispositional sources of OCB and CWB. Specifically, openness to experience, conscientiousness, agreeableness and neuroticism appeared as the most consistent predictors that significantly affect OCBs. In line with the previous findings from a wide-range of meta-analytic studies, this study have also established

that conscientiousness, extraversion and agreeableness are positively connected to different aspects of extra-role behaviors (Hough, 1992; Organ & Ryan, 1995). This thesis is a contribution to the evidence in this area as it validated the relationship between personality traits and OCBs. The findings of this study recommend that when evaluating how effective one is in engaging in OCB, all of the big five personality dimensions will be important predictors. Among these five traits, this thesis proposes that openness to experience, conscientiousness, agreeableness and neuroticism are the most significant predictors of OCB. Similarly, the results of the current study presented a negative relationship between overall CWB and four facets of personality, namely openness to experience, conscientiousness, extraversion and agreeableness and positive association with neuroticism. These findings are consistent with the findings in the organizational behavior literature (Mount et al., 2006; Rotundo & Sackett, 2002; Salgado, 2002). According to the results, conscientiousness and agreeableness are the two facets that are most strongly negatively associated with CWBs. In other words, employees who are more considerate, cooperative and concerned about others and employees who are careful, industrious and hardworking are much less inclined to engage in CWBs since these employees want to sustain good relationships with others and the organization.

Furthermore, as it was previously stated, although there are numerous research that investigated the relationship between Big Five and OCBs and CWBs, studying impostor phenomenon and narcissism with respect to these outcomes is relatively new to the literature. Since both impostor phenomenon and narcissism have important consequences for the extra-role behaviors and job attitudes that Big Five Inventory cannot measure, they were involved as supplementary personality characteristics in this model.

As opposed to what was proposed concerning the relationship among impostor phenomenon (IP) and OCBs, the results indicates that there is a relatively strong negative association between IP and OCBs. It was assumed that since employees that endure IP have feelings of intellectual phoniness, they will be more likely to engage in OCBs to reciprocate their lack of self-confidence with extra-role behaviors. However, the results demonstrated that employee's deficiency of self-confidence and ambiguity of their capability to continue adding to success of the organization

seemingly contradicts with their willingness to engage in OCBs that will benefit the organization. The underlying reason behind this might be that, one's distress about being named as an impostor may reduce their motivation to engage in extra-role behaviors and cause negative affectivity which will further reduce their willingness to provide supplementary efforts for contributing to the organization. This result is a contribution to the organizational behavior literature since there is relatively limited research in exploring the relationship among impostor phenomenon and OCBs. Also, understanding the consequences of impostor phenomenon and taking action to reduce the feeling of phoniness that employees experience will increase the likelihood of them to engage in OCBs which will benefit the organization considerably. Similarly, as opposed to the proposed hypothesis, IP and CWBs are positively associated with each other. This result indicates that when employees score high on IP, since they are distressed about their ability to succeed persistently, they present behaviors that go against legitimate welfares of the organization. For instance, when an employee feels like an impostor, s/he might protest regularly about negative circumstances at work to generate plausible excuses for the probable deficiency of future success and act in a way that will harm the organization and the relationships with co-workers. As it was previously stated, there has not been much research about effects of impostor phenomenon on CWBs in the literature and this thesis is a conscious attempt to remedy this deficiency of research.

Another dispositional variable that was explored in this thesis is narcissism. Organizational scholars have recently proposed an amplified attention on aberrant personality traits, such as narcissism particularly in the study of CWBs (Penney & Spector, 2002; Spector, 2011). Consistent with this recommendation, this thesis examined the relationships of narcissism with CWBs and OCBs as well. A notable result of this study was the moderately large, positive relationship found between narcissism and CWBs. However, significant relationship among narcissism and OCBs could not be established. According to the results, employees with higher narcissism are more likely to express their personality with engaging in CWBs to highlight their exaggerated self-image. Results are in line with the previous research. According to Penney and Spector (2002), an employee will experience frustration if

s/he interprets a situation at work as interfering with a personal objective and on account of this frustration they might engage in CWBs more often.

Furthermore, the results of the present study empirically supported that job scope, aggregate variable that includes all five job dimensions, is associated with both OCBs and CWBs as it was suggested in the organizational behavior literature (Boonzaier et al., 2001; Chiu & Chen, 2005; Hackman & Lawler, 1971; Rentsch & Steel, 1998). It was recommended that to the extent a job delivers intrinsic motivation; employees have a tendency to participate in OCBs, because employees feel personal responsibility towards the organization and engage in activities that were not identified in their job contract (Farh et al., 1990). In other words, employees with enriched jobs experience enhanced meanings attached to their work and reciprocate this with increased sense of responsibility to improve welfare of the organization. On the other hand, as it was expected, it was found that there is a negative relationship between job scope and CWBs. These findings suggest that employees who have jobs that lack skill variety, task identity, task significance, autonomy and feedback are more inclined to engage in actions that would harm the organization. The underlying reason for this might be that these employees perceive their jobs to be less meaningful and experience decreased levels of responsibility for the outcomes of their work and consequently experience lower levels of work motivation and act accordingly. As it was suggested by the Job Characteristics Model of Hackman and Oldham (1975), due to lower levels of perceived core job dimensions, employees present higher levels of absenteeism and turnover which are considered as part of CWBs.

One of the other purposes of this study was to investigate the associations between job attitudes and OCBs and CWBs. Previous research put emphasis on job satisfaction as one of the most important job attitudes for anticipating OCBs (Organ & Lingl, 1995; Organ, Podsakoff, & MacKenzie, 2006; Smith, Organ, & Near, 1983). The results of the current study verified that job satisfaction is a vigorous predictor of OCBs. Underlying reason for this relationship is that satisfied employees are inclined to experience positive mood states more often and consequently present greater tendency to engage in OCBs. Also, theoretical base for this association builds upon social exchange theory and suggests that, if employees are satisfied with their

jobs, they may perhaps reciprocate these efforts via OCBs (Bateman & Organ, 1983; Fassina et al., 2008). On the other hand, results indicate that absence of job satisfaction results in higher levels of CWBs which is in line with the previous research. It is stated in the literature that absence of job satisfaction results in high turnover and absenteeism, low performance and decreased productivity (Koys, 2001; Mossholder et al., 2005).

Organizational commitment as one of the other most important job attitudes also has a strong association between OCBs and CWBs. Affective commitment was stressed as a predictor of OCB in the organizational behavior literature (Meyer & Allen, 1991). Researchers in this area have primarily focused on affective commitment while neglecting normative and continuance commitment. One of the other objectives of this thesis is to understand the relationship among each of the dimensions of organizational commitment with OCBs and CWBs. Results points out that there is a strong connection between affective and normative commitment and OCBs. However, the relationship between continuance commitment and OCB cannot be determined. As it was previously stated, affective commitment is based on the employee's relationship with the organization and normative commitment arises not only due to the association between the employee and the organization but also from the social and familial obligations to stay in the organization. Since sense of obligation for staying in the organization is likewise significant as willingness associated with affective commitment in collectivist countries like Turkey, normative commitment for predicting OCBs is especially important for studying the relationship with OCBs. This conclusion was also emphasized in the literature (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). As expected, the results indicate that there is a relatively strong negative association between affective and normative commitment and CWBs. However, contradictory to what was proposed, according to the results there is a small but significant and positive relationship between continuance commitment and CWBs. A plausible explanation for this might be the Turkish work environment that encircles Turkish workers. Since unemployment rates are high (10.9% as of February 2016) in Turkey according to the Turkish Statistics Institute's website, there are costs associated with leaving the organization. Consequently, employees stay in the organization due to lack of

alternatives and express their distress with increased amounts of CWBs that would harm the organization. On the other hand, due to the high unemployment rate in Turkey, employees feel both emotionally and normatively connected to the organization that they belong in and express their gratitude with higher levels of OCBs and lower levels of CWBs. This situation is especially significant for public institutions since it provides higher levels of job security which is the case for the sample for this thesis. Another reasonable explanation for the emphasis on affective and normative commitment is that the public institution that was studied has a deep and strong background and organizational culture which brings the feeling of affinity and belonging to the organization.

Current study also investigated the relationships among personality, job scope and job attitudes. Initially, it was proposed that Big Five Personality Traits were significantly associated with job satisfaction. A wide variety of studies have investigated the relationships between Big Five Personality Traits and job satisfaction (Cohrs et al., 2006; Judge et al., 2001). According to the results, agreeableness is the most strongly and positively associated personality trait with job satisfaction. The underlying reason behind this is that agreeable individuals have greater motivation to achieve social intimacy which eventually leads to higher levels of well-being and satisfaction at work. Openness to experience, conscientiousness and extraversion are also positively related to job satisfaction. On the other hand, neuroticism is strongly and negatively associated with job satisfaction which is in line with the previous studies (Judge et al., 2001). Since neurotic employees encounter more negative life events at work and experience difficulties while balancing their emotional conditions, they experience lower levels of job satisfaction. Although, it was proposed that there were significant relationships between IP and job satisfaction and narcissism and job satisfaction, they could not be established with the results.

It is also empirically supported that job scope as the aggregate variable of job characteristics was strongly associated with job satisfaction like it was suggested by the Job Characteristics Model (JCM) of Hackman and Oldham (1975). Previous research designated the need to combine job characteristics under the aggregate variable of job scope (Farh et al., 1990; Fried & Ferris, 1987). The underlying reason

behind this relationship is that enriched and complex jobs that are high in scope, influence psychological states of the employees which consequently bring about high internal work motivation and high job satisfaction. This conclusion was also supported with theoretical framework. According to the JCM, to the degree that a job offers growth opportunities, usage of variety of skills and abilities, privilege to choose the way to complete the job, accomplishment of an identifiable section of job, instant feedback about the outcomes, and a sense of influencing others' lives, will internally motivate employees and increase job satisfaction. This thesis is a contribution to the evidence in this area since it substantiated the relationship among job scope and job satisfaction.

Another job attitude that was investigated was organizational commitment. Relationships for each personality trait, IP, narcissism and job scope with respect to affective, normative and continuance commitment was tested. Results indicate that among Big Five Personality Traits agreeableness is the trait that has the most significant and positive association with affective commitment. Also, both conscientiousness and openness to experience are strongly and positively related to affective commitment. However, neuroticism is strongly and negatively associated with affective commitment. On the other hand, association between extraversion and affective commitment could not be established. The reason for these relationships is that employees who have more intimate bonds with others in the organization, who tend to overcome work related endeavors with perseverance and positive affectivity and who are more open to experience novelty in the work environment are more likely to present affective commitment to the organization they belong to.

Among personality traits agreeableness is the trait that has the most strong and positive association with normative commitment and neuroticism is the one that has the most strong and negative relationship with normative commitment. Openness to experience and conscientiousness both has significant but small connections to normative commitment. On the other hand, significant relationship between extraversion and normative commitment could not be found. Agreeable employees present more obligations to stay in the organization since they are more cooperative, caring and good-natured. On the other hand, neurotic employees are more self-

conscious and temperamental which reduces their normative commitment considerably.

Among Big Five personality traits only extraversion is relatively strongly and negatively and neuroticism is strongly and positively associated personality traits with continuance commitment. According to Watson and Clark (1997), extraverts are inclined to gather more of what they want from social connections and consequently they recognize more job opportunities compared to others. Therefore, they present lower levels of continuance commitment. On the other hand, employees who experience more negative events also encounter more dreads associated with leaving the organization at work than others. Consequently, neurotic employees present much higher levels of continuance commitment. Similar outcomes were suggested in the literature as well (Meyer & Allen, 1991).

As it was previously mentioned, to the extent of author's knowledge, relationship between IP and organizational commitment has not been studied in the literature. Therefore, the following results are significant contributions to the organizational behavior literature in exploring the relationships among impostor phenomenon and each of the organizational commitment dimensions. Results points out that there is a relatively small but significant and negative relationship among IP and affective commitment and strong and positive connection between IP and continuance commitment. The underlying reason for this association is that employees who suffer from IP experience negative perceptions of their abilities and talents in the organization and consequently due to this insecurity, they feel less attached to their organization affectively. On the other hand, due to this insecurity such employees underestimate their ability to find comparable jobs and present higher levels of continuance commitment. However, relationship between IP and normative commitment could not be proved.

Although, it was proposed that there will be a positive association among narcissism and affective commitment and negative relationship with normative and continuance commitment, results failed to prove the hypothesis since there was no significant relationship among variables.

Although Hackman and Oldham (1975) omit organizational commitment as one of the outcomes of enriched jobs, this thesis anticipated that job scope have a positive relationship with each organizational commitment dimension. Previous literature also suggested job characteristics as strong predictors of organizational commitment (Meyer, Becker, & Van Dick, 2006; Steers, 1977). Employees assess their association with their organization generally by the work itself (Cardona et al., 2004). Consequently, job characteristics contribute to employees' commitment to their organization. The results suggest that there are strong and positive relationships among job scope and affective commitment and job scope and normative commitment. However, no significant relationship could be established among job scope and continuance commitment. The reason behind these associations is that employees who have enriched jobs try to respond the sense of internal motivation with affective commitment. Also employees who have enriched jobs internalize social values and norms and consequently feel indebted to the organization and respond this with normative commitment. This thesis is a contribution to the evidence in this area as it builds upon the JCM of Hackman and Oldham (1975) and further investigated the relationship between job scope and organizational commitment in the literature.

Although it was suggested that personality variables and job characteristics directly affect OCBs and CWBs, this study aims to contribute to the literature by further investigating the mediating roles of job attitudes. Having satisfied the constraints for mediation analyses and supported the hypotheses, variety of mediation relationships are established.

First of all, mediating role of job satisfaction between each Big Five Personality Traits and OCBs was tested. Results indicate that each of openness to experience, conscientiousness, extraversion and agreeableness dimensions of Big Five predicts increased OCB through increased job satisfaction. On the other hand, neuroticism predicts decreased OCB through decreased job satisfaction. In other words, through decreasing job satisfaction, higher levels of neuroticism decreases OCBs that would benefit the organization.

Second, mediating role of job satisfaction among each personality trait and CWBs was tested and results indicate that higher levels of each of openness to experience, conscientiousness, extraversion and agreeableness dimensions of Big Five predicts decreased levels of CWBs through increased job satisfaction. Conversely, since higher levels of neuroticism decreases job satisfaction, it increases employee's likelihood of engaging in CWBs. Since there was no relationship between IP and job satisfaction and narcissism and job satisfaction, it was not possible to test the mediation among them and OCBs and CWBs.

Furthermore, job satisfaction mediated the relationships among job scope and OCBs and CWBs. Results indicate that employees with enriched jobs experience increased levels of OCBs though increased levels of job satisfaction. On the other hand, since lower levels of job scope decreases job satisfaction, it increases employee's chance of engaging CWBs that would harm the organization.

Mediating role of each of the organizational commitment dimension is also very important in analyzing the relationships among personality traits and OCBs and CWBs. Findings suggest that openness to experience, conscientiousness and agreeableness is associated with higher OCBs, and this association is mediated by affective and normative commitment in relationships. On the other hand, neuroticism predicts decreased OCBs through decreased affective and normative commitment.

According to the results, higher levels of each of openness to experience, conscientiousness, and agreeableness dimensions of Big Five predicts decreased levels of CWBs through increased affective and normative commitment. Contrariwise, since higher levels of neuroticism decreases affective and normative commitment, it increases employee's likelihood of engaging in CWBs.

Furthermore, results indicate that employees who encounter higher levels of IP engage in lower levels of OCBs through decreased affective commitment. On the other hand, current study suggests that IP is associated with higher levels of CWBs, and this association is mediated by decreased affective commitment. Since there was no relationship between narcissism and any kind of organizational commitment, it was not possible to test the mediation among them and OCBs and CWBs.

Finally, both affective and normative commitment mediated the relationships between job scope and OCBs and CWBs. Results designate that employees with enriched jobs experience increased levels of OCBs though increased levels of affective and normative commitment. On the other hand, since lower levels of job scope decreases affective and normative commitment, it increases employee's likelihood of engaging CWBs that would damage the organization.

The thesis is robust since survey design research upsurges the external validity of the results. Survey design was preferred in this study since each applicant was provided exactly the same items and scales and consequently potential errors that might result from the alterations in question styles were limited. The precision of the responses have also improved as applicants decided how much time to invest in each question while answering the survey. Furthermore, the survey was conducted to employees from a public judicial institution in Ankara, Turkey. Other than convenience, this institution is utilized since it represents the public sector in Turkey with its heterogeneous base that involves various employees with divergent backgrounds. This sample is especially convenient for testing the proposed model since the organizational culture of the institution involves employees with various job characteristics as well as personalities that affect their level of engaging in extra-role behaviors as a result of their job and personality characteristics, job satisfaction and organizational commitment. With the purpose of improving the representativeness of the sample; data were collected from all of the departments and from all of the levels of occupation in the institution which is one of the strengths of this thesis. Therefore, this thesis contributes to the literature through providing generalizable results to the public sector in the Turkish context.

