

DETERMINANTS OF COUNTERPRODUCTIVE WORK BEHAVIORS: THE
ROLE OF WORKLOAD, ROLE AMBIGUITY, LEADER SUPPORT AND WORK
LOCUS OF CONTROL

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Prof. Dr. Yaşar Kondakçı
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree
of Master of Science.

Prof. Dr. Nuray Güner
Head of Department

This is to certify that we have read this thesis and that in our opinion it is
fully adequate, in scope and quality, as a thesis for the degree of Master of
Science.

Assoc. Prof. Dr. F. Pınar Acar
Advisor

Examining Committee Members

Prof.Dr.Demet Varoğlu (TOBB ETU, BA)

Assoc.Prof.Dr.F.Pınar Acar (METU, BA)

Assist.Prof.Dr.Çağrı Topal (METU, BA)

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last name: Özge Tuncer

Signature:

ABSTRACT

DETERMINANTS OF COUNTERPRODUCTIVE WORK BEHAVIORS: THE ROLE OF WORKLOAD, ROLE AMBIGUITY, LEADER SUPPORT AND WORK LOCUS OF CONTROL

Tuncer, Özge

Master, Department of Business Administration

Supervisor: Assoc. Prof. Dr. F. Pınar Acar

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Counterproductive work behaviors (CWB) are growing area that has important consequences for organizational effectiveness. There are two significant dimensions of CWB: Those that target organization (CWB-O) and those that target members of the organizations (CWB-I). Although various empirical research has analyzed the determinants and consequences of CWB, there is a limited research in the literature giving attention to work locus of control, workload, role ambiguity and leader support by focusing on Stressor-Emotion Model and Conservation of Resources Theory.

With the aim of filling the gap in the literature on specific antecedents of CWB-O and CWB-I, this thesis tests the influences of workload, role ambiguity and leader support on those types of CWB through the moderation of work locus of control. One of the most important objectives of this study is to fill the gap in the literature in terms of examining specific organizational antecedents as predictors of

CWB-O and CWB-I. Another significant objective of this study is giving recommendations to leaders about how they can prevent CWB-O and CWB-I and alter employees' behaviors in their organizations through changing the certain aspects of their organizations. While doing so, the moderating effect of work locus of control is taken into consideration.

In order to test the hypotheses on the relationships among the variables mentioned, data were acquired from employees, who have been working in private companies in Ankara, Turkey at least one year (N=196), through digital surveys prepared on Survey Monkey. The data obtained from the research was analyzed by using SPSS software. The results show that lack of leader support and having external work locus of control increases both types of CWB engagement. On the other hand, high work load has no significant direct effect on CWB-O and CWB-I engagement. In addition to these, high role ambiguity increases the CWB-O engagement, but have no significant effect on CWB-I. The discussion of these findings will be provided with the implications, limitations and suggestions for future studies.

Keywords: Counterproductive Work Behaviors, Work Locus of Control, Leader Support, Role Ambiguity, Workload

ÖZ

ÜRETİM KARŞITI İŞ DAVRANIŞLARININ BELİRLEYİCİLERİ: İŞ YÜKÜ, ROL NETLİĞİ, LİDER DESTEĞİ VE İŞ DENETİM ODAĞI

Tuncer, Özge

Yüksek Lisans, İşletme Bölümü

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Üretim Karşiti İş Davranışları (ÜKD) örgütlerin verimliliği için önemli neticeleri olan ve büyümekte olan bir çalışma alanıdır. ÜKD'nin iki önemli alt kategorisi bulunmaktadır: Organizasyonu hedef alan ÜKD (ÜKD-Ö) ve organizasyonun üyelerini hedef ÜKD (ÜKD-B). Çeşitli çalışmalar bu davranışların belirleyicilerini ve sonuçlarını incelemiş olmasına rağmen, sınırlı sayıda araştırma üretim karşiti iş davranışlarının iş denetim odağı, iş yükü, rol netliği ve lider desteğinden, Stres-Duygu Modellemesi ve Kaynakların Korunması modeline odaklanarak nasıl etkilendiğini göstermiştir.