OCB and CWB are discussed as constructs providing vital business outcomes in a wide-ranging context where it integrates personality variables, job characteristics and job attitudes in the current study. However, few researchers to date developed a comprehensive model of OCB and CWB while examining their relationships with both personal and job characteristics at the same time (Miles et al., 2002; Spector et al., 2010). As it was previously stated Spector and his colleagues (2002) proposed a model based on the theoretical counterparts that may help joining OCBs and CWBs to enable a more comprehensive understanding of extra-role behaviors. Following

their suggestions, one of the most important objectives and contributions of this thesis to organizational behavior literature is its comprehensive model that includes job characteristics, personality and job attitudes as antecedents of both OCBs and CWBs. Furthermore, following the findings of this thesis, important suggestions for managerial implications can be made to bolster positive employee behaviors and decrease deviant employee behaviors.

Therefore, this study could be a foundation for further exploring its tested model. Furthermore, one of the other objectives of this thesis was testing the applicability of the scales developed in North America to Turkish context. For this reason, current study contributes to the literature in terms of verifying the scales through conducting research outside North America.

6.2 Limitations

The findings of the thesis should be taken into account while considering several possible limitations. One of the limitations of this research is its cross-sectional design. Although in this study all of the hypotheses were proposed building on the theoretical framework in the literature, due to cross-sectional design it is difficult to make causal inferences since it presents only a snapshot of the organization. In other words, the outcomes may provide divergent results if another period of time had been selected. Due to the absence of longitudinal design, it is unlikely to state causal relationships among the variables. Furthermore, only one big public judicial institution in Ankara, Turkey was studied. Although sample provides generalizable outcomes for the public sector since it includes heterogeneous people with diverse backgrounds with more job security compared to the private sector, these findings may be characteristic to the public sector and may not be generalizable to private sector. So, a longitudinal future research comprising other samples from different industries is necessary to generalize the inferences made from the model in this present study.

Also, some of the Cronbach alpha values are low for some variables in this thesis. There are low reliabilities in conscientiousness (.605), extraversion (.664) and agreeableness (.590) for the Big Five Personality Traits. These relatively low reliabilities are consistent with previous research on the Five Factor Model (Gosling,

Rentfrow, & Swann, 2003; Gurven et al., 2013; Leung, Wong, Chan, & Lam, 2012). Narcissism has also low reliability (.546). The reason behind this might be due to narcissism scale involving forced-choice items. Also, this low reliability is consistent with previous studies in the literature (Atay, 2009). The relatively low reliabilities for some of the variables might be due to the small number of items used to measure them.

Another limitation for the current study could arise due to gathering data with self-report methods. Participants might have provided socially desirable replies to appear favorable to others although it was stated in each page of the survey that confidentiality for the personalities of each participant was ensured. Furthermore, closed-envelopes were preferred while collecting the data to ensure confidentiality. However, through this way, it was not possible to control the completeness of the surveys. Therefore, some of the surveys had returned empty or with mistakes which might be another potential limitation for this study.

The response rate of the questionnaire was 72 %. One of the reasons for this rate was may be due to the participants being doubtful about the confidentiality of this thesis. Although participants had all been guaranteed about the confidentiality of their responses, due to the structure and environment of this public institution, some of them were not convinced about the discretion of their answers. Also, this suspicion may have influenced some of the participants while replying to the questions. It may have produced high ratings especially for engaging in OCBs and low ratings especially for performing CWBs. Suspicion for confidentiality might be the motive for why some participants have not specified any demographic information.

6.3 Implications for Management

The literature suggested that OCB and CWB are very important for the organizations as they are both important outcomes for the success of the organizations. Therefore, as it was previously mentioned before, it is very significant to identify the antecedents of OCBs and CWBs for managerial prosperity. In other words, it is very vital to comprehend the kind of organizational interventions that are more likely to motivate OCBs and demotivate CWBs. The findings from the current study suggest that employees who are more open to experience, conscientious, extravert, agreeable

and less neurotic and impostor are performing more OCBs and less CWBs that lead to organizational effectiveness. Also, employees who present lower levels of narcissistic personalities are much less likely to engage in CWBs. The suggestion for this is that organizations can employ personality measures which evaluate these variables throughout the recruitment process. The reason behind this is that individuals might have predispositions to behave in beneficial or deviant ways as a result of personal characteristics and organizations can utilize these evaluations as pre-employment instruments. Therefore, individuals who are more open, conscientious and agreeable and less neurotic and who experience lower levels of impostor phenomenon and narcissism should be recruited for increasing OCB, job satisfaction, commitment and decreasing CWB.

Since organizations in the Turkey recruit employees with standardized tests about the subject and neglect personality tests while selecting prospective employees, these implications are especially important for the public sector in Turkey. If organizations employ personality measures that are specific to the job proposed, organizational effectiveness will be enhanced through incrementing significant employee behaviors and attitudes. Therefore, it is vital for such organizations in the public sector to utilize personality measures while recruiting employees.

Furthermore, the more the jobs include variety, autonomy, significance, identity and feedback, the more the employees are committed and satisfied, and the more they carry out OCBs and the less they engage in CWBs. The present study assists managers to have an idea about possible motives behind extra-role behaviors. OCB promotes organizational efficacy considerably when accumulated over time and individuals. Similarly, with time and people reduced levels of CWBs add to organizational effectiveness and development.

According to Podsakoff and his associates (2000), OCB may influence organizational effectiveness and development by improving managerial and coworker productivity, releasing resources with the intention of using them for more prolific objectives, assisting the organization for activities both within and through work groups; bolstering the organization's capacity to appeal and preserve the best employees, escalating the constancy of the organization's performance, and allowing

the organization to adjust more successfully to environmental changes. Furthermore, researchers provided evidence that OCBs were significantly and positively related to organizational effectiveness measures like profitability, quality, efficiency and productivity (Organ et al., 2006; Podsakoff, Whiting, Podsakoff, & Blume, 2009). Therefore, for effective functioning of the organizations, managers should clearly understand the reasons behind such behaviors.

Another extra-role behavior that has significant consequences for organizational effectiveness is CWBs. Employees avoiding CWBs can significantly increase organization's well-being as well as its productivity, efficiency and profitability. Therefore, it is vital for organizations to take precautions concerning CWBs and its predictors which are proposed in the current thesis. In order to increase organizational effectiveness it essential to take CWBs into deliberation when hiring new employees and when applying human resource functions while designing jobs. According to previous research, CWBs can be lessened through using unstructured interviews and integrity tests during the employee recruitment process (Ones et al., 2003). Furthermore, code of ethics can be utilized in the organization to spell out ethical norms and rules which are accepted by the organization. Also, organizations should organize training programs to enlighten their employees about consequences of CWBs and how such behaviors damage both themselves and their organizations.

The premise of the thesis is maintained by the research results. Managers should concentrate on increasing job satisfaction and organizational commitment of employees to increase OCBs and decrease CWBs in the organization. To make this happen, managers should focus on recruitment processes that are more career-oriented since such accentuation would provide employees with more psychological attachment to the organization. Furthermore, it is important that managers should build strong connections with their subordinates to generate an enhanced organizational culture through increased motivation, satisfaction and commitment. Also, it is suggested that training and socialization improves employee's affective and normative commitment. According to the literature, it is recommended that to the degree the training and socialization satisfies the anticipations and requirements of the employees, they tend to be more committed to their organizations (Cohen, 2007). Additionally, trainings are perceived as investments an organization made on

its employees and it increases their normative commitment since it generates sense of reciprocation. Therefore, this association can be studied in the future research to gather more comprehensive understanding of organizational commitment. According to Meyer and Allen (1996), positive feedback and promotion have productive influences on organizational commitment.

As it was previously mentioned, since Turkey has a relationship-oriented and collectivistic national culture (Aycan et al., 2000; Hofstede, 1980; Ölmez et al., 2004), some of the personality characteristics such as agreeableness and neuroticism are more prominent for Turkish people compared to other cultures. Also, relatively high uncertainty avoidance and power distance (Aycan et al., 2000; Hofstede, 1980) are other features of Turkish culture that are more noticeable especially in the public sector. Since public sector is less supervised compared to the private sector, some of the personality characteristics of employees are more explicit such as narcissism and impostor phenomenon which influence employees behaviors. Furthermore, public sector provides more job security which affects employees' decisions on engaging in OCBs and CWBs as well as their level of commitment and satisfaction. Also, there is very limited research that investigated impostor phenomenon and narcissism in the public sector and in the Turkish context. Therefore, this thesis validated the robustness of the model and measures through applying the scales to the public sector in the Turkish context and ensured the generalizability of the results and contributed to the literature.

Finally, knowing the positive consequences of increased OCB and decreased CWB for organizations, managers should focus on the ways of cultivating job scope since they have more control over designing enriched jobs than they do over relationships, structure, culture, technology, and people themselves (Oldham & Hackman, 1980). Therefore, job enlargement and job enrichment methods may be utilized by managers to reorganize jobs to increase OCBs and decrease CWBs.

6.4 Implications for Future Research

This thesis designed to test the influences of personality characteristics, job characteristics, job satisfaction, and organizational commitment on OCBs and CWBs. It contributed to the literature with regards to involving new relationships

such as IP with respect to OCBs, CWBs, job satisfaction and commitment and providing links between Big Five Personality Traits and job both OCBs and CWBs and among job characteristics and OCBs and CWBs. This study provides a comprehensive frame through including variety of variables that have important effects on both OCBs and CWBs and it builds upon on the theoretical framework in the literature.

Since this study examined a sample from a single, big, public organization, for generalizability, future research should collect data from different sectors from both public and private organizations.

Even though the predictors of OCBs and CWBs have been widely examined by researchers, there is still limited research on the results of these extra-role behaviors especially in the Turkish context. Therefore, future research should concentrate on consequences of such behaviors in different settings. As recommended by Organ and colleagues (2006), results of OCBs have been evaluated generally with respect to financial performance. Nevertheless, there might be other consequences for measuring such behaviors. Therefore, future research should measure other important organizational outcomes as results of OCBs and CWBs.

Also, there is potential for future researchers to discover different antecedents and mediating and moderating variables for OCB and CWB. For instance, in the future, effects of leadership behaviors, cultural context and organizational characteristics on OCBs and CWBs may be meaningful to study. Furthermore, other than studying personality and job characteristics for predicting OCB and CWB as aggregate variables, each dimension of these variables should be taken into consideration while predicting their antecedents. The association between impostor phenomenon, narcissism and Big Five Personality Traits can be investigated for further understanding the motives behind important organizational outcomes.

Additionally, other precautions should be considered in order to reduce social desirability effects on measuring OCB and CWB. For instance, Social Desirability Index of Kamil Kozan could be utilized. In addition of self-report, other means of collecting data should be utilized in the future research.

Finally, most of the studies on these variables have been conducted in the North-America and relatively limited research has been implemented in other places in the world. A substantial impact can be made to the organizational management literature through conducting OCB and CWB research across cultures. Since structural equation modeling permits simultaneously investigating the relationships among multiple variables and comparing the strength of the relations among variables, it can be utilized in future research for analyzing this model.

To sum up, this thesis contributes to the literature both empirically and theoretically on Big Five Personality Traits, impostor phenomenon, narcissism, job characteristics, job satisfaction, organizational commitment, OCB and CWB by representing their relationships among variables in the Turkish culture. Management and human resources specialists should understand the importance of extra-role behaviors and their antecedents for organizational effectiveness and find ways to promote OCBs and decrease CWBs.

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APPENDICES

APPENDIX A: TURKISH VERSION OF THE SURVEY

ARAŐTIRMA KİTAPÇIĐI



**ORTA DOĐU TEKNİK ÜNİVERSİTESİ
İŐLETME BÖLÜMÜ**

**MIDDLE EAST TECHNICAL UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION**

**İŐE YÖNELİK TUTUM VE DAVRANIŐLAR
ARAŐTIRMASI
Mart 2016**

Araőtirma Koordinatörü: Doç. Dr. Pınar ACAR

GİRİŞ

Bu anket Orta Doğu Teknik Üniversitesi İşletme Bölümü Tezli Yüksek Lisans Programı bünyesinde yürütülen **çalışan tutum ve davranışları arasındaki ilişkiyi** araştıran bir çalışmanın parçasıdır. Anketteki soruların/ifadelerin doğru veya yanlış cevabı yoktur. Sizlerin çalışmakta olduğunuz kurumda işinizle ilgili olarak edindiğiniz duygu ve düşünceleri araştırmaktayız. Bu duygu, düşünce ve davranışlarla ilgili bilgileri sizlerden anketler yoluyla toplamayı amaçlıyoruz.

Anketin araştırmamıza katkı sağlayabilmesi için sizden istenen bilgileri eksiksiz, tarafsız ve doğru olarak doldurmanız önem taşımaktadır. Bunu gerçekleştirebilmek için sizden beklenen gerçek düşüncelerinizi açık olarak ifade etmenizdir. **Anketi cevaplarken isim belirtmenize kesinlikle gerek yoktur.**

Bu araştırma çalıştığımız kurumda dağıt-topla yöntemi ile gerçekleştirilecektir. Dağıt-topla yöntemine göre doldurup ağızları kapalı zarflara koyacağınız anketler ODTÜ İşletme bölümündeki ilgili araştırmacılara ulaştırılacak ve burada bilgisayara girilerek sonuçlar **hiç kimsenin ismini ortaya çıkarmayacak şekilde** sayısal tablolar ve rakamlar haline dönüştürülecektir. Bu şekilde elde edilen sonuçlar bilimsel amaçla kullanılacak ve yanıtlar sadece ilgili araştırmacılar tarafından görülecektir. **Bireysel düzeyde bir değerlendirme kesinlikle yapılmayacak ve kişiye ait bilgiler tamamen gizli tutulacaktır.**

Anket katılımcıları eğer isterlerse araştırma koordinatörü Doç. Dr. Pınar ACAR'a aşağıda belirtilen elektronik posta adresinden mesaj atarak araştırma sonuçlarının bir özetini temin edebilirler. Ayrıca ankete yönelik sorularınızı ve görüşlerinizi aşağıda verilen telefon numarası ve elektronik posta adresi yoluyla Doç.Dr. ACAR'a ulaştırabilirsiniz.

Bu araştırmanın gerçekleştirilmesine zaman ayırarak destek olduğunuz ve katkıda bulunduğunuz için şimdiden teşekkür eder, çalışmalarınızda başarılar dileriz.

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1.BÖLÜM

Aşağıdaki maddeler iş ortamındaki duygu ve düşüncelerinizi anlamaya yöneliktir. Her bir maddedeki ifadeye katılma derecenizi uygun bulduğunuz rakamı işaretleyerek belirtiniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Oldukça Katılıyorum	Kesinlikle Katılıyorum
1	Önemsiz konular hakkında yakınlık çok zaman harcarım.	1	2	3	4	5
2	Pireyi deve yapma eğilimindeyimdir.	1	2	3	4	5
3	Hareketlerimin arkadaşlarım üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
4	Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
5	Arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5
6	Katılmak zorunlu olmadığı halde çalıştığım kurumun imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5
7	Çalıştığım kurum ile ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
8	İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
9	İşle ilgili sorunları olan arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5
10	Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım.	1	2	3	4	5
11	Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
12	İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
13	Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
14	Fazladan molalar vermem.	1	2	3	4	5
15	En vicdanlı çalışanlardan biriyimdir.	1	2	3	4	5

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

2.BÖLÜM

Aşağıda, kurumlarda gözlemlenen iş davranışlarına yönelik bazı ifadeler yer almaktadır. Lütfen bu ifadeleri dikkatlice okuyunuz. **Mevcut işinizde aşağıdaki maddelerin her birini ne sıklıkla yaptınız?** Cevaplarınızı verirken 5-basamaklı derecelendirme ölçeğini kullanınız. Uygun olan rakamı daire içine alınız. Rakamların anlamları şu şekildedir:

- 1 = Hiçbir Zaman**
2 = Çok Seyrek
3 = Ayda bir ya da iki kez
4 = Haftada bir ya da iki kez
5 = Her gün

	Hiçbir zaman	Çok seyrek	Ayda bir ya da iki kez	Haftada bir ya da iki kez	Her gün
1. İşverene ait araç/gereçleri kasıtlı bir şekilde boşa harcama	1	2	3	4	5
2. İş yerinde önemsiz şeyler hakkında şikayet etme	1	2	3	4	5
3. İş yeri dışındaki kişilere ne kadar kötü bir yerde çalıştığımızı söyleme	1	2	3	4	5
4. İzin almadan işe geç gelme	1	2	3	4	5
5. Hasta olduğunuzu bahane ederek işe gelmeme	1	2	3	4	5
6. İş yerindekileri performanslarından dolayı aşağılama	1	2	3	4	5
7. İş yerindeki kişilerin özel hayatlarıyla alay etme	1	2	3	4	5
8. İşyerindeki diğer çalışanları yok sayma	1	2	3	4	5
9. İşyerindeki insanlarla tartışma çıkarma	1	2	3	4	5
10. İşyerindeki biriyle dalga geçme ya da ona hakaret etme	1	2	3	4	5

İsim belirtmenize gerek yoktur. Lütfen cevaplama bir sonraki sayfadan devam ediniz.

3. BÖLÜM

Aşağıda sizi kısmen tanımlayan (ya da pek tanımlayamayan) bir takım özellikler sunulmaktadır. Örneğin, başkaları ile zaman geçirmekten hoşlanan birisi olduğunuzu düşünüyor musunuz? Lütfen aşağıda verilen özelliklerin sizi ne oranda yansıttığını ya da yansıtmadığını belirtmek için **sizi en iyi tanımlayan rakamı** her bir özelliğin **soluna** yazınız.

1 = Kesinlikle katılmıyorum

2 = Katılmıyorum

3 = Ne katılıyorum ne katılmıyorum (Kararsızım)

4 = Katılıyorum

5 = Kesinlikle katılıyorum

'Kendimi biri olarak görüyorum.'

	Konuşkan		Tembel olma eğiliminde olan
	Başkalarında hata arayan		Duygusal olarak dengeli, kolayca keyfi kaçmayan
	İşini tam yapan		Keşfeden, icat eden
	Bunalımlı, melankolik		Atılgan bir kişiliğe sahip olan
	Orijinal, yeni görüşler ortaya koyan		Soğuk ve mesafeli olabilen
	Ketum / vakur		Görevi tamamlanıncaya kadar sebat edebilen
	Yardımsaver olan ve çıkarıcı olmayan		Dakikası dakikasına uymayan
	Biraz umursamaz		Sanata ve estetik değerlere önem veren
	Rahat, stresle kolay baş eden		Bazen utangaç, çekingen olan
	Çok değişik konuları merak eden		Hemen hemen herkese karşı saygılı ve nazik olan
	Enerji dolu		İşleri verimli yapan
	Başkalarıyla sürekli didişen		Gergin ortamlarda sakin kalabilen
	Güvenilir bir çalışan		Rutin işleri yapmayı tercih eden
	Gergin olabilen		Sosyal, girişken
	Maharetli, derin düşünen		Bazen başkalarına kaba davranabilen

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

- 1= Kesinlikle Katılmıyorum
 2= Katılmıyorum
 3= Ne katılıyorum, ne katılmıyorum (Kararsızım)
 4= Katılıyorum
 5= Kesinlikle Katılıyorum

'Kendimi biri olarak görüyorum.'

	Heyecan yaratabilen		Planlar yapan ve bunları takip eden
	Affedici bir yapıya sahip olan		Kolayca sinirlenen
	Dağınık olma eğiliminde olan		Düşünmeyi seven, fikirler geliştirebilen
	Çok endişelenen		Sanata ilgisi çok az olan
	Hayal gücü yüksek olan		Başkalarıyla işbirliği yapmayı seven
	Sessiz bir yapıda olan		Kolaylıkla dikkati dağılan
	Genellikle başkalarına güvenen		Sanat, müzik ve edebiyatta çok bilgili olan

Lütfen kontrol ediniz: Bütün ifadelerin önüne bir rakam yazdınız mı?

4. BÖLÜM

Lütfen aşağıdaki 20 maddenin sizin için ne kadar doğru veya yanlış olduğunu aşağıdaki ölçeği kullanarak değerlendiriniz. **Her bir madde için** yanındaki uygun rakamı yuvarlak içine alınız.

	Kesinlikle yanlış	Yanlış	Ne yanlış ne doğru	Doğru	Kesinlikle doğru
1. Başlamadan önce başarılı olamamaktan korktuğum test veya görevlerde sık sık başarılı oldum.	1	2	3	4	5
2. Olduğumdan daha yetkinmişim gibi bir izlenim yaratabilirim.	1	2	3	4	5
3. Değerlendirmelerden mümkün olduğunca kaçınıyorum ve başkalarının beni değerlendirmesinden korkarım.	1	2	3	4	5

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

	Kesimlikle yanlıř	Yanlıř	Ne yanlıř ne dođru	Dođru	Kesimlikle dođru
4. İnsanlar beni bařardığım bir řeyden dolayı övdiğünde, gelecekte benimle ilgili beklentilerini karşılayamamaktan korkarım.	1	2	3	4	5
5. Bazen mevcut pozisyonumu veya bařarımı elde etmiş olmamın nedeninin dođru zamanda dođru yerde olmam veya dođru kişileri tanıyor olmamdan kaynaklandığını düşünürüm.	1	2	3	4	5
6. Benim için önemli olan kişiler, benim düşündükleri kadar yetenekli olmadığımı fark edecekler diye korkarım.	1	2	3	4	5
7. Elimden gelenin en iyisini <i>yapmamış</i> olduğum zamanları, en iyisini yaptığım zamanlara göre daha çok hatırlamaya meyilliyim.	1	2	3	4	5
8. Bir proje veya görevi nadiren istediğim kadar iyi yapabilirim.	1	2	3	4	5
9. Bazen işimdeki veya hayatımdaki bařarımın hata sonucu olduğunu hissedirim.	1	2	3	4	5
10. Zekam veya bařardıklarım ile ilgili iltifat veya övgü kabul etmek benim için zordur.	1	2	3	4	5
11. Zaman zaman bařarımın şans eseri olduğunu düşünürüm.	1	2	3	4	5
12. Mevcut bařarılarım zaman zaman beni hayal kırıklığına uğratar ve çok daha fazlasını bařarmış olmam gerektiğini düşünürüm.	1	2	3	4	5
13. Bazen, başka insanlar benim gerçekte ne kadar bilgi ve beceri eksikim olduğunu fark edecekler diye korkarım.	1	2	3	4	5
14. Genellikle görevlerimi bařarıyla bitirdiğim halde, üstleneceğim yeni bir görev veya girişimde sık sık bařarısız olacağımdan korkarım.	1	2	3	4	5
15. Bir konuda bařarılı olduğumda veya itibar kazandığımda, bunları tekrarlayabileceğimden şüphe duyarım.	1	2	3	4	5

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

	Kesinlikle yanlış	Yanlış	Ne yanlış ne doğru	Doğru	Kesinlikle doğru
16. Başardığım bir konuda fazlasıyla övgü alıp, itibar kazanırsam, yaptığım şeyin önemini azaltırım.	1	2	3	4	5
17. Sıklıkla kendi yeteneğimi çevremdekiler ile karşılaştırır ve onların benden daha zeki olabileceğini düşünürüm.	1	2	3	4	5
18. Başkaları benim bir proje veya sınavı başaracağıma dair güven duysa da, ben başarılı olamayacağımdan sık sık endişe ederim.	1	2	3	4	5
19. Eğer bir terfi alacaksam, bu kesinleşene kadar başkalarına söylemeye tereddüt ederim.	1	2	3	4	5
20. Başarı ile ilgili durumlarda “en iyi” veya en azından “çok özel” değilsem kendimi kötü hissederim ve hevesim kırılır.	1	2	3	4	5

5.BÖLÜM

Aşağıdaki her bir cümle çifti içinden, lütfen size **en uygun** olanı belirtiniz. Yanıtınızı **her bir maddenin** yanındaki boş bırakılmış yere, **A ya da B** yazarak belirtiniz. Her bir cümle çifti için yalnızca bir yanıtı işaretleyiniz ve lütfen hiçbir maddeyi atlamayınız.

Aşağıda bir **örnek** verilmiştir:

-**B**.. A İnsanları etkilemek konusunda doğal bir yeteneğe sahibim.
B İnsanları kolay etkileyemem.

Örneğin, insanları kolay etkileyemeyeceğinizi ve bu konuda doğal bir yeteneğe sahip olmadığınızı düşünüyorsanız “B” seçeneğini yukarıda gösterildiği gibi sol tarafta bulunan boşluğa yazınız.

- _____ 1. A İnsanlar bana iltifat ettiklerinde bazen utanırım.
B İyi biri olduğumu biliyorum, çünkü herkes böyle söyler.
- _____ 2. A Kalabalık içinde herkesten biri olmayı tercih ederim.
B İlgi merkezi olmayı severim.
- _____ 3. A Pek çok insandan ne daha iyi ne de daha kötüyüm.
B Özel biri olduğumu düşünüyorum.

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

- _____ 4. A İnsanlar üzerinde otorite kurmaktan hoşlanırım.
B Emirlere uymaktan rahatsız olmam.
- _____ 5. A İnsanları kolayca manipüle ederim.
B İnsanları manipüle ettiğimi fark ettiğimde rahatsız olurum.
- _____ 6. A Layık olduğum saygıyı elde etme konusunda ısrarcıyım.
B Hak ettiğim saygıyı genellikle görürüm.
- _____ 7. A Gösterişten kaçınırım.
B Genellikle fırsatını bulduğumda şov yaparım.
- _____ 8. A Her zaman ne yaptığımı bilirim.
B Bazen yaptığım şeyden emin değilimdir.
- _____ 9. A Bazen iyi hikaye anlatırım.
B Herkes hikayelerimi dinlemekten hoşlanır.
- _____ 10. A İnsanlardan çok şey beklerim.
B Başkaları için bir şeyler yapmaktan hoşlanırım.
- _____ 11. A İlgi merkezi olmaktan hoşlanırım.
B İlgi merkezi olmak beni rahatsız eder.
- _____ 12. A Otorite olmanın benim için pek bir anlamı yoktur.
B İnsanlar daima otoritemi kabul ediyor görünürler.
- _____ 13. A Önemli bir insan olacağım.
B Başarılı olmayı umuyorum.
- _____ 14. A İnsanlar söylediklerimin bazılarını inanır.
B İnsanları istediğim her şeye inandırabilirim.
- _____ 15. A Kendi kendime yeterim.
B Başkalarından öğrenebileceğim çok şey var.
- _____ 16. A Herkes gibi biriyim.
B Sıra dışı biriyim.

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

6. BÖLÜM

1. Parça

Bu bölümde işinizle ilgili bazı sorular yöneltilmektedir. Her soru için en uygun cevabı yansıtan rakamı daire içine alınız.

Aşağıda bir örnek verilmiştir:

İşiniz ne dereceye kadar mekanik araçlarla çalışmayı gerektiriyor?

1	2	3	4	5
Çok az; bu iş hemen hemen hiç bir mekanik araçla uğraşmayı gerektirmez.		Orta derecede; bu iş bazen mekanik araçlarla uğraşmayı gerektirir.		Çok fazla; bu iş sürekli olarak mekanik araçlarla uğraşmayı gerektirir.

Örneğin, işinizde sürekli olarak makinalarla uğraşılıyor ama, aynı zamanda bir parça masa işi de yapılıyorsa yukarıda gösterildiği gibi 4 rakamını daire içine alabilirsiniz.

1-İşinizi nasıl yapacağınıza ne derece kendiniz karar verebilirsiniz?

1	2	3	4	5
Çok az; bu iş tabiatı gereği iş kişiye nasıl ve ne zaman çalışılacağı konusunda hemen hemen hiç karar verme imkanı tanımaz.		Orta derecede; birçok şey standart hale getirildiğinden bu iş yapmanın kontrolü altında değildir, ama işle ilgili bazı kararlar alınmasına imkan tanır.		Çok fazla; bu işte ne zaman ve nasıl çalışılacağı konusundaki karar tamamen işi yapmanın sorumluluğu altındadır.

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

2- İşiniz ne ölçüde kendi içinde bir bütündür? Yani, yaptığımız şey belirli bir başı ve sonu olan bütün bir iş midir? Yoksa başkaları veya otomatik makineler tarafından bitirilen bir işin sadece küçük bir parçası mıdır?

1	2	3	4	5
Bu iş bir bütünün son derece ufak bir parçasıdır. Çalışmalarımın sonucu nihai ürün veya hizmette görülmez.		Bu iş bir bütünün orta büyüklükte bir parçasıdır. Çalışmalarım nihai ürün veya hizmette görülebilir.		Bu iş basından sonuna kadar benim bitirdiğim bir bütünü kapsar. Çalışmalarımın sonucu kolaylıkla nihai ürün veya hizmette görülür.

3-İşinizde ne derece çeşitlilik vardır? Yani, işiniz çeşitli beceri ve yetenekleri kullanarak birçok değişik şey yapmayı ne ölçüde gerektirir?

1	2	3	4	5
Çok az; bu iş sürekli olarak aynı alışılmış şeyleri tekrar tekrar yapmayı gerektirir.		Orta derecede çeşitlilik vardır.		Çok fazla; bu iş birçok değişik beceri ve yetenekleri kullanarak birçok şey yapmayı gerektirir.

İsim belirtmenize gerek yoktur. Lütfen cevaplama bir sonraki sayfadan devam ediniz.

4-Genel olarak, işiniz ne derece önemli ve anlamlıdır? Yani, yaptığımız işin sonucu insanların hayatlarını veya durumlarını önemli derecede etkiler mi?

1	2	3	4	5
Çok anlamlı değil; çalışmalarımın sonucunun diğer insanlar üzerinde fazla bir etkisi yoktur.		Orta derecede anlamlı ve önemlidir		Çok fazla; çalışmalarımın sonucunun diğer insanlar üzerinde çok önemli etkisi vardır.

5-Performansızımın iyi olup olmadığına yönelik bilgiyi işin kendisinden almak ne derece mümkündür? Yani işinizin kendisi, amirlerinizin veya mesai arkadaşlarımızın sağlayabileceği bilgiden başka başarılı olup olmadığımız konusunda ne kadar ipucu sağlar?

1	2	3	4	5
Çok az; bu iş öyle düzenlenmiştir ki işi yapan nasıl yaptığı konusunda bir bilgiye sahip olmadan devamlı çalışır.		Orta derecede; bu işi yapmak bazen işi yapana performansla ilgili bilgi sağlar.		Çok fazla; bu işin düzenleniş biçimi işin nasıl yapıldığı hakkında sürekli bilgi verir.

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

2.Parça

Bu bölümde herhangi bir işi tanımlamak için kullanılabilen ifadeler sıralanmıştır. Aşağıdaki ifadelerin işinizi ne kadar doğru tanımladığını belirtiniz. Buna karar verirken **işinizi sevip sevmediğinize bakmaksızın** değerlendirmelerinizi yapmanız gerekmektedir. Verilen ölçeği kullanarak her ifadenin ne oranda doğru olduğunu belirleyiniz ve uygun rakamı daire içine alınız.

Verilen ifade işiniz için ne derece geçerlidir?

	Çok yanlış	Kısmen Yanlış	Emin değilim	Kısmen doğru	Çok doğru
1. İşim bir dizi karmaşık ve yüksek düzeyde beceri kullanmayı gerektirir.	1	2	3	4	5
2. İşim bir bütün işi başından sonuna kadar yapmaya olanak tanıyacak biçimde düzenlenmiştir.	1	2	3	4	5
3. İşimin gerektirdiklerini yapmak başarıyı belirlemek açısından birçok imkan sağlar.	1	2	3	4	5
4. İşim oldukça basit ve tekrarlanan bir niteliktedir.	1	2	3	4	5
5. İşimin nasıl yapıldığı birçok kişiyi etkiler.	1	2	3	4	5
6. İşim kişisel inisiyatifimi veya yargımı kullanmama asla imkan tanımaz.	1	2	3	4	5
7. İşim başladığım iş bölümlerini tamamen bitirmeme olanak sağlar.	1	2	3	4	5
8. İşim ne derece başarılı olduğum konusunda bana çok az ipucu sağlar.	1	2	3	4	5
9. İşimi nasıl yapacağım konusunda bağımsızlık ve özgürlüğüm vardır.	1	2	3	4	5
10. İşim burada yapılan işlerin toplamı düşünüldüğünde, çok önemli ve anlamlı değildir.	1	2	3	4	5

Lütfen cevaplama bir sonraki sayfadan devam ediniz.

7.BÖLÜM

Aşağıda verilen maddeler işinizi farklı yönleriyle ele almaktadır. Kendinize **“İşimin bu yönünden ne kadar tatmin oluyorum?”** sorusunu sorunuz ve cevabınızı verilen ölçeği kullanarak belirtiniz. İşinizin belirtilen yönünden ne kadar memnun olduğunuzu rakamlardan uygun bulduğunuzu daire içine alarak belirtiniz.

	Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
1.Sürekli bir şeylerle meşgul olabilme imkanı	1	2	3	4	5
2.Kendi kendime çalışma imkanı	1	2	3	4	5
3. Zaman zaman farklı şeylerle meşgul olma imkanı	1	2	3	4	5
4.Toplumda bir yer edinme imkanı	1	2	3	4	5
5. Amirimin elemanlarına karşı davranış tarzı	1	2	3	4	5
6.Amirimin karar verme konusundaki yeterliliği	1	2	3	4	5
7.Vicdanıma ters düşmeyen şeyleri yapabilme imkanı	1	2	3	4	5
8. Sürekli bir işe sahip olma imkanı (iş güvenliği)	1	2	3	4	5
9.Başkaları için bir şeyler yapabilme imkanı	1	2	3	4	5
10.Başkalarına ne yapacaklarını söyleme imkanı	1	2	3	4	5

	Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
11.Yeteneklerimi kullanabilme imkanı	1	2	3	4	5
12.Kurum politikasını uygulama imkanı	1	2	3	4	5
13.Aldığım ücret	1	2	3	4	5
14.Bu işte ilerleme imkanım	1	2	3	4	5
15.Kendi kararımı verme özgürlüğü	1	2	3	4	5
16.İş yaparken kendi yöntemlerimi deneme imkanı	1	2	3	4	5
17.Çalışma koşulları	1	2	3	4	5
18.Çalışma arkadaşlarının birbiriyle anlaşması	1	2	3	4	5
19.Yaptığım işten dolayı aldığım övgü	1	2	3	4	5
20. İşimden elde ettiğim başarı duygusu	1	2	3	4	5

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

8.BÖLÜM

Aşağıdaki cümleler kişilerin çalıştıkları kuruluş hakkında çeşitli duygu ve fikirlerini yansıtmaktadır. **Lütfen bu cümlelere şu anda çalıştığınız kuruluş açısından ne ölçüde katıldığınızı belirtiniz.** Her soru için, katılım derecenizi belirten rakamı yuvarlak içine alınız.