Bu tez iş yükü, rol netliği ve lider desteğinin ÜKD-Ö ve ÜKD-B üzerindeki etkisini iş denetim odağının aracı etkisiyle sentezleyerek test edecektir. Daha önce pek çok çalışma bu alanları incelese de; iki iş davranışları teorisi olan Stres-Duygu Modellemesi ve Kaynakların Korunması modelinin bu değişkenleri incelerken beraber kullanılması literatüre için nispeten yeni bir gelişmedir. Bu sebeple, çalışmanın en önemli amaçlarından biri organizasyondaki ÜKD-Ö ve ÜKD-B

belirleyicileri ile alakalı literatürdeki bu boşluğu doldurmaktır. Bu tezin bir diğer önemli hedefi ise liderlere ÜKD olarak nitelendirilebilecek davranışları önleyebilmek adına, çalışanlarının davranışlarını organizasyon içeriğini değiştirerek nasıl değiştirebilecekleri konusunda tavsiyelerde bulunmaktır. Buna ek olarak aynı zamanda iş denetim odağının aracı etkisi de dikkate alınacaktır.

Hipotezleri test etmek için Ankara’da özel şirketlerde en az bir yıldır çalışan kişilerden, ücretsiz online anket yaratma platformu olan Survey Monkey’de hazırlanmış dijital anket aracılığı ile veri toplanmıştır (N=196). Araştırmada elde edilen veriler SPSS programı kullanılarak analiz edilmiştir. Sonuçlar neticisinde, lider desteğinin eksikliği ve dış iş denetim odağının her iki ÜKD tipi davranışın sergilenmesini artırdığı görülmüştür. Ayrıca, iş yükünün ÜKD-Ö ve ÜKD-B davranışlarının gösterilmesi üzerinde önemli bir etkisi saptanmamıştır. Bunlara ek olarak rol belirsizliğinin yüksek olmasının ÜKD-Ö’yü artırdığı görülürken, ÜKD-B üzerinde önemli bir etkisi olmadığı saptanmıştır. Çalışmanın sonuçları, eksikleri ve gelecek çalışmalar için önerileri ilerleyen bölümlerde tartışılacaktır.

Anahtar Kelimeler: Üretim Karşıtı Davranışlar, İş Denetim Odağı, Lider Desteği, Rol Netliği, İş Yükü

To My Beloved Parents and Sister...

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CHAPTER 1

INTRODUCTION

One of the most important objectives of organizations is to encourage their employees to show behaviors that increase organizational effectiveness. Numerous studies and analysis are done to understand extra role behaviors and their impacts on the organizational performance and success. Today's complex business world is flexible and rapidly changing. Therefore, organizations should be able to alter employee behaviors for success and development. For this reason, organizations should use both their tangible and intangible assets. They should be able to make their employees easily adapt to organizational development. Based on Wernelfelt's view (1984), employees are intangible assets of the companies. Hence, they have significant impact on organizational success. Hence, many researchers studied extra role behaviors, which are organizational citizenship behaviors (OCB) and counterproductive work behaviors (CWB), to understand their determinants and consequences.

One of the very significant extra role behaviors is CWB, which is classified as voluntary behaviors, which intentionally harm organizations and their stakeholders (Spector et al., 2005). Theft, bullying, sabotage and aggression (Hafidz & Waheeda, 2012; Wu & LeBreton, 2011; Hollinger, Slora, & Terris, 1992) can be examples of CWB in corporate life. CWB have detrimental effects on organizational success and employee motivation. These behaviors have significant negative effects on the well-being of organizations and their employees. They cause several organizational costs such as low performance, higher tendency to quit, decreased productivity, and job stress (Appelbaum, Deguire, & Lay, 2005; Kelloway, Francis, Prosser, & Cameron, 2010). CWB are observed in organizations more than reported. Researchers have found that 75% of employees steal from their organizations at least once during their professional life (McGurn, 1988). Also, 95% of companies are targeted as locations

of employee fraud (Mount, Ilies, & Johnson, 2006). Furthermore, based on the data of Eurofound 68% of employees mentioned that they have experienced verbal aggressions in their organizations in response to negative performance or evaluations. Regarding monetary cost of CWB, it was reported that CWB cost to American companies nearly 200 billion dollars annually (Penney & Spector, 2002).

Different dimensions are presented by researches during CWB studies. One of the very significant categorizations of CWB is determining the target of the acts. Therefore, there are two important dimensions of CWB: CWB-O is the CWB targeting the organization itself; whereas CWB-I is the CWB targeting the members of the organizations. To investigate the association between CWB-O and CWB-I and workload, leader support and role ambiguity through moderation of work locus of control, different private organizations were selected in Ankara, Turkey. These organizations are healthcare companies, defense companies and start-up companies located in Technopolis locations of Ankara. The data of this study represents a sample of 196 participants by using digital surveys created in Survey Monkey website. To test the proposed hypothesis, linear regression model and moderated regression model were utilized.

In the following sections, there will be more detailed information about CWB, work load, leader support, role ambiguity and work locus of control.

1.1 Significance of the Study

The significant relation between extra role behaviors and effectiveness of organizations motivate many researchers to study antecedents of these behaviors. Therefore, understanding the determinants of CWB gives significant contributions to organizational behavior literature. Some of the researches focused on personality variables, organizational antecedents, leadership and job features as antecedents of CWB (Coleman & Borman, 2000; Organ & Lingl, 1995; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Smith et al., 1983; Spector, 2011; Todd & Kent, 2006). Having the same purpose, this thesis investigated the role of leader support, workload and role ambiguity on CWB-O and CWB-I through moderation of work locus of control. Although, there are numerous research that examine the effect of workload,

work locus of control, role ambiguity and leader support; studying them by combining the ideas of two organizational behavior models with respect to these inputs and outputs is relatively new for the literature. Besides, there are limited studies focused on these antecedents together on both dimensions of CWB by utilization of two significant theories of organizational literature: The Stressor-Emotion Model (Spector & Fox, 2005) and The Conservation of Resources Theory (Hobfoll, 1989). By combining of these theories, different perspectives could be taken to understand determinants of CWB in corporate life.

Among personal variables which are antecedents of CWB, locus of control was highly studied. However, in corporate life work locus of control (Spector, 1988) is considered as more valid to predict CWB. This study will focus on work locus of control effect instead of general locus of control concept. In addition to that, not only direct effect of work locus of control; but also, moderator effect of work locus of control will be analyzed to predict CWB-O and CWB-I. Furthermore, compared to Stressor-Emotional Model, Conservation of Resources theory was less studied for CWB literature. For that purpose, this thesis will touch on Conservation of Resources theory at the same time with Stressor-Emotional Model.

The other purpose of this study is to examine CWB of employees from different sectors. Most of the Turkish CWB studies focus on employees coming from the same company or the same sector. Therefore, this study will provide information about effects of leader support, role ambiguity, workload and work locus of control on CWB-O and CWB-I in the different private sectors and Turkish context.

In today's competitive and dynamic environment, any action taken to decrease CWB engagement will be beneficial for organizations. Accordingly, increasing effectiveness of the organizations by eliminating CWB should be a vital subject of organizations. Therefore, well-managed organizations require employees who are cooperative, flexible, balanced and innovative (Organ & Lingl, 1995).

1.2 Relevance of Turkish Culture

Culture is defined as complex idea which includes knowledge, belief, art, moral, law, custom and any other habits acquired by man as a member of society (Tylor,

1871). Culture has significant impact on perceptions of individuals while they understand their social environments. (Den Hartog, House, Hanges, Ruiz-Quintanilla, & Dorfman, 1999). Therefore, investigation of organizational behaviors needs understanding culture of societies (Gelfand, Erez, & Aycan, 2007). In this study, the participants belong to Turkish society. Hence, it would be better to interpret the consequences in the frame of Turkish culture.