	Kesinlikle Katılmıyorum	Katılmıyorum	Bir parça katılmıyorum	Tarafsızım	Bir parça katılıyorum	Katılıyorum	Kesinlikle katılıyorum
1. Meslek hayatımın kalan kısmını bu kuruluşta geçirmek beni çok mutlu eder.	1	2	3	4	5	6	7
2. Kuruluşuma karşı güçlü bir aitlik hissim <i>yok</i> .	1	2	3	4	5	6	7
3. Bu kuruluşun benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5	6	7
4. Bu kuruluşun meselelerini gerçekten de kendi meselelerim gibi hissediyorum.	1	2	3	4	5	6	7
5. Bu kuruluşu kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5	6	7
6. Kendimi kuruluşumda ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5	6	7
7. Kuruluşuma çok şey borçluyum.	1	2	3	4	5	6	7
8. Buradaki insanlara karşı yükümlülük hissettiğim için kuruluşumdan şu anda ayrılmazdım.	1	2	3	4	5	6	7
9. Benim için avantajlı da olsa, kuruluşumdan şu anda ayrılmanın doğru olmadığını hissediyorum.	1	2	3	4	5	6	7
10. Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5	6	7
11. Kuruluşumdan şimdi ayrılırsam kendimi suçlu hissederim.	1	2	3	4	5	6	7

	Kesinlikle Katılmıyorum	Katılmıyorum	Bir parça katılmıyorum	Tarafsızım	Bir parça katılıyorum	Katılıyorum	Kesinlikle katılıyorum
12. Bu kuruluş benim sadakatimi hak ediyor.	1	2	3	4	5	6	7
13. Şu anda kuruluşumda kalmam mecburiyetten.	1	2	3	4	5	6	7
14. İstesem de, şu anda kuruluşumdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5	6	7
15. Şu anda kuruluşumdan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.	1	2	3	4	5	6	7
16. Bu kuruluştan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu	1	2	3	4	5	6	7
17. Bu kuruluşu bırakmayı düşünmeyeceğim kadar az seçeneğim olduğunu düşünüyorum	1	2	3	4	5	6	7
18. Eğer bu kuruluşa kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5	6	7

İsim belirtmenize gerek yoktur. Lütfen cevaplamaya bir sonraki sayfadan devam ediniz.

9.BÖLÜM

1. Yaşınız?
2. Cinsiyetiniz? Erkek _____ Kadın _____
3. Eğitim durumunuz? (birini işaretleyiniz)
Lise _____
Lisans _____
Yüksek Lisans _____
Doktora _____
Diğer _____
4. Mesleğiniz?
5. Bu kurumdaki ünvanınız?
6. Kurumda çalışma süreniz (Yıl olarak)?
7. Toplam çalışma süreniz (Daha önce çalışmış olduğunuz kurumlar dahil):
8. Son 6 ay içerisinde toplam kaç gün mazeret izni kullandınız?
9. Son 6 ay içerisinde toplam kaç gün rapor kullandınız?

ANKETİMİZ BURADA SON BULDU. KATILIMINIZ VE KATKILARINIZ İÇİN ÇOK
TEŞEKKÜR EDERİZ.

APPENDIX B: ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ

Aşağıdaki maddeler iş ortamındaki duygu ve düşüncelerinizi anlamaya yöneliktir. Her bir maddedeki ifadeye katılma derecenizi uygun bulduğunuz rakamı işaretleyerek belirtiniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Oldukça Katılıyorum	Kesinlikle Katılıyorum
1	Önemsiz konular hakkında yakınlık çok zaman harcarım.	1	2	3	4	5
2	Pireyi deve yapma eğilimindeyimdir.	1	2	3	4	5
3	Hareketlerimin arkadaşlarım üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
4	Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
5	Arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5
6	Katılmak zorunlu olmadığı halde çalıştığım kurumun imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5
7	Çalıştığım kurum ile ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
8	İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
9	İşle ilgili sorunları olan arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5
10	Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım.	1	2	3	4	5
11	Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
12	İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
13	Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
14	Fazladan molalar vermem.	1	2	3	4	5
15	En vicdanlı çalışanlardan biriyimdir.	1	2	3	4	5

APPENDIX C: ORGANIZATIONAL CITIZENSHIP BEHAVIOR SCALE

Please respond to the following questions by circling the best fitting number. There is no right or wrong answers for these questions. It is important that you respond to each question. Thank you for your time.

1. I consume a lot of time complaining about trivial matters.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

2. I tend to make “mountains out of molehills”.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

3. I consider the impact of my actions on coworkers.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

4. I attend meetings that are not mandatory, but are considered important.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

5. I am always ready to lend a helping hand to those around me.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

6. I attend functions that are not required, but help the company image.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. I read and keep up with organization announcements, memos, and so on.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. I help others who have been absent.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

9. I willingly help others who have work related problems.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

10. I always focus on what's wrong, rather than the positive side.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

11. I take steps to try to prevent problems with other workers.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

12. My attendance at work is above the norm.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

13. I am mindful of how my behavior affects other people's jobs.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

14. I do not take extra breaks.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

15. I am one of the most conscientious employees.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

APPENDIX D: ÜRETİM KARŞITI İŞ DAVRANIŞLARI ÖLÇEĞİ

Aşağıda, kurumlarda gözlemlenen iş davranışlarına yönelik bazı ifadeler yer almaktadır. Lütfen bu ifadeleri dikkatlice okuyunuz. **Mevcut işinizde aşağıdaki maddelerin her birini ne sıklıkla yaptınız?** Cevaplarınızı verirken 5-basamaklı derecelendirme ölçeğini kullanınız. Uygun olan rakamı daire içine alınız. Rakamların anlamları şu şekildedir:

- 1 = Hiçbir Zaman**
2 = Çok Seyrek
3 = Ayda bir ya da iki kez
4 = Haftada bir ya da iki kez
5 = Her gün

	Hiçbir zaman	Çok seyrek	Ayda bir ya da iki kez	Haftada bir ya da iki kez	Her gün
1. İşverene ait araç/gereçleri kasıtlı bir şekilde boşa harcama	1	2	3	4	5
2. İş yerinde önemsiz şeyler hakkında şikayet etme	1	2	3	4	5
3. İş yeri dışındaki kişilere ne kadar kötü bir yerde çalıştığımızı söyleme	1	2	3	4	5
4. İzin almadan işe geç gelme	1	2	3	4	5
5. Hasta olduğunuzu bahane ederek işe gelmeme	1	2	3	4	5
6. İş yerindekileri performanslarından dolayı aşağılama	1	2	3	4	5
7. İş yerindeki kişilerin özel hayatlarıyla alay etme	1	2	3	4	5
8. İş yerindeki diğer çalışanları yok sayma	1	2	3	4	5
9. İş yerindeki insanlarla tartışma çıkarma	1	2	3	4	5
10. İş yerindeki biriyle dalga geçme ya da ona hakaret etme	1	2	3	4	5

APPENDIX E: COUNTERPRODUCTIVE WORK BEHAVIOR SCALE

How often have you done each of the following things on your present job?	Never	Once or twice	Once or twice/month	Once or twice/week	Every day
1. Purposely wasted your employer's materials/supplies	1	2	3	4	5
2. Complained about insignificant things at work	1	2	3	4	5
3. Told people outside the job what a lousy place you work for	1	2	3	4	5
4. Came to work late without permission	1	2	3	4	5
5. Stayed home from work and said you were sick when you weren't	1	2	3	4	5
6. Insulted someone about their job performance	1	2	3	4	5
7. Made fun of someone's personal life	1	2	3	4	5
8. Ignored someone at work	1	2	3	4	5
9. Started an argument with someone at work	1	2	3	4	5
10. Insulted or made fun of someone at work	1	2	3	4	5

APPENDIX F: BEŞ FAKTÖR ENVANTERİ

Aşağıda sizi kısmen tanımlayan (ya da pek tanımlayamayan) bir takım özellikler sunulmaktadır. Örneğin, başkaları ile zaman geçirmekten hoşlanan birisi olduğunuzu düşünüyor musunuz? Lütfen aşağıda verilen özelliklerin sizi ne oranda yansıttığını ya da yansıtmadığını belirtmek için sizi en iyi tanımlayan rakamı her bir özelliğin soluna yazınız.

1 = Kesinlikle katılmıyorum

2 = Katılmıyorum

3 = Ne katılıyorum ne katılmıyorum (Kararsızım)

4 = Katılıyorum

5 = Kesinlikle katılıyorum

'Kendimi biri olarak görüyorum.'

Konuşkan	1	Tembel olma eğiliminde olan	23
Başkalarında hata arayan		Duygusal olarak dengeli, kolayca keyfi kaçmayan	
İşini tam yapan		Keşfeden, icat eden	
Bunalımlı, melankolik		Atılgan bir kişiliğe sahip olan	
Orijinal, yeni görüşler ortaya koyan		Soğuk ve mesafeli olabilen	
Ketum / vakur		Görevi tamamlanıncaya kadar sebat edebilen	
Yardımsever olan ve çıkarıcı olmayan		Dakikası dakikasına uymayan	
Biraz umursamaz		Sanata ve estetik değerlere önem veren	
Rahat, stresle kolay baş eden		Bazen utangaç, çekingen olan	
Çok değişik konuları merak eden		Hemen hemen herkese karşı saygılı ve nazik olan	
Enerji dolu		İşleri verimli yapan	
Başkalarıyla sürekli didişen		Gergin ortamlarda sakin kalabilen	
Güvenilir bir çalışan		Rutin işleri yapmayı tercih eden	
Gergin olabilen		Sosyal, girişken	
Maharetli, derin düşünen		Bazen başkalarına kaba davranabilen	

	Heyecan yaratabilen 16		Planlar yapan ve bunları takip eder 38
	Affedici bir yapıya sahip olan		Kolayca sinirlenen
	Dağınık olma eğiliminde olan		Düşünmeyi seven, fikirler geliştirebilen
	Çok endişelenen		Sanata ilgisi çok az olan
	Hayal gücü yüksek olan		Başkalarıyla işbirliği yapmayı seven
	Sessiz bir yapıda olan		Kolaylıkla dikkati dağılan
	Genellikle başkalarına güvenen		Sanat, müzik ve edebiyatta çok bilgili olan

APPENDIX G: BIG FIVE INVENTORY

Here are some statements that may or may not describe what you are like. In the blank next to each statement, write the number that shows how much you agree or disagree that it describes you. For example, do you agree that you are someone who *is bossy*? Write a **5** if you agree strongly, a **4** if you agree a little, a **3** if you neither agree nor disagree, a **2** if you disagree a little, or a **1** if you disagree strongly.

1	2	3	4	5
Disagree Strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly

I see myself as someone who...

- | | |
|--|---|
| <p>1. _____ Is talkative</p> <p>2. _____ Tends to find fault with others</p> <p>3. _____ Does things carefully and completely</p> <p>4. _____ Is depressed, blue</p> <p>5. _____ Is original, comes up with new ideas</p> <p>6. _____ Reserved; keeps thoughts and feelings to self</p> <p>7. _____ Is helpful and unselfish with others</p> <p>8. _____ Can be somewhat careless</p> <p>9. _____ Is relaxed, handles stress well.</p> <p>10. _____ Is curious about many different things</p> <p>11. _____ Is full of energy</p> <p>12. _____ Starts quarrels with others</p> <p>13. _____ Is a reliable worker</p> <p>14. _____ Can be tense</p> <p>15. _____ Is clever, thinks a lot</p> <p>16. _____ Generates a lot of enthusiasm</p> <p>17. _____ Has a forgiving nature</p> <p>18. _____ Tends to be disorganized</p> <p>19. _____ Worries a lot</p> <p>20. _____ Has an active imagination</p> <p>21. _____ Tends to be quiet</p> <p>22. _____ Is generally trusting</p> <p>23. _____ Tends to be lazy</p> | <p>24. _____ Doesn't get easily upset, emotionally stable</p> <p>25. _____ Is creative and inventive</p> <p>26. _____ Takes charge, has an assertive personality</p> <p>27. _____ Can be cold and distant with others</p> <p>28. _____ Keeps working until things are done</p> <p>29. _____ Can be moody</p> <p>30. _____ Likes artistic and creative experiences</p> <p>31. _____ Is sometimes shy, inhibited</p> <p>32. _____ Is considerate and kind to almost everyone</p> <p>33. _____ Does things efficiently (quickly and correctly)</p> <p>34. _____ Stays calm in tense situations</p> <p>35. _____ Likes work that is the same every time (routine)</p> <p>36. _____ Is outgoing, sociable</p> <p>37. _____ Is sometimes rude to others</p> <p>38. _____ Makes plans and sticks to them</p> <p>39. _____ Gets nervous easily</p> <p>40. _____ Likes to think and play with ideas</p> <p>41. _____ Doesn't like artistic things (plays, music)</p> <p>42. _____ Likes to cooperate; goes along with others</p> <p>43. _____ Is easily distracted; has trouble paying attention</p> <p>44. _____ Knows a lot about art, music, or books</p> |
|--|---|

APPENDIX H: CLANCE SAHTEKARLIK OLGUSU ÖLÇEĞİ

Lütfen aşağıdaki 20 maddenin sizin için ne kadar doğru veya yanlış olduğunu aşağıdaki ölçeği kullanarak değerlendiriniz. **Her bir madde için** yanındaki uygun rakamı yuvarlak içine alınız.

	Kesinlikle yanlış	Yanlış	Ne yanlış ne doğru	Doğru	Kesinlikle doğru
1. Başlamadan önce beceremeyeceğimden korktuğum test veya görevlerde sık sık başarılı oldum.	1	2	3	4	5
2. Olduğumdan daha yetkinmişim gibi bir izlenim yaratabilirim.	1	2	3	4	5
3. Değerlendirmelerden mümkün olduğunca kaçırım/kaçınıyorum ve başkalarının beni değerlendirmesinden korkarım.	1	2	3	4	5
4. İnsanlar beni başardığım bir şeyden dolayı övdüğünde, gelecekte benimle ilgili beklentilerini karşılayamamaktan korkarım.	1	2	3	4	5
5. Bazen mevcut pozisyonumu veya başarıyı elde etmiş olmamın nedeninin doğru zamanda doğru yerde olmam veya doğru kişileri tanıyor olmamdan kaynaklandığını düşünürüm.	1	2	3	4	5
6. Benim için önemli olan kişiler, benim sandıkları kadar kabiliyetli olmadığımı fark edecek diye korkarım.	1	2	3	4	5
7. Elimden gelenin en iyisini yapmamış olduğum zamanları, elimden gelenin en iyisini yaptığım zamanlara göre hatırlamaya daha meyilliyim.	1	2	3	4	5
8. Bir proje veya görevi nadiren istediğim kadar iyi yaparım/yapabilirim.	1	2	3	4	5
9. Bazen hayatımdaki veya işimdeki başarımların bir tür hatanın sonucu olduğunu hissederim.	1	2	3	4	5
10. Zekam veya başardıklarım ile ilgili iltifat veya övgü kabul etmek benim için zordur.	1	2	3	4	5

11. Zaman zaman başarımın bir çeşit şanstın ötürü olduğunu düşünürüm.	1	2	3	4	5
12. Mevcut başarılarım zaman zaman beni hayal kırıklığına uğrattır, ve çok daha fazlasını başarmış olmam gerektiğini düşünürüm.	1	2	3	4	5
13. Bazen başkaları benim gerçekte ne kadar bilgi ve beceri eksikim olduğunu keşfedecek diye korkarım.	1	2	3	4	5
14. Genelde girişimde bulunduğum şeyleri iyi becerdiğim halde, üstleneceğim yeni bir görev veya girişimde sık sık başarısız olacağımdan korkarım.	1	2	3	4	5
15. Bir şeyde başarılı olduğumda veya başarılarım için itibar kazandığımda, bu başarıyı tekrarlayabileceğimden şüphe duyarım.	1	2	3	4	5
16. Başardığım bir şey için çok övgü ve itibar kazanırsam, yaptığının önemini azaltırım (öneminin daha az olduğunu savunurum).	1	2	3	4	5
17. Sıklıkla kendi becerilerimi çevremdekiler ile karşılaştırır ve onların benden daha zeki olabileceğini düşünürüm.	1	2	3	4	5
18. Başkaları benim bir proje veya sınavı iyi becereceğime dair kayda değer derecede güven duysa da, ben başarılı olamayacağımdan sık sık endişe duyarım	1	2	3	4	5
19. Eğer bir terfi alacaksam veya bir şekilde itibar kazanacaksam, bu kesinleşene kadar başkalarına söylemeye tereddüt ederim.	1	2	3	4	5
20. Başarı ile ilgili durumlarda “en iyi” veya en azından “çok özel” değilsem kendimi kötü hissederim ve hevesim kırılır.	1	2	3	4	5

APPENDIX I: CLANCE IMPOSTOR PHENOMENON SCALE

Clance IP Scale

For each question, please circle the number that best indicates how true the statement is of you. It is best to give the first response that enters your mind rather than dwelling on each statement and thinking about it over and over.