Most of the CWB literature studies were mostly conducted in North America and Europe. Therefore, measurements fit for that cultures (Gelfand et al., 2007). As a result of this, the norms of these regions may have affected the general outcomes of CWB. In this study, scales are translated into Turkish to eliminate the cultural difference as soon as possible. Hence, the outcomes of this thesis will be more valid for Turkish context.

Turkish culture is relationship oriented national culture (Aycan et al., 2000; Hofstede, 1980; Ölmez, Sümer, & Soysal, 2004). Additionally, high level of uncertainty avoidance and high-power distance are other important features of Turkish culture (Aycan et al., 2000; Hofstede, 1980). Therefore, leader-subordinate relations and perception of employees about their work environments will be highly affected by culture. As a result of this, both antecedents and independent outcomes which are CWB-O and CWB-I, are all affected by norms of Turkish culture. For example, being an employee from a relationship-oriented culture determines the perception about importance of leader-subordinate relations in a work place.

This thesis provides results for Turkish private companies to give suggestions to Turkish managers, strategic alliances of foreign companies about how they can deal with CWB-O and CWB-I engagement. By understanding the motivators of CWB, companies may find more employees showing less CWB tendency to preserve and increase organizational effectiveness.

1.3 Research Questions

This thesis focuses on how organizational and personality antecedents affect CWB-O and CWB-I engagement in organizations. While the study focuses on this general idea, it specifically investigates how CWB engagement of employees is

influenced by leader support, role ambiguity and workload through moderation of work locus of control. The primary objective of this thesis is to answer the following questions:

- 1) Is leader support significantly related to CWB-O and CWB-I engagement?
- 2) Is role ambiguity significantly related to CWB-O and CWB-I engagement?
- 3) Is workload significantly related to CWB-O and CWB-I engagement?
- 4) Does work locus of control moderate the relationship between leader support and CWB-O and CWB-I engagement?
- 5) Does work locus of control moderate the relationship between role ambiguity and CWB-O and CWB-I engagement?
- 6) Does work locus of control moderate the relationship between workload and CWB-O and CWB-I engagement?

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

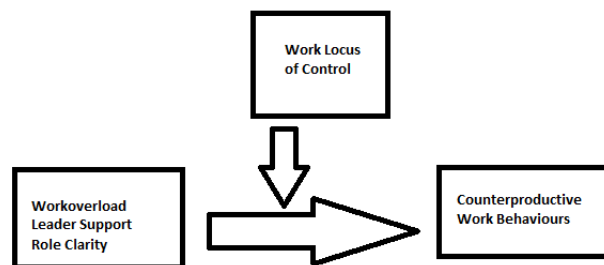


Figure 1. Proposed Model

CHAPTER 2

THEORETICAL FRAMEWORK AND HYPOTHESES

This section is composed of counterproductive work behaviors (CWB), its dimensions, its related concepts and criticism about CWB. First, CWB and similar concepts will be introduced. Then, CWB dimensions and criticism will be discussed in the following section there will be a review of related theories followed by hypotheses of the study.

2.1 Background of CWB

Job related behaviors are grouped into two: in-role and extra-role behaviors (Katz & Kahn, 1978). The first one, in-role behaviors are the behaviors expected from employees as job duties, and these behaviors are generally mentioned in the official job definitions. Extra-role behaviors are grouped into two: organizational citizenship behaviors (OCB) and counterproductive work behaviors (CWB). They are not written in job definitions; however, they contribute to organizations beyond task requirements.

In the twenty-first century, the attention was given to CWB (Wu & LeBreton, 2011; Hollinger, Slora, & Terris, 1992). Based on the study of Robinson and Bennett (1995), up to 75 per cent of employees have engaged in these behaviors. Thus, it is a pervasive and costly problem all over the world. For this reason, it is important to understand motivators of CWB to find ways to prevent them (Robinson & Wilkowski, 2008). After understanding the motivators, organizations may take two different actions to deal with them. Either, they can select "right" employees, or they can use organizational control system to modify behaviors of the employees. Many studies were conducted to investigate the causes of these behaviors (Fox, Spector & Miles, 2011). To understand, several different theoretical frameworks were offered.