1. I have often succeeded on a test or task even though I was afraid that I would not do well before I undertook the task.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

2. I can give the impression that I'm more competent than I really am.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

3. I avoid evaluations if possible and have a dread of others evaluating me.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

4. When people praise me for something I've accomplished, I'm afraid I won't be able to live up to their expectations of me in the future.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

5. I sometimes think I obtained my present position or gained my present success because I happened to be in the right place at the right time or knew the right people.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

6. I'm afraid people important to me may find out that I'm not as capable as they think I am.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

7. I tend to remember the incidents in which I have not done my best more than those times I have done my best.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

8. I rarely do a project or task as well as I'd like to do it.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

9. Sometimes I feel or believe that my success in my life or in my job has been the result of some kind of error.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

10. It's hard for me to accept compliments or praise about my intelligence or accomplishments.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

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11. At times, I feel my success has been due to some kind of luck.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

12. I'm disappointed at times in my present accomplishments and think I should have accomplished much more.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

13. Sometimes I'm afraid others will discover how much knowledge or ability I really lack.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

14. I'm often afraid that I may fail at a new assignment or undertaking even though I generally do well at what I attempt.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

15. When I've succeeded at something and received recognition for my accomplishments, I have doubts that I can keep repeating that success.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

16. If I receive a great deal of praise and recognition for something I've accomplished, I tend to discount the importance of what I've done.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

17. I often compare my ability to those around me and think they may be more intelligent than I am.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

18. I often worry about not succeeding with a project or examination, even though others around me have considerable confidence that I will do well.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

19. If I'm going to receive a promotion or gain recognition of some kind, I hesitate to tell others until it is an accomplished fact.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

20. I feel bad and discouraged if I'm not "the best" or at least "very special" in situations that involve achievement.

1 2 3 4 5
(not at all true) (rarely) (sometimes) (often) (very true)

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APPENDIX J: NARSİSTİK KİŞİLİK ÖZELLİKLERİ ENVANTERİ

Aşağıdaki her bir cümle çifti içinden, lütfen size **en uygun** olanı belirtiniz. Yanıtınızı **her bir maddenin** yanındaki boş bırakılmış yere, **A ya da B** yazarak belirtiniz. Her bir cümle çifti için yalnızca bir yanıtı işaretleyiniz ve lütfen hiçbir maddeyi atlamayınız.

- _____ 1. A İnsanlar bana iltifat ettiklerinde bazen utanırım.
B İyi biri olduğumu biliyorum, çünkü herkes böyle söyler.
- _____ 2. A Kalabalık içinde herkesten biri olmayı tercih ederim.
B İlgi merkezi olmayı severim.
- _____ 3. A Pek çok insandan ne daha iyi ne de daha kötüyüm.
B Özel biri olduğumu düşünüyorum.
- _____ 4. A İnsanlar üzerinde otorite kurmaktan hoşlanırım.
B Emirlere uymaktan rahatsız olmam.
- _____ 5. A İnsanları kolayca manipüle ederim.
B İnsanları manipüle ettiğimi fark ettiğimde rahatsız olurum.
- _____ 6. A Layık olduğum saygıyı elde etme konusunda ısrarcıyım.
B Hak ettiğim saygıyı genellikle görürüm.
- _____ 7. A Gösterişten kaçınırım.
B Genellikle fırsatını bulduğumda şov yaparım.
- _____ 8. A Her zaman ne yaptığımı bilirim.
B Bazen yaptığım şeyden emin değilimdir.
- _____ 9. A Bazen iyi hikaye anlatırım.
B Herkes hikayelerimi dinlemekten hoşlanır.
- _____ 10. A İnsanlardan çok şey beklerim.
B Başkaları için bir şeyler yapmaktan hoşlanırım.
- _____ 11. A İlgi merkezi olmaktan hoşlanırım.
B İlgi merkezi olmak beni rahatsız eder.
- _____ 12. A Otorite olmanın benim için pek bir anlamı yoktur.
B İnsanlar daima otoritemi kabul ediyor görünürler.
- _____ 13. A Önemli bir insan olacağım.
B Başarılı olmayı umuyorum.
- _____ 14. A İnsanlar söylediklerimin bazılarını inanır.
B İnsanları istediğim her şeye inandırabilirim.
- _____ 15. A Kendi kendime yeterim.
B Başkalarından öğrenebileceğim çok şey var.
- _____ 16. A Herkes gibi biriyim.
B Sıra dışı biriyim.

APPENDIX K: NARCISSISTIC PERSONALITY INVENTORY

Read each pair of statements below and place an “X” by the one that comes closest to describing your feelings and beliefs about yourself. You may feel that neither statement describes you well, but pick the one that comes closest. **Please complete all pairs.**

1. ___ I really like to be the center of attention
 ___ It makes me uncomfortable to be the center of attention
2. ___ I am no better or no worse than most people
 ___ I think I am a special person
3. ___ Everybody likes to hear my stories
 ___ Sometimes I tell good stories
4. ___ I usually get the respect that I deserve
 ___ I insist upon getting the respect that is due me
5. ___ I don't mind following orders
 ___ I like having authority over people
6. ___ I am going to be a great person
 ___ I hope I am going to be successful
7. ___ People sometimes believe what I tell them
 ___ I can make anybody believe anything I want them to
8. ___ I expect a great deal from other people
 ___ I like to do things for other people
9. ___ I like to be the center of attention
 ___ I prefer to blend in with the crowd
10. ___ I am much like everybody else
 ___ I am an extraordinary person
11. ___ I always know what I am doing
 ___ Sometimes I am not sure of what I am doing
12. ___ I don't like it when I find myself manipulating people
 ___ I find it easy to manipulate people
13. ___ Being an authority doesn't mean that much to me
 ___ People always seem to recognize my authority
14. ___ I know that I am good because everybody keeps telling me so
 ___ When people compliment me I sometimes get embarrassed
15. ___ I try not to be a show off
 ___ I am apt to show off if I get the chance
16. ___ I am more capable than other people
 ___ There is a lot that I can learn from other people

APPENDIX L: GÖREV TANI ÖLÇEĞİ

Bölüm 1

Bu bölümde işinizle ilgili bazı sorular yöneltilmektedir. Her soru için en uygun cevabı yansıtan rakamı daire içine alınız.

1-İşinizi nasıl yapacağınıza ne derece kendiniz karar verebilirsiniz?

1	2	3	4	5
Çok az; bu iş tabiatı gereği iş kişiye nasıl ve ne zaman çalışılacağı konusunda hemen hemen hiç karar verme imkanı tanımaz.		Orta derecede; birçok şey standart hale getirildiğinden bu iş yapmanın kontrolü altında değildir, ama işle ilgili bazı kararlar alınmasına imkan tanır.		Çok fazla; bu işte ne zaman ve nasıl çalışılacağı konusundaki karar tamamen işi yapmanın sorumluluğu altındadır.

2-İşiniz ne ölçüde kendi içinde bir bütündür? Yani, yaptığınız şey belirli bir başı ve sonu olan bütün bir iş midir? Yoksa başkaları veya otomatik makineler tarafından bitirilen bir işin sadece küçük bir parçası mıdır?

1	2	3	4	5
Bu iş bir bütünün son derece ufak bir parçasıdır. Çalışmalarım sonucu nihai ürün veya hizmette görülmez.		Bu iş bir bütünün orta büyüklükte bir parçasıdır. Çalışmalarım nihai ürün veya hizmette görülebilir.		Bu iş basından sonuna kadar benim bitirdiğim bir bütünü kapsar. Çalışmalarım sonucu kolaylıkla nihai ürün veya hizmette görülür.

3-İşinizde ne derece çeşitlilik vardır? Yani, işiniz çeşitli beceri ve yetenekleri kullanarak birçok değişik şey yapmayı ne ölçüde gerektirir?

1	2	3	4	5
Çok az; bu iş sürekli olarak aynı alışılmış şeyleri tekrar tekrar yapmayı gerektirir.		Orta derecede çeşitlilik vardır.		Çok fazla; bu iş birçok değişik beceri ve yetenekleri kullanarak birçok şey yapmayı gerektirir.

4-Genel olarak, işiniz ne derece önemli ve anlamlıdır? Yani, yaptığınız işin sonucu insanların hayatlarını veya durumlarını önemli derecede etkiler mi?

1	2	3	4	5
Çok anlamlı değil; çalışmalarımın sonucunun diğer insanlar üzerinde fazla bir etkisi yoktur.		Orta derecede anlamlı ve önemlidir.		Çok fazla; çalışmalarımın sonucunun diğer insanlar üzerinde çok önemli etkisi vardır.

5-Performansınızın iyi olup olmadığına yönelik bilgiyi işin kendisinden almak ne derece mümkündür? Yani işinizin kendisi, amirlerinizin veya mesai arkadaşlarınızın sağlayabileceği bilgiden başka başarılı olup olmadığınız konusunda ne kadar ipucu sağlar?

1	2	3	4	5
Çok az; bu iş öyle düzenlenmiştir ki işi yapan nasıl yaptığı konusunda bir bilgiye sahip olmadan devamlı çalışır.		Orta derecede; bu işi yapmak bazen işi yapana performansla ilgili bilgi sağlar.		Çok fazla; bu işin düzenleniş biçimi işin nasıl yapıldığı hakkında sürekli bilgi verir.

Bölüm 2

Bu bölümde herhangi bir işi tanımlamak için kullanılabilen ifadeler sıralanmıştır. Aşağıdaki ifadelerin işinizi ne kadar doğru tanımladığını belirtiniz. Buna karar verirken işinizi sevip sevmediğinize bakmaksızın değerlendirmelerinizi yapmanız gerekmektedir. Verilen ölçeği kullanarak her ifadenin ne oranda doğru olduğunu belirleyiniz ve uygun rakamı daire içine alınız.

Verilen ifade işiniz için ne derece geçerlidir?

	Çok yanlış	Kısmen Yanlış	Emin değilim	Kısmen doğru	Çok doğru
1.İşim bir dizi karmaşık ve yüksek düzeyde beceri kullanmayı gerektirir.	1	2	3	4	5
2.İşim bir bütün işi başından sonuna kadar yapmaya olanak tanıyacak biçimde düzenlenmiştir.	1	2	3	4	5
3.İşimin gerektirdiklerini yapmak başarıyı belirlemek açısından birçok imkan sağlar.	1	2	3	4	5
4.İşim oldukça basit ve tekrarlanan bir niteliktedir. (R)	1	2	3	4	5
5.İşimin nasıl yapıldığı birçok kişiyi etkiler.	1	2	3	4	5
6.İşim kişisel inisiyatifimi veya yargımı kullanmama asla imkan tanımaz. (R)	1	2	3	4	5
7.İşim başladığım iş bölümlerini tamamen bitirmeme olanak sağlar.	1	2	3	4	5
8.İşim ne derece başarılı olduğum konusunda bana çok az ipucu sağlar. (R)	1	2	3	4	5
9.İşimi nasıl yapacağım konusunda bağımsızlık ve özgürlüğüm vardır.	1	2	3	4	5
10.İşim burada yapılan işlerin toplamı düşünüldüğünde, çok önemli ve anlamlı değildir. (R)	1	2	3	4	5

APPENDIX M: JOB DIAGNOSTIC SURVEY

Section One

This part of the questionnaire asks you to describe your job, as *objectively* as you can.

Please do *not* use this part of the questionnaire to show how much you like or dislike your job. Questions about that will come later. Instead, try to make your descriptions as accurate and as objective as you possibly can.

1. How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?

1 2 3 4 5 6 7

Very little; the job gives me almost no personal "say" about how and when the work is done.

Moderate autonomy: many things are standardized and not under my control, but I can make some decisions about the work .

Very much; The job gives me almost complete responsibility for deciding how and when the work is done.

2. To what extent does your job involve doing a "whole" and identifiable piece of work? That is, is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall price of work, which is finished but other people or by automatic machines?

1 2 3 4 5 6 7

My job is only a tiny part of the overall piece of work; the results of my activities cannot be seen in the final product or service.

My job is a moderate-sized "chunk" of the overall price of work; my own contribution can be seen in the final outcome.

My job involves doing the whole piece of work, from start to finish; the results of my activities are easily seen in the final product or service.

3. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work, using a variety of skills and talents?

1 2 3 4 5 6 7

Very little; the job requires me to do the same routine things over and over again.

Moderate variety.

Very much; the job requires me to do many different things, using a number of different skills and talents.

4. In general, *how significant or important* is your job? That is, are the results of your work likely to significantly affect the lives or well-being of other people?

1 2 3 4 5 6 7

Not very significant; the outcomes of my work are not likely to have important effects on other people.

Moderate significant.

Highly significant; the outcomes of my work can affect other people in very important ways.

5. To what extent does doing the job itself provide you with information about your work performance? That is, does the actual work itself provide clues about how you are doing – aside from any “feedback” co-workers or supervisors may provide?

1 2 3 4 5 6 7

Very little; the job itself is set up so I could work forever without finding out how well I am doing.

Moderately; sometimes doing the job provides “feedback” to me: sometimes it does not.

Very much; the job is set up so that I get almost constant “feedback” as I work about how well I am doing.

Section Two

Listed below are a number of statements which could be used to describe a job.

You are to indicate whether each statement is an *accurate* or an *inaccurate* description of *your* job.

Once again, please try to be as objective as you can in deciding how accurately each statement describes your job— regardless of whether you like or dislike your job.

Write a number in the blank beside each statement, based on the following scale;

1	2	3	4	5	6	7
Very inaccurate	Mostly inaccurate	Mostly inaccurate	Mostly inaccurate	Mostly inaccurate	Mostly inaccurate	Mostly inaccurate

- ____ 1. The job requires me to use a number of complex or high-level skills.
- ____ 2. The job is arranged so that I can do an entire piece of work from beginning to end.
- ____ 3. Just doing the work required by the job provides many chances for me to figure out how well I am doing.
- ____ 4. The job is quite difficult and involves no repetitiveness.
- ____ 5. This job is one where a lot of other people can be affected by how well the work gets done.
- ____ 6. The job denies me any chance to use my personal initiative or judgment in carrying out the work.
- ____ 7. The job provides me the chance to completely finish the pieces of work I begin.
- ____ 8. The job gives me considerable opportunity for independence and freedom in how I do the work.
- ____ 9. The job itself is very significant and important in the broader scheme of things.
- ____ 10. After I finish a job, I know whether I performed well.

APPENDIX N: MINNESOTA İŞ DOYUMU ANKETİ

Aşağıda verilen maddeler işinizi farklı yönleriyle ele almaktadır. Kendinize “İşimin bu yönünden ne kadar tatmin oluyorum?” sorusunu sorunuz ve cevabınızı verilen ölçeği kullanarak belirtiniz. İşinizin belirtilen yönünden ne kadar memnun olduğunuzu rakamlardan uygun bulduğunuzu daire içine alarak belirtiniz.

	Hiç tatmin etmiyor	Pek tatmin etmiyor	Ne ediyor ne etmiyor	Oldukça tatmin ediyor	Çok tatmin ediyor
1.Sürekli birşeylerle meşgul olabilme imkanı	1	2	3	4	5
2.Kendi kendime çalışma imkanı	1	2	3	4	5
3. Zaman zaman farklı şeylerle meşgul olma imkanı	1	2	3	4	5
4.Toplumda bir yer edinme imkanı	1	2	3	4	5
5. Amirimin elemanlarına karşı davranış tarzı	1	2	3	4	5
6.Amirimin karar verme konusundaki yeterliliği	1	2	3	4	5
7.Vicdanıma ters düşmeyen şeyleri yapabilme imkanı	1	2	3	4	5
8.Sürekli bir işe sahip olma imkanı (iş güvenliği)	1	2	3	4	5
9.Başkaları için bir şeyler yapabilme imkanı	1	2	3	4	5
10.Başkalarına ne yapacaklarını söyleme imkanı	1	2	3	4	5
11.Yeteneklerimi kullanabilme imkanı	1	2	3	4	5

12.Firma politikasını uygulama imkanı	1	2	3	4	5
13.Aldığım ücret	1	2	3	4	5
14.Bu işte ilerleme imkanım	1	2	3	4	5
15.Kendi kararımı verme özgürlüğü	1	2	3	4	5
16.İş yaparken kendi yöntemlerimi deneme imkanı	1	2	3	4	5
17.Çalışma koşulları	1	2	3	4	5
18.Çalışma arkadaşlarının birbiriyle anlaşması	1	2	3	4	5
19.Yaptığım işten dolayı aldığım övgü	1	2	3	4	5
20. İşimden elde ettiğim başarı duygusu	1	2	3	4	5

APPENDIX O: MINNESOTA SATISFACTION QUESTIONNAIRE

Below are phrases about a variety of aspects of your job. Please use the rating scale below each phrase to indicate how you feel about that aspect of your job. Your responses will be kept confidential, so please answer as honestly as possible. Read each phrase carefully and circle the appropriate response.

1	2	3	4	5
Very Dissatisfied	Dissatisfied	Can't Decide	Satisfied	Very Satisfied

1. Being able to keep busy all the time.	1.....2.....3.....4.....5
2. The chance to work alone on the job.	1.....2.....3.....4.....5
3. The chance to do different things from time to time.	1.....2.....3.....4.....5
4. The chance to be "somebody" in the community.	1.....2.....3.....4.....5
5. The way my boss handles his/her subordinates.	1.....2.....3.....4.....5
6. The competence of my supervisor in making decisions.	1.....2.....3.....4.....5
7. Being able to do things that don't go against my conscience.	1.....2.....3.....4.....5
8. The way my job provides for steady employment.	1.....2.....3.....4.....5
9. The chance to do things for other people.	1.....2.....3.....4.....5
10. The chance to tell people what to do.	1.....2.....3.....4.....5
11. The chance to do something that makes use of my abilities.	1.....2.....3.....4.....5
12. The way company policies are put into practice.	1.....2.....3.....4.....5
13. My pay and the amount of work I do.	1.....2.....3.....4.....5
14. The chances for advancement in this job.	1.....2.....3.....4.....5
15. The freedom to use my own judgment.	1.....2.....3.....4.....5
16. The chance to try my own methods of doing the job.	1.....2.....3.....4.....5
17. The working conditions.	1.....2.....3.....4.....5

18. The way my colleagues get along with each other. 1.....2.....3.....4.....5

19. The praise I get for doing a good job. 1.....2.....3.....4.....5

20. The feeling of accomplishment I get from the job. 1.....2.....3.....4.....5

APPENDIX P: ÖRGÜTSEL BAĞLILIK ÖLÇEĞİ

Aşağıdaki cümleler kişilerin çalıştıkları kuruluş hakkında çeşitli duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere şu anda çalıştığımız kuruluş açısından ne ölçüde katıldığınızı belirtiniz. Her soru için, katılım derecenizi belirten rakamı yuvarlak içine alınız.

	Kesinlikle Katılmıyorum	Katılmıyorum	Bir parça katılmıyorum	Tarafsızım	Bir parça katılıyorum	Katılıyorum	Kesinlikle katılıyorum
1. Meslek hayatımın kalan kısmını bu kuruluşta geçirmek beni çok mutlu eder.	1	2	3	4	5	6	7
2. Kuruluşuma karşı güçlü bir aitlik hissim yok.	1	2	3	4	5	6	7
3. Bu kuruluşun benim için çok kişisel (özel) bir anlamı var.	1	2	3	4	5	6	7
4. Bu kuruluşun meselelerini gerçekten de kendi meselelerim gibi hissediyorum.	1	2	3	4	5	6	7
5. Bu kuruluşa kendimi duygusal olarak bağlı hissetmiyorum.	1	2	3	4	5	6	7
6. Kendimi kuruluşumda ailenin bir parçası gibi hissetmiyorum.	1	2	3	4	5	6	7
7. Kuruluşuma çok şey borçluyum.	1	2	3	4	5	6	7
8. Buradaki insanlara karşı yükümlülük hissettiğim için kuruluşumdan şu anda ayrılmazdım.	1	2	3	4	5	6	7
9. Benim için avantajlı da olsa, kuruluşumdan şu anda ayrılmamın doğru olmadığını hissediyorum.	1	2	3	4	5	6	7
10. Mevcut işverenimle kalmak için hiçbir manevi yükümlülük hissetmiyorum.	1	2	3	4	5	6	7
11. Kuruluşumdan şimdi ayrılırsam kendimi suçlu hissederim.	1	2	3	4	5	6	7

	Kesinlikle Katılmıyorum	Katılmıyorum	Bir parça katılmıyorum	Tarafsızım	Bir parça katılıyorum	Katılıyorum	Kesinlikle katılıyorum
12. Bu kuruluş benim sadakatimi hak ediyor.	1	2	3	4	5	6	7
13. Şu anda kuruluşumda kalmam mecburiyetten.	1	2	3	4	5	6	7
14. İstesem de, şu anda kuruluşumdan ayrılmak benim için çok zor olurdu.	1	2	3	4	5	6	7
15. Şu anda kuruluşumdan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.	1	2	3	4	5	6	7
16. Bu kuruluştan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu	1	2	3	4	5	6	7
17. Bu kuruluşu bırakmayı düşünemeyeceğim kadar az seçeneğim olduğunu düşünüyorum	1	2	3	4	5	6	7
18. Eğer bu kuruluşa kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.	1	2	3	4	5	6	7

APPENDIX R: ORGANIZATIONAL COMMITMENT SCALE

Listed below is a series of statements that may represent how individuals feel about the company or organization for which they work.

Please indicate the degree of your agreement or disagreement with each statement with respect to your own feelings about the organization for which you are now working by circling a number from 1 to 7.

1	2	3	4	5	6	7
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Moderately Agree	Strongly Agree

1. I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5	6	7
2. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
3. I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6	7
4. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
5. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5	6	7
6. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
7. I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
8. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7
9. I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
10. I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
11. I believe that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7

12. This organization deserves my loyalty.	1	2	3	4	5	6	7
13. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
14. One of the few negative consequences of leaving this organization would be the lack of available alternatives.	1	2	3	4	5	6	7
15. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
16. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
17. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
18. I owe a great deal to my organization.	1	2	3	4	5	6	7

APPENDIX S: ETİK ONAYI

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
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İnsan Araştırmaları Kurulu Başkanı

İlgi: Etik Onayı

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APPENDIX T: EXTENDED TURKISH SUMMARY

Tezin Türkçe Özeti

Giriş

Çalışanların davranışları, örgütlerin etkinliği açısından oldukça önem taşımaktadır. Yöneticilerin en önemli hedeflerinden birisi de çalışanları örgütsel etkinliğini artıracak davranışları sergilemeleri için motive etmektir. Bu nedenle çok sayıda çalışma, ekstra-rol davranışlarının kurumsal performans ve başarı ile bağlantılarını incelemiştir. Günümüzün karmaşık iş dünyasında, kurumların sürekli değişen çevreye uyum sağlaması açısından yenilikler üreten, iş tanımlarının ötesinde iş birliği yapan çalışanları işe alması oldukça önem kazanmıştır. Çalışanlar kendilerine verilen görevleri gerçekleştirebilmek için iş tanımlarının ötesinde yeni sorumluluklar almalı ve örgütün işleyişi için esneklik gösterebilmelidirler. Bu nedenle kurumlar örgütsel gelişim için çalışanlarının tutum ve davranışlarını değiştirebilme yeteneğine sahip olmalı ve bunun için çaba göstermelidir (Organ, Podsakoff, & MacKenzie, 2006).

Örgütsel araştırmalar, özellikle son zamanlarda çalışanların ekstra-rol davranışlarına odaklanmaktadır. Bu davranışlar örgüte katkı sağlamanın yanı sıra zarar da verebilirler. Örgütsel etkinliği arttıran rol ötesi davranışlara “örgütsel vatandaşlık davranışları”, örgüte ya da vatandaşlara zarar vermeye, örgütün işleyişini bozmaya yönelik davranışlara ise “üretim karşıtı iş yeri davranışları” denmektedir (Gruys & Sackett, 2003; Organ, 1988; Spector & Fox, 2005). Bazı araştırmacılar bu davranışları farklı başlıklar altında irdelemişlerdir (Gruys, 1999; LePine, Erez, & Johnson, 2002).

Ayrıca firmalar, toplum ve örgüt için daha fazla ve sürdürülebilir değer elde etme amacıyla maddi ve maddi olmayan örgütsel kaynakları kullanırlar. “Kaynak Temelli Yaklaşım” kuramına göre, firmaların maddi olmayan kaynakları arasında değerlendirilen “çalışanlar” kuruluşların refahı için stratejik bir öneme sahiptir

(Wernerfelt, 1984). Birçok arařtırmacı, sebep ve sonuçlar arasındaki nedensellik baęını anlamak için örgütsel vatandaşlık ve üretim karşıtı iş davranışlarını mercek altına almıştır.

Bu tez, iş tatmini, duygusal, normatif ve devamlılık baęlılığın aracı rolüyle beş faktör kişilik özellikleri, sahtekarlık fenomeni, narsisizm ve iş özelliklerinin örgütsel vatandaşlık ve üretim karşıtı iş davranışları üzerindeki etkisini belirlemeyi amaçlamaktadır.

Örgütsel vatandaşlık davranışları, çalışanın görev tanımı içinde olmayan ve görev başarımına doğrudan katkı sağlamayan, ancak örgütün manevi ortamının kalitesini artırarak örgüt işleyişine olumlu katkı sağlayan davranışlardır (Katz & Kahn, 1978). Örgütsel vatandaşlık davranışlarına örnek olarak; çalışanların kendisini mesleki açıdan sürekli geliştirerek güncel tutması, işe yeni başlamış veya iş yükü fazla olan iş arkadaşlarına yardımcı olması, katılımın zorunlu olmadığı toplantı ve buluşmalara katılması, kurum hakkındaki önemli gelişmelerden haberdar olması ve ufak tefek sorunları büyütmemesi gösterilebilir (Borman & Motowidlo, 1997).

Örgütsel vatandaşlık davranışlarının çalışan ve yönetici verimliliğini artırıcı özellikler içermesi, kurumun destek fonksiyonlarındaki kaynakları açığa çıkarması, takım içi ve takımlar arası işbirliğini artırması, örgütün çevresel değişimlere uyum sağlamasını kolaylaştırması açısından kurum performansını arttırdığı çalışmalarla desteklenmektedir (Konovsky & Organ, 1996; Organ et al., 2006; Podsakoff & MacKenzie, 1997; Podsakoff, Whiting, Podsakoff, & Blume, 2009). Organ ve meslektaşlarına göre (2006) örgütsel etkililik, ÖVD yoluyla zaman içinde artmaktadır.

MacKenzie vd. araştırma bulgularına göre (1993), farklı örgütsel vatandaşlık davranışları yöneticiler tarafından örgütsel verimlilikten ayrı olarak kabul edilmekte; yöneticiler çalışanlarını değerlendirirken örgütsel vatandaşlık davranışları ile verimliliği birlikte ele almaktadır.

Ayrıca, ÖVD'nin pozitif örgütsel sonuçlar ortaya koyduğu ampirik verilerle tanınmaktadır (Podsakoff, Ahearne & MacKenzie, 1997; Koys 2001; Podsakoff vd, 1994; Walz & Niehoff, 1996). Bu çalışmalarda, sektörlerin çeşitli örnekleri

kullanılmakta, sonuçlar ÖVD'nin örgütsel etkinlik ile ilişkili olduğuna dair hipotezler için destek sağlamaktadır.

Bu nedenle, belirli örgütsel mekanizmaların belirlenmesi ve örgütsel işleyişin geliştirilmesi amacıyla ÖVD tipi davranışlar hesaba katılmalı, çalışmalarda ÖVD'nin yordayıcılarını belirlenmesine öncelik verilmelidir.

Örgütsel refah ve organizasyonun işleyişini etkileyen, çok önemli sonuçları olan diğer bir önemli rol ötesi davranış, üretim karşıtı iş davranışlarıdır. Kurumsal hayatta, bu çeşit davranışlar hırsızlık, zorbalık, sabotaj, devamsızlık gibi birçok formda ortaya çıkmaktadır (Gruys & Sackett, 2003; Gruys 1999; Sackett & DeVore, 2001). Üretim karşıtı iş davranışları, çalışanların buldukları örgüte ve çalışanlarına kasten zarar vermeyi hedefleyen gönüllü davranışlar olarak sınıflandırılmaktadır (Spector ve ark., 2006). Örgütlerin en önemli kaygılarından biri olan üretim karşıtı iş davranışları, önemli örgütsel normları ihlal etmekte ve örgütün refahını ciddi ölçüde tehdit etmektedir. Üretim karşıtı iş davranışları performans, verim düşüklüğü, devamsızlık, stres ve işten ayrılma oranındaki artış ile kuruluşlar için ciddi maliyetleri olan sonuçlara neden olmaktadır (Kelloway, Francis, Prosser, & Cameron, 2010; Sackett & DeVore 2001 Appelbaum, Deguire & Lay, 2005). Ayrıca, kuruluşlarda üretim karşıtı iş davranışları rapor edildiğinden çok daha fazla görülmektedir.

Günümüz kuruluşları rekabetin yoğun yaşandığı global bir iş dünyasında etkinlik göstermektedir. Bu nedenle organizasyonlar üretim karşıtı iş davranışlarının zararlı etkilerine karşı hassas olmalı ve bu davranışlarının azaltılmasının sadece organizasyon için değil, ayrıca toplum için de önemli etkilerinin olacağını bilincine vararak bu yönde eylemlerde bulunmalıdır. Buna göre, kuruluşların artan örgütsel vatandaşlık davranışları ve azalan üretim karşıtı iş davranışları yoluyla verimliliği ve örgütsel etkinliğini arttırmaları hayati önem taşımaktadır. Bütün iyi yönetilen kuruluşların sorumluluk sahibi, yenilikçi, esnek, kooperatif ve dengeli çalışanlara sahip, kendilerine özgü örgütsel bir kültürleri olduğu dikkate alındığında, diğer kurum ve kuruluşların da kendilerini geliştirip etkinliğini arttırması için bu çeşit davranışlarda bulunacak çalışanları işe alması gerekmektedir (Organ ve Lingl, 1995).

Örgütsel vatandaşlık ve üretim karşıtı iş davranışları yazını, kişilik ve iş özellikleri olmak üzere iki temel esasa dayanmaktadır (Organ, 1990). ÖVD ile iş davranışları arasındaki ilişki, sosyal değişim kuramına göre, çalışanların ÖVD ile örgütlerinin onlara sağladıklarına karşılık vermelerini içermektedir (Chiu & Chen, 2005; Schnake, 1991; Spector & Fox, 2002). Diğer bir yaklaşıma göre rol dışı örgütsel davranışlar, çalışanların yardımcı, dürüst ve işbirlikçilik gibi kişilik özelliklerine eğilimlerinden dolayı meydana geldiği öngörülmektedir (Organ & Lingl, 1995; Spector & Fox, 2002).

Yapılan literatür taraması sonucunda, örgütsel vatandaşlık ve üretim karşıtı iş davranışlarının kişiye has özellikler ve iş özellikleri vasıtasıyla açıklandığı görülmüştür (Organ & Lingl, 1995; Todd & Kent, 2006). Farklı bir deyişle, araştırmalarda, hem çalışanların kişilik özelliklerinin, hem de kurumların ve yöneticilerinin kontrolü altında olan ve dolayısıyla onların etkisine açık olan iş özelliklerinin rol dışı davranışlara etkisi birlikte göz önüne alınmalıdır. Belirtilen nedenlerle, bu tez, hem iş, hem de kişilik özelliklerinin örgütsel vatandaşlık ve üretim karşıtı iş davranışları üzerindeki etkilerini araştırmayı amaçlamaktadır. Ayrıca, bu araştırma, çalışanların örgütsel vatandaşlık ve üretim karşıtı iş davranış gösterme eğilimlerinin, iş kapsamındaki değişikliklerle ve narsizm, sahtekarlık fenomeni ve beş faktör kişilik özellikleriyle açıklanıp açıklanamayacağını, çalışanların iş doyumlarının ve örgütsel bağlılıklarının bu davranışları nasıl etkilediğini, iş ve kişilik özelliklerinin iş tutumları üzerindeki etkilerini ve son olarak da iş tutumlarının iş ve kişilik özellikleri ve ÖVD ve ÜKD arasındaki ilişkilerdeki tesirlerini ortaya çıkarmayı amaçlamaktadır.

Bu bulgular, çalışanların örgütsel vatandaşlık davranışlarını arttırmak ve üretim karşıtı iş davranışlarını azaltmak amacıyla hangi kişilik özelliklerinin daha etkili olacağını gösterecek ve yöneticilerin iş tasarımları ve iş koşullarında ne gibi değişiklikler yapması gerektiğini açıklayacaktır. Ayrıca, çalışanların kuruma bağlılıklarının ve iş doyumlarının artırılması için ne gibi önlemler alınması gerektiğine dair örgütsel davranış yazınına önemli katkılarda bulunacaktır. Son olarak, artan örgütsel vatandaşlık davranışları ve azalan üretim karşıtı iş davranışları zaman ve kişilerle birleştikçe, kuruluşun verimliliğini önemli ölçüde arttıracak, çalışanları motive edip daha gelişmiş ve huzurlu bir iş ortamı sağlayacaktır.