Two such perspectives are Spector and colleagues (Chen & Spector, 1992; Fox & Spector, 1999; Storms & Spector, 1987) proposed CWB as an emotion-based response to stress, and mentioned Stressor-Emotion Model. Also, Hobfoll (1989) proposed Conservation of Resources Theory to investigate relation between CWB and antecedents. They see CWB as a response to negative conditions brings resource loss or threat. This study integrates both of these theories to understand determinants of CWB and its dimensions.

2.2 What is CWB?

In the past, Spector (1975) was the first person to name harmful organizational behaviors as organizational aggression. Hollinger (1986) stated the term of deviance, and later Robinson and Bennett (1995) referred to negative behaviors in the organizations as workplace deviant behaviors. The first-time literature saw the term "counterproductive" for the negative behaviors seen in the organizations was the paper of Spector and Fox (1999). After this time, researches used CWB term frequently, and they tried to define it in organizational literature. Sackett, Berry, Wiemann and Laczko (2006) stated that CWB include any employee behavior that has potential harm for the organizations, the members or the both. Wilkowski and Robinson (2008) referred to these behaviors as dysfunctional behaviors. Spector and Fox (2002) argued that CWB are intentional behaviors that harm organizations or their members. Rutondo and Sackett (2002) described CWB as behaviors that are negative to organizations' interests and well-being. The main difference between the Spector and Fox's definition and Rutando and Sackett's definition is that Rutando and Sackett saw CWB from the point of organizational interests, whereas Spector and Fox expanded the definition by adding the stakeholders. Cooper, Dewe and O' Driscoll (2001) maintain that CWB are the behavioral responses, and they become specific responses to the stressors.

The broadest definition of CWB, which is highly used and accepted in today's researches, was offered by Spector and Fox (2005). They stated that CWB are behaviors applied by employees that harm or intend to harm their organizations and organizations' stakeholders. Stakeholders can be customers, co-workers, clients and

supervisors. It can include wasting time, sabotage, and absenteeism, work slowdowns, wasting materials and spreading rumors. In this research, the definition of Spector and Fox (2005) will be used. Their definition is:

“CWB are voluntary, potentially destructive or detrimental acts that hurt organizations or its members “(p.270)

This definition includes three important points: First, these behaviors should be voluntary. It means that CWB must be purposeful, not accidental (Fox & Spector, 2005). For example, poor performance is not a form of CWB. Although it gives harm to the organization, it is not intended. In fact, training can be a solution for poor performers. Therefore, CWB do not include the behaviors that are not under control (Rotundo & Spector, 2010). However, if an employee shows poor performance intentionally to show his unsatisfied work conditions to his leader, then it can be considered as CWB. Like that, absence of an employee due to family emergency would not be categorized as CWB. On the other hand, absence of an employee to spite a colleague can be considered as CWB. Second, they may not harm the organization or its members clearly; however, they have a potential to harm. For instance, a small conversation between two employees about a co-worker's private life can have no direct effect on organizations or on co-workers. However, it may be harmful, if the rumor is spread. Last, CWB can be categorized as CWB toward organizations and CWB toward employees. These are important dimensions of CWB to be discussed later in this study (Fox & Spector, 2001).

2.3 Similar Concepts to CWB

Harmful behaviors were studied under different terms such as aggression (Neuman & Baron, 1996; O'Leary-Kelly, Griffin, & Glew, 1996; Spector, 1975), violence (Bulatao & VandenBos, 1996; LeBlanc & Kelloway, 2002), retaliation (Skarlicki & Folger, 1997), revenge (Bies, Tripp, & Kramer, 1997) and deviance (Hollinger, 1986; Robinson & Bennett, 1995). Although these terms are used interchangeably by scholars, each has similarities with CWB and differences from CWB (Bennett & Robinson, 2000; Marcus & Schuler, 2004). Even though the

terminology may differ from study to study, most of these deviant behaviors can be subsumed under the broader construct of CWB. In the following section, these similarities and differences will be examined.