Çalışanların verimliliğini ve örgütsel etkinliği artırmak günümüzde önemli bir araştırma konusudur. Daha önce belirtildiği gibi, ÖVD ve ÜKD bu kapsamda son yıllarda önemi gittikçe artan araştırma alanları olarak karşımıza çıkmaktadır. Geçmiş araştırmalar, rol ötesi davranış yazınına sınırlı bir katkı sağlamış, büyük bir çoğunluğu iş ve kişilik özellikleri ile örgütsel vatandaşlık ve üretim karşıtı iş davranışları arasındaki ilişkiyi kapsamlı ve tutumsal bir çerçevede incelemeyi göz ardı etmişlerdir. Ayrıca, geçmiş çalışmalar bu ilişkileri test ederken Kuzey Amerikan iş koşullarını ve kültürünü temel almışlardır. Bu nedenle, tez, iş ve kişilik özellikleri, iş doyumu, örgütsel bağlılık ve örgütsel vatandaşlık ve üretim karşıtı iş davranışları arasındaki ilişkilerin bütünleşik yeni bir modelini yargı alanında çalışan köklü ve büyük bir kamu kurumunda, toplamda 1075 kişi üzerinde test etmektedir. Bu kamu kurumu heterojen bir yapıya ve köklü bir örgüt kültürüne sahip olduğundan, analizlerin sonuç ve etkileri Türkiye’de kamu sektörü için daha genellenebilir bir altyapı sağlamaktadır. Belirtilen nedenle, bu kurumda çalışanların önemli örgütsel davranışlarını, iş tutumlarını, iş ve kişilik özelliklerini araştırmak özellikle önemlidir.

Bu çalışma, örgütsel vatandaşlık ve üretim karşıtı iş davranışını Türkiye bağlamında ele alarak, bu önemli olguların farklı bir kültür ortamında etkinliğini irdelemekte ve geçerli kılmaktadır.

Bu çalışma, örgütsel vatandaşlık ve üretim karşıtı iş davranışlarının iş kapsamı ve kişilik özellikleri ile dolaylı ilişkilerini iş doyumu ve örgütsel bağlılık aracılığıyla inceleyerek örgütsel davranış yazınında mevcut önemli bir eksikliği de gidermeyi amaçlamaktadır. Ayrıca, bu çalışmanın en önemli hedeflerinden birisi, narsizm ve sahtekarlık fenomeni gibi iki farklı kişilik değişkeninin örgütlerdeki rol dışı davranışlarla ilişkilerini keşfederek literatürdeki boşluğu doldurmaktır.

Özetle, bu tezde yanıtlamaya çalıştığımız başlıca araştırma soruları şunlardır:

1. Kişilik özellikleri örgütsel vatandaşlık davranışlarını yordamakta mıdır?
2. İş özellikleri örgütsel vatandaşlık davranışlarını yordamakta mıdır?
3. Kişilik özellikleri üretim karşıtı iş davranışlarını yordamakta mıdır?
4. İş özellikleri üretim karşıtı iş davranışlarını yordamakta mıdır?
5. İş tatmini ve örgütsel bağlılık kişilik özellikleri ve ÖVD’nin arasındaki ilişkilerde aracı değişkenler midir?
6. İş tatmini ve örgütsel bağlılık iş özellikleri ve ÖVD’nin arasındaki ilişkilerde aracı değişkenler midir?

7. İş tatmini ve örgütsel bağlılık kişilik özellikleri ve ÜKD'nin arasındaki ilişkilerde aracı değişkenler midir?
8. İş tatmini ve örgütsel bağlılık iş özellikleri ve ÜKD'nin arasındaki ilişkilerde aracı değişkenler midir?

Önerilen hipotezleri test etmek için, hiyerarşik regresyon yöntemi kullanılmıştır.

Yöntem

Örnekleme ve İşlem

Bu tezin verileri, Türkiye'de yargı alanında çalışan büyük bir kamu kurumundan 1075 katılımcı aracılığıyla elde edilmiştir. Bu kurum farklı geçmişlere sahip birçok çalışanı barındırmakta ve heterojen yapısıyla Türkiye'de kamu sektörünü temsil etmektedir. Önerilen modeli test etmek için bu kurum özellikle uygundur; çünkü kurumun örgüt kültürü iş ve kişilik özellikleri bakımından çeşitlilik göstermekte, iş ve kişilik özellikleri, iş tatmini ve örgütsel bağlılık sonucunda rol dışı davranışlarının etkinliğini açıklayabilmektedir.

Örneklemin temsil özelliğinin artırılması amacıyla; veriler kurumun bütün bölümlerindeki farklı iş seviyelerinde etkinlik gösteren çalışanlarından toplanmıştır. Kurumdan ve Üniversitenin etik kurulundan onay alındıktan sonra anketler dağıtılmıştır. Kurum genel sekreterinin katkılarıyla, kurumda çalışan toplam 1500 kişiye erişim sağlanmış ve bu kişiler çalışmaya katılmaya ikna edilmiştir. Kurumun iç dağıtım sistemi sayesinde, her bölümün üst düzey çalışanlarına ve daire başkanlarına toplamda 6, örgüt hiyerarşisinde orta düzey çalışanlarına 4 ve bölümün personeline 10 adet anket formu dağıtılmıştır. Gizlilik nedeniyle kurumun ismini ve çalışma başlıklarının kapsamlı adını paylaşmaya izinli değilim.

1500 anket formundan, 1231 adeti toplanmış ve bunların 1075 adetinin doldurulmuş olduğu görülmüştür. Sonuç olarak, anketlerin dönüş oranı yaklaşık %72'tir. Bu çalışma, Türkçe olarak kağıt ve kalem anketleri şeklinde yürütülmüştür. Anketler, kapak sayfası ve tezin amacını açıkça tanımlayan bir tanıtım sayfasını içeren kitapçıklar olarak çalışanlara dağıtılmıştır. Anketin bütün bölümlerinde ve ayrıca her bölümün başında anketi doldurmak için belirli talimatlar açıklanmıştır. Anketlere katılım gönüllülük esasına dayalı olup, bu çalışmanın sadece bilimsel amaçlar için

kullanılacağı ve katılımcıların kimliklerinin gizli tutulacağı vurgusu sık sık tekrarlanmıştır. Ayrıca anketler, toplanan verilerin gizliliğini sağlamak için yapışmalı zarflar aracılığıyla katılımcılara iletilmiştir.

Anketlerde katılımcıların demografik özelliklerini kavramak için yaşı, cinsiyeti, eğitim durumu, mesleği, iş unvanı, organizasyonda mevcut görev süresi, toplam görev süresi, son 6 ay içerisinde kaç gün rapor ve mazeret izni aldığı hakkında sorular bulunmaktadır.

Katılımcıların yaklaşık %34'ünün kadın, %66'sının erkek olduğu görülmüştür. Çalışanların neredeyse %61'i lisans derecesine sahiptir. Katılımcıların yaklaşık %68'i personelden, %19'u orta seviyedeki çalışanlardan ve geri kalanı ise üst düzey görevlilerden oluşmaktadır. Ankete katkıda bulunanların %60'ı en az 10 yıldır kurumda çalışmaktadır. Ayrıca, çalışanların yaklaşık % 93'ü 5 günden az sağlık raporu ve %91'i 5 günden az mazeret izni kullanmıştır.

Ölçüm Araçları

Örgütsel vatandaşlık davranışlarını ölçmek için, Podsakoff ve arkadaşları (1990) tarafından geliştirilen ve Ünüvar (2006) doktora tezi için Türkçeye çevrilen 15 soruluk ölçek kullanılmaktadır. Katılımcıların maddeleri 5 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiştir. Ölçekten alınan yüksek skorlar, katılımcının örgütsel vatandaşlık davranışlarının yüksek olduğunu göstermektedir.

Üretim karşıtı iş davranışlarını ölçmek için Spector, Bauer ve Fox (2010) tarafından hazırlanıp, Öncel (2010) tarafından Türkçeye çevrilen 10 soruluk, kısaltılmış üretim karşıtı iş davranışları ölçeği kullanılmaktadır. Katılımcıların maddeleri 5 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiştir. Ölçekten alınan yüksek skorlar, katılımcının üretim karşıtı iş davranışlarının yüksek olduğunu göstermektedir.

Beş faktör kişilik özelliklerini ölçmek için John ve Srivastava'nın (1996) Beş Faktör Envanteri kullanılmıştır. Bu ölçek Sümer ve Sümer (2002) tarafından Türkçeye çevrilmiş ve Türk kültürüne uyarlanmıştır. Ölçek toplamda 44 maddeden oluşmaktadır ve kişiliğin beş büyük boyutunu içermektedir. Kişiliğin Beş Temel Boyutu, bilinçli ve sorumlu tip boyutu, duygusal tutarlılık veya kararlılık boyutu,

deneyime açıklık boyutu, uyumluluk boyutu ve dışa dönüklük boyutudur. Katılımcıların maddeleri 5 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiştir. Ölçekten alınan yüksek skorlar, katılımcının her bir kişilik boyutu için ayrı ayrı yüksek olduğunu göstermektedir.

Kişilik özelliklerinden sahtekarlık fenomenini ölçmek için kullanılan ölçek, Clance Sahtekarlık Fenomeni Ölçeği'dir. Bu ölçek 20 sorudan oluşmaktadır. Ölçek, bu çalışma için Türkçeye çevrilmiştir ve ölçeğin güvenilirlik ve geçerlilik analizleri yapılmıştır. Katılımcıların maddeleri 5 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiştir. Ölçekten alınan yüksek skorlar, katılımcının sahtekarlık fenomeni için yüksek olduğunu göstermektedir.

Narsizm kişilik özelliğini ölçmek için Raskin ve Hall (1981) tarafından hazırlanan Narsistik Kişilik Envanteri kullanılmıştır. Bu ölçeğin kısa hali 16 sorudan oluşmaktadır. Türkçeye Atay (2009) tarafından çevrilmiştir. Bu ölçekte her bir madde iki seçenektir. Katılımcıların bu seçeneklerden birini seçerek 0 ile 16 arasında skorlar almaktadırlar. Yüksek skorlar, katılımcıların narsizm için yüksek olduğunu göstermektedir.

İş Tanı Ölçeği Hackman ve Oldham (1980) tarafından hazırlanmış ve Varoğlu (1986) tarafından Türkçeye çevrilmiştir. Toplamda 15 sorudan oluşmaktadır. Katılımcıların maddeleri 5 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiştir. Ölçekten alınan yüksek skorlar, katılımcıların iş özelliklerinin yüksek olduğunu göstermektedir.

İş doyumu, Weiss, Dawis, England ve Lofquist tarafından hazırlanan Minnesota İş Doyumu Ölçeği ile ölçülmektedir. Bu ölçek Tuncel (2000) tarafından Türkçeye uyarlanmıştır. Toplamda 20 sorudan oluşmaktadır. Katılımcıların maddeleri 5 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiştir. Ölçekten alınan yüksek skorlar, katılımcıların iş doyumunun yüksek olduğunu göstermektedir.

Son olarak çalışanların örgütsel bağlılığı Meyer ve Allen'in (1991) Örgütsel Bağlılık Ölçeği ile ölçülmüştür. Bu ölçek Türkçeye Wasti (1999) tarafından çevrilmiş ve Türk kültürüne göre uyarlanmıştır. Toplamda örgütsel bağlılığın duygusal, normatif ve devamlılık boyutlarını ayrı ayrı açıklayan 18 sorudan oluşmaktadır. Katılımcıların

maddeleri 7 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiştir. Ölçekten alınan yüksek skorlar, katılımcıların örgütsel bağlılığının her bir boyut için ayrı ayrı yüksek olduğunu göstermektedir.

Bulgular

Analizlerden önce veriler incelenmiş ve eksikler için SPSS programının birden fazla isnat özelliği kullanılmıştır. Daha sonra standart Z skorları kullanılarak aykırı/uç değer analizleri yapılmış; ancak bu aykırı değerlerin sonuçları etkilemediği görüldüğü için bu değerler analizlerden çıkarılmamıştır.

Değişkenler arasındaki ilişkiler incelendiğinde; bütün ilişkiler beklenildiği yön ve boyutlardadır. Bu duruma tek istisna sahtekarlık fenomeni ve örgütsel vatandaşlık ve üretim karşıtı iş davranışları arasındaki ilişkilerdir. Sahtekarlık fenomeni ve örgütsel vatandaşlık davranışları arasındaki ilişki beklenenin aksine negatif ve sahtekarlık fenomeni ve üretim karşıtı iş davranışları arasındaki ilişki ise pozitif çıkmıştır. Bunun nedeni, sahtekarlık fenomeninin örgütsel davranış literatürüne yeni yeni giriş yapması ve bahsedilen ilişkiler hakkında çok az çalışma bulunmasıdır.

Bunun yanı sıra, beş faktör kişilik özellikleri, sahtekarlık fenomeni, narsizm ve örgütsel vatandaşlık ve üretim karşıtı iş davranışları ve de iş tutumları arasındaki ilişkiler anlamlı sonuçlanmıştır. Ayrıca, iş özellikleri ve örgütsel vatandaşlık ve üretim karşıtı iş davranışları ve de iş tutumları arasındaki ilişkiler de beklenildiği üzere anlamlıdır. Tablo 2’de bu ilişkilerin yönleri ve boyutları ayrıntılı bir şekilde görülmektedir.

Beklenmedik bir şekilde, sonuçlara göre deneyime açıklık kişilik özelliği ve normatif bağlılık ve deneyime açıklık, devamlılık bağlılığı önemli ölçüde birbirleri ile ilişkili bulunmamıştır. Benzer şekilde, kişiliğin sorumluluk boyutu ve devam bağlılığı, kişiliğin dışadönüklük boyutu ve hem duygusal ve hem de normatif bağlılık, kişiliğin uyumluluk boyutu ve devam bağlılığı, sahtekarlık fenomeni ve iş tatmini, sahtekarlık fenomeni ve normatif bağlılık, narsisizm ve iş tatmini, narsisizm ve devam bağlılığı, narsisizm ve ÖVD, iş kapsamı ve devam bağlılığı, ÜKD ve devam bağlılığı arasındaki bütün bu ilişkiler anlamlı sonuçlanmamıştır.

Kontrol deęişkenleri ile ilişkileri göz önüne alındığında, bu kontrol deęişkenlerinin genellikle iş tutumları ile ilişkili olduğu tespit edilmiştir. Bu nedenle analizleri yaparken, kontrol deęişkenleri ve iş tutum ve kontrol deęişkenleri ve ÖVD ve ÜKD arasında anlamlı ilişkiler dikkate alınmıştır.

Regresyon analizlerini yaparken tüm potansiyel kontrol deęişkenleri bağımsız deęişkenler olarak ele alınmıştır. İncelenen potansiyel kontrol deęişkenleri sırasıyla çalışanların yaşı, cinsiyeti, eğitim durumu, mesleęi, iş unvanı, organizasyonda mevcut görev süresi, toplam görev süresi, son 6 ay içerisinde kaç gün rapor ve mazeret izni kullandığıdır.

Hipotez testlerinin sonuçları Tablo 5 ve 6'da özetlenmektedir.

Tartışma

Bu çalışmanın amacı kişilik (beş faktör kişilik özellikleri, sahtekâr fenomeni, narsisizm), iş özellikleri, iş tatmini, örgütsel bağlılık, ÖVD ve ÜKD arasındaki ilişkileri araştırmaktır. Bu tezin sonuçları örgütsel davranış yazınına önemli katkılar sağlamıştır.

İlk olarak, bu çalışmanın sonuçları deneysel örgütsel davranış literatüründe de öne sürüldü gibi kişiliğin hem ÖVD, hem de ÜKD ile ilişkili olduğunu desteklemektedir (Organ ve Lingl, 1995; Salgado 2002; Grijalva & Newman, 2015). Çalışmada, hipotezler beş faktör kişilik özellikleri, sahtekarlık fenomeni ve narsisizm de yüksek puan alan çalışanların, ÖVD ve ÜKD'de de yüksek puanlar alıp almadığını görmek için test edilmiştir. Genel olarak sonuçlara bakıldığında, ÖVD'nin ve ÜKD'nin belirleyicisi olarak Beş Büyük Faktör (BBF) kuramını destekledięi görülmüştür. Sonuçlar BBF'nin ÖVD ve ÜKD'nin dispozisyonel kaynakları olarak hizmet ettiğini göstermektedir. Özellikle, deneyime açıklık, dürüstlük, uzlaşmacılık ve nevroitiklik kişilik boyutları ÖVD'yi etkileyen en tutarlı belirleyicileri olarak ortaya çıkmıştır. Bu çalışma, meta-analitik çalışmaların önceki bulgularına paralel olarak sorumluluk, dışadönüklük ve uzlaşmacılık boyutlarının olumlu ekstra rol davranışlarını etkilediğini desteklemiştir (Organ ve Ryan, 1995; Hough, 1992). Bu tez, kişilik özellikleri ve ÖVD arasındaki ilişkiyi doğrularak bu alana katkı sağlamıştır.