Workplace Aggression:

Workplace aggression is defined as behaviors that are intended to harm organizations or its members (Neuman & Baron, 1997; O'Leary-Kelly, Griffin, & Glew, 1996; Spector, 1975; 1978). Aggression has been categorized into several forms. Buss (1961) mentioned physical, verbal, direct, indirect, active and passive aggression. Physical aggression means armed or unarmed attacks to someone. Verbal aggression includes a vocal response such as yelling or threatening at someone. Direct aggression consists of acts that deliver harm to target. On the other hand, indirect aggression attacks the person in a hidden way from the target. Active aggression has harmful stimulus to a target, whereas passive aggression has unsuccessful actions for giving harm.

Violence:

Violence can be considered as a form of aggression. Specifically, violence is defined as physical acts toward individuals such as crime and rape (Bulatao & VandenBos, 1996; LeBlanc & Kelloway, 2002). The definition includes individuals as targets; however, CWB can target both individuals and organizations.

Retaliation:

Retaliation is a specific case of aggression. It means punishing the organization due to perceived injustice in the workplace (Skarlicki & Folger, 1997). Like aggression, it has an intention to give harm, but the underlying determinants are equity and injustice. According to Skarlicki and Folger (1997) retaliation can be examined as a sub-topic of CWB, since injustice perception can also be considered as one of the antecedents of CWB.

Revenge:

Revenge consists of actions against perceived agents of harm (Bies, Tripp, & Kramer, 1997). It is significant to point that some scientists see revenge as a positive social function. Bies et al. (1997) mentioned that it helps to regulate and improve interpersonal behaviors. In that consideration, it is different from CWB.

Deviance:

Deviant behaviors are defined as negative behaviors. They violate organizational norms and may or may not give harm to organizations or its members (Hollinger, 1986; Robinson & Bennett, 1995). From the definition the distinction from CWB is not very clear. However, there are examples where the behavior is deviant but not considered as CWB. For illustration, incentive injustice among two similar employees can be a problem in organizations. The employee, who perceives the case as injustice, can talk with his supervisor. It can be considered as deviant behaviors, but it is not CWB. It does not give harm; it can bring positive results for the employee.

These concepts were studied in organizational behavior studies many times. In this thesis, we will focus on the concept of CWB. In the following section, dimensions of CWB will be discussed.

2.4 Dimensions of CWB

CWB studies are conducted in two different ways. The first way includes analyzing the specific forms of CWB such as lateness (Blau, 1964), workplace aggression (Rogers & Kelloway, 1997), theft (Greenberg, 1990), sabotage (Mangione & Quinn, 1975), and absenteeism (Johns, 1994). The second way is referring as CWB collectively (Bennett & Robinson, 2000; Gruys & Sackett, 2003; Spector et al., 2006). The first categorization way of CWB was conducted by Hollinger and Clark (1982). They grouped these behaviors into two: “*property deviance*” such as sabotage and taking office supplies home and “*production deviance*” such as absenteeism and usage of alcohol or drugs at work (Hollinger & Clark, 1983; Hollinger & Clark, 1982; Hollinger, 1986).

Bennett and Robinson (1995) introduced 4p’s typology in the literature. In addition to property and production deviance, they added two additional sub groups: personal aggression and political deviance. In this typology, *political deviance* refers to establishing social interaction with other individuals to gain a personal disadvantage or advantage. It involves presenting favoritism, blaming co-workers, and starting negative rumors about the organization. Further, *personal aggression* means behaving in a hostile way. It involves sexual harassment and verbal abuse

(Robinson & Bennett, 1995). This typology is the root of several numbers of studies involving bullying (LaVan & Martin, 2007), cyber-loafing (Blanchard & Henle, 2008), workplace violence (Kelloway, 2006) and CWB study of Spector, Fox and Miles (2001).

Another way to reveal dimensions of CWB is to determine target of the behaviors. For example, production and property deviance target the organizations. Thus, they conceive CWB-O as targeting the organization (Fox & Spector, 2003). On the other hand, political deviance and personal aggression