Benzer şekilde, mevcut çalışmanın sonuçları ÜKD ve kişiliğin dört boyutu (deneyime açıklık, sorumluluk, dışa dönüklük ve uzlaşmacılık) arasında negatif bir ilişki sunmakta ve nevrozizm ile arasında olumlu bir ilişki olduğunu göstermektedir. Bu çalışmanın sonuçları örgütsel davranış literatüründeki bulgularla tutarlıdır (Rotundo & Sackett, 2002; Salgado, 2002; Mount ve diğ, 2006). Sonuçlara göre, dürüstlük ve sorumluluk ÜKD'nın en güçlü negatif yordayıcılarıdır. Başka bir deyişle, düşünceli, dikkatli, kooperatif, çalışkan çalışanlar başkalarıyla ve organizasyon ile iyi ilişkiler sürdürmek istedikleri için, diğerlerine göre daha çok ÖVD ve daha az ÜKD yapmaktadırlar.

Daha önce belirtildiği gibi, sonuçlara göre sahtekarlık fenomeni ve narsisizmin ÖVD ve ÜKD ile aralarındaki ilişkiyi inceleyen çok az sayıda çalışma vardır. Bu nedenle bu değişkenler, beş faktör kişilik özelliklerine ek olarak iş tutum ve davranışlarını yordamak amacıyla bu çalışmaya eklenmiştir.

Sahtekarlık fenomeni ve ÖVD arasındaki ilişki teklif edilenin aksine negatiftir. Öte yandan, sahtekarlık fenomeni ve ÜKD arasında pozitif bir ilişki bulunmuştur. Sonuçlar, çalışanlardaki özgüven eksikliğinin ve yeteneklerini devam ettirebilmeye karşı duydukları belirsizlerinin ve kaygıların, örgüt yararına olacak örgütsel vatandaşlık davranışlarını yapmaya olan isteklerini körelttiği, buna ek olarak örgüte ve çalışanlarına zarar veren üretim karşıtı iş davranışlarını uyguladığı yönündedir. Bunun arkasında yatan sebep, sahtekarlık fenomeni yaşayan çalışanlar kendilerine güven eksikliği ve başarılarını devam ettirebilme konularında sıkıntı yaşadığından ötürü, diğer çalışanlara oranla daha çok demotive olup, örgütsel vatandaşlık davranışlarına ek çaba sarf etmeyecek ve daha çok üretim karşıtı iş davranışları gösterecek olmasıdır. Sahtekarlık fenomeni, ÖVD ve ÜKD arasındaki ilişkileri inceleyen oldukça sınırlı sayıda araştırma olduğu için, bu sonuçlar örgütsel davranış literatürüne önemli bir katkı sağlamıştır.

Bu tezde araştırılan bir başka kişilik değişkeni narsisizmdir. Son zamanlarda narsizm özellikle anormal kişilik özelliklerinden biri olarak ÜKD'yi açıklaması açısından literatürde önem kazanmıştır (Spector, 2011; Penney ve Spector, 2002). Sonuçlar narsisizm ve ÜKD arasında orta büyüklükte bir bağlantı göstermiştir. Bunun arkasında yatan neden, yüksek narsistik kişilik özellikleri gösteren çalışanların

abartılı özeleştiriyi yaparak deneyimledikleri hayal kırıklıklarını vurgulamak için daha çok ÜKD ile kendi kişiliğini ifade etmeleridir.

Sonuçlar, iş kapsamı ve ÖVD arasındaki pozitif ilişki ile iş kapsamı ve ÜKD arasındaki negatif ilişkiyi ampirik olarak desteklemektedir. Bunun nedeni, kurumun sağladığı iş özelliklerinin miktarının, çalışanların içsel motivasyonu büyük ölçüde etkilemesi ve daha çok örgütsel vatandaşlık davranışları yapmasını sağlamasıdır. Öte yandan, daha monoton ve sıkıcı işe sahip olan çalışanların içsel motivasyonu daha düşük olacağı için daha çok üretim karşıtı iş davranışları sergileyeceklerdir.

İş doyumu daha yüksek olan çalışanlar daha sık olumlu duygu durum yaşamaya meyilli oldukları için, daha çok ÖVD ve daha az ÜKD sergileyeceklerdir. Bunun nedeni sosyal değişim teorisine dayanmaktadır. Bu kapsama göre, iş doyumu yüksek olan çalışanlar karşılık olarak daha çok ÖVD ve daha az ÜKD yapacaklardır.

Ayrıca, sonuçlar örgütsel bağlılık ve ÖVD arasında anlamlı bir ilişki olduğunu göstermiştir. Geçmişte araştırmacılar öncelikle ÖVD ve duygusal bağlılık arasındaki ilişkiye odaklanmışlardır. Ancak, bu tez, normatif ve devam bağlılığı ile ekstra-rol davranışları arasındaki ilişkileri incelemesi ve bu konudaki boşluğu doldurması açısından, örgütsel davranış yazınına önemli bir katkı sağlamaktadır. Sonuçlar duygusal ve normatif bağlılık ve ÖVD arasında kuvvetli, pozitif bağlantılar ve ÜKD arasında negatif ilişkiler göstermektedir. Ancak, önerilene aykırı olarak, devamlılık bağlılığı ve ÜKD arasında küçük ama anlamlı ve pozitif bir ilişki bulunmaktadır. Bunun altında yatan neden, Türkiye'deki yüksek işsizlik oranlarıdır (% 10.9, Şubat 2016 itibarıyla). Yüksek işsizlik oranlarından ötürü çalışanlar kuruluştan ayrılmak ile ilgili yüksek maliyetler öngörmektedirler. Sonuçlar, çalışanların, iş alternatiflerinin az olmasından kaynaklı sıkıntılarını daha çok ÜKD sergileyerek dile getirdiklerini göstermektedir. Öte yandan sonuçlar, yine yüksek işsizlik oranları nedeniyle, çalışanların, kendilerini çalıştıkları kuruma karşı, hem duygusal, hem de normatif olarak bağlı hissettiklerini göstermektedir. Bu çalışanlar bağlılıklarını daha çok ÖVD ve daha az ÜKD sergileyerek göstermektedirler.

Beş faktör kişilik özellikleri ve iş tatmini arasındaki ilişkilerin sonuçlarını dikkate aldığımızda, uyumluluk, sorumluluk, değişime açıklık ve dışa döntüklük kişilik boyutları ile iş tatmini arasında pozitif ve nevroitiklik ile iş tatmini arasında negatif

ilişkiler olduğu bulunmuştur. Bunun nedeni olarak, dışa dönük bireylerin sosyal yakınlık elde etmek, iş yerinde refahı ve yardımlaşmayı sağlamak için daha yüksek düzeyde motivasyona sahip olduğu gösterilebilir. Öte yandan, nevrotik çalışanların iş yerlerinde daha çok zorluk yaşadığı ve duygu durumlarını kontrol etmek ile ilgili problemlerinden kaynaklı işe karşı daha az doyumuna sahip oldukları anlaşılmaktadır.

Elde edilen sonuçlara göre, iş kapsamı ile iş tatmini arasında güçlü bir ilişki bulunmaktadır. İş kapsamı zenginleştirilmiş çalışanların işlerinden daha çok tatmin olduğu gözlemlenmiştir. Sonuçlar, daha önceki çalışmaları ampirik olarak desteklemiştir.

Örgütsel bağlılık ve kişilik arasındaki ilişki de sonuçlar ile doğrulanmış ve bu tez, sahtekarlık fenomeni ve örgütsel bağlılık arasındaki ilişkileri keşfetmesi bakımından örgütsel davranış yazınına katkıda bulunmuştur. Deneyime açık olma, uyumluluk ve sorumluluk kişilik özellikleri duygusal ve normatif bağlılık ile güçlü ve olumlu bir ilişkiye sahiptir. Öte yandan, nörotisizm yani duygusal tutarsızlık güçlü ve negatif bir ilişkiye sahiptir. Şaşırtıcı bir şekilde, devamlılık bağlılığı sadece dışadönüklük ile nispeten güçlü ve olumsuz ve nörotisizm ile güçlü ve olumlu ilişkiler göstermektedir. Son olarak, sahtekarlık fenomeni ve duygusal bağlılık arasında nispeten küçük ama negatif ve önemli bir bağlantı ile sahtekarlık fenomeni ve devamlılık bağlılığı arasında güçlü ve pozitif bir bağlantı bulunmuştur.

Söz konusu ilişkilerin nedenleri şunlardır: Diğerleri ile daha yakın bağlara sahip olan çalışanlar, iş ortamında daha çok azim ve pozitif duygulanım gösterenler ve yeniliklere daha açık olup, duygularını daha iyi kontrol eden kişiler, diğerlerine göre daha çok duygusal ve normatif bağlılık göstermektedir. Ayrıca, dışa dönük insanlar sosyal bağlantılardan ne istediğini daha iyi bildiklerinden, daha çok ve hızlı bağlantılar kurduklarından, diğerlerine göre daha çok iş olanağı fark ederler. Bu nedenle, bu tip kişilerin devamlılık bağlılığı daha düşüktür. Ayrıca, nevrotik çalışanlar kuruluştan ayrılmak ile ilgili diğerlerine göre daha fazla korku ve sıkıntı yaşadıklarından ötürü, daha çok devamlılık bağlılığı sergilemektedirler. Son olarak sonuçlar doğrultusunda, sahtekarlık fenomeninden muzdarip çalışanların kendilerine güvenleri ve yetenekleriyle ilgili algıları eksik olduğundan, diğer çalışanlara kıyasla çalıştıkları kuruma karşı daha çok olumsuz duygular beslerler ve bu nedenle

duygusal bağıllıkları düşüktür. Ayrıca, bu tür bireyler benzer iş bulmak için yeteneklerini hafife aldıklarından ötürü, devamlılık bağıllıklarının oranı yüksek seviyelerdedir.

Çalışanlar genellikle işe olan bağıllıklarını işin kendisi ile değerlendirmektedirler. Bu nedenle çalışanlar, iş kapsamı ve anlamı arttıkça çalıştıkları kuruma karşı daha çok duygusal bağıllık sergilerler. Benzer bir şekilde, sonuçlar iş kapsamı ve normatif bağıllık arasında güçlü ve pozitif bir ilişki olduğunu göstermektedir.

Değişkenler arasındaki doğrudan ilişkiyi tartışıldıktan sonra, iş tutumlarının arabuluculuk rolü üzerinde durulacaktır. Barron ve Kenny'nin aracılık koşullarındaki kısıtlamaların hepsini geçen ilişkiler burada tartışılacaktır.

Sonuçlar, deneyime açıklık, sorumluluk, dışa dönüklük ve uyumluluk kişilik özelliklerinin iş tatmini aracılığı ile örgütsel vatandaşlık davranışlarına daha çok neden olduğunu ortaya koymaktadır. Öte yandan, nörotizm, iş tatminini azaltarak çalışanların daha az örgütsel vatandaşlık davranışları sergilemelerine neden olmaktadır. Ayrıca, zenginleştirilmiş işlerde çalışanlar daha çok iş tatmini hissettikleri için daha çok ÖVD ve daha az ÜKD yapacaklardır. Karşıt ilişkiler ÜKD için geçerlidir.

Benzer şekilde, sonuçlar, deneyime açıklık, sorumluluk ve uyumluluk kişilik özelliklerinin duygusal ve normatif bağıllık aracılığı ile örgütsel vatandaşlık davranışlarına daha çok neden olduğunu ortaya koymaktadır. Öte yandan, nörotizm, duygusal ve normatif bağıllığı azaltarak çalışanların örgütsel vatandaşlık davranışlarını daha az sergilemelerine neden olmaktadır. Ayrıca, sahtekarlık fenomenini yüksek seviyelerde hisseden çalışanlar, azalmış duygusal bağıllık yoluyla daha az ÖVD yapmaktadırlar. Son olarak, zenginleştirilmiş işlerde çalışanlar, duygusal ve normatif bağıllık düzeylerinde artış olacağı için daha çok ÖVD sergileyeceklerdir. Yine, karşıt ilişkiler ÜKD için geçerlidir.

Daha önce bahsedildiği gibi bu tezin amacı, iş tatmini, duygusal, normatif ve devamlılık bağıllığın aracı rolüyle beş faktör kişilik özellikleri, sahtekarlık fenomeni, narsisizm ve iş özelliklerinin örgütsel vatandaşlık ve üretim karşıtı iş davranışları üzerindeki etkisini belirlemektir. Ancak literatürde, ekstra-rol davranışlarının ve hem

iş hem de kişilik özelliklerinin hepsini inceleyen böylesine kapsamlı bir model çok azdır (Miles, Borman, Spector, & Fox, 2002). Bu nedenle bu çalışma örgütsel davranış yazınına katkı sağlamaktadır.

Çalışmanın Potansiyel Katkıları ve Doğurguları

Bu çalışmada elde edilen sonuçların örgüt yönetimi üzerinde çok önemli etkileri vardır. Buna örnek olarak bireylerin, kişilik özelliklerinin bir sonucu olarak, yararlı veya sapkın şekillerde davranmaya yatkın olduğunun ampirik sonuçlarla desteklenmesi verilebilir. Bundan dolayı, kuruluşlar işe alım süreci boyunca kişilik değişkenleri değerlendirmelerinden faydalanmalı ve çalışanları bu doğrultuda istihdam etmelidirler. Daha önce bahsedildiği gibi, kuruluşlar örgütsel etkinliği, üretim karşıtı iş davranışlarını azaltarak ve örgütsel vatandaşlık davranışlarını arttırarak sağlayabilmektedirler. Bunun için kuruluşlar daha yeniliğe açık, sorumluluk bilinci yüksek, yardımlaşan, daha dışa dönük ve daha az nevroitik ve sahtekarlık olgusu ile narsisizmi düşük seviyelerde olan kimseleri işe almalıdırlar. Kişilik testleri kamu sektöründe özellikle önemlidir; çünkü bu sektörde işe alım daha çok konu ile alakalı standardize testlerle yapılmakta ve kişilerin özellikleri göz ardı edilmektedir.

Ayrıca, üretim karşıtı iş davranışları işe alım sürecinde çalışanlarla yapılacak görüşmeler ve testler yoluyla azaltılabilir. Bu nedenle, örgütler işe alım süreçlerine özellikle önem vermeli ve yukarıda bahsedilen özellikleri gösteren çalışanları işe almaya özen göstermelidir. Yöneticiler, üretim karşıtı iş davranışlarının neden ve sonuçları hakkında çalışanlarını aydınlatmalı ve hangi davranışların bu kapsama girdiğini özellikle belirtmelidirler.

Ayrıca, örgütler muhtemel çalışanların duygusal bağlılık ve iş memnuniyetini arttırmak için daha çok kariyer odaklı işe alım süreci kullanmalıdırlar. Yöneticiler artan motivasyon, memnuniyet ve bağlılık yoluyla gelişmiş bir örgüt kültürü oluşturmak için astları ile güçlü bağlantılar kurmalıdırlar. Son olarak, yöneticiler örgütsel vatandaşlık davranışlarını arttırmak ve üretim karşıtı iş davranışlarını azaltmak için çalışanların iş kapsamalarını sürekli olarak zenginleştirmelidirler.

Çalışmanın Sınırlılıkları ve Öneriler

Çalışmanın ilk sınırlılığı, verilerin öz bildirim ölçekleri ile toplanmış olmasıdır. Bu durumda, katılımcılar sosyal istenirlik yönünde cevap vermiş olabilirler. Bu çalışmanın sınırlamalarından biri de araştırmanın kesitsel bir tasarıma sahip olmasıdır. Bunun nedeni, bu çalışma örgütün sadece bir anlık durumunu sunar ve model hakkında nedensel çıkarımlar yapmayı mümkün kılmaz. Ayrıca, bu tez Ankara'daki yargı alanında çalışan tek bir, büyük kamu kurumunu çalıştığından ötürü, kamu sektörü için genellenebilir nitelikte sonuçlar sunsa da, özel sektöre genellemek zor olabilir.

Gelecekteki araştırmalar için yapılabilecek çıkarımlar, Türkiye bağlamında daha çok araştırma yaparak kullanılan ölçeklerin geçerliliğini arttırmak, değişkenlerin farklı öncellerini ve araçlarını keşfetmek, ÖVD'nin ve ÜKD'nin bahsi geçen değişkenlerini incelerken hem kamu, hem de özel sektörden veri toplamak olabilir. Son olarak, Yapısal Eşitlik Modellemesi aynı anda birden fazla değişken arasındaki ilişkilerin araştırılması ve değişkenler arasındaki ilişkilerin gücünü karşılaştırması açısından hipotezleri test ederken kullanılabilir.

APPENDIX U: 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 : Arkan
Adı : Öykü
Bölümü : İşletme Bölümü

TEZİN ADI (İngilizce): Determinants of Organizational Citizenship and Counterproductive Work Behavior: The Role of Personality, Job Characteristics, Job Satisfaction and Organizational Commitment

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. Tezinden bir bir (1) yıl süreyle fotokopi alınmaz.

TEZİN KÜTÜPHANEYE TESLİM TARİHİ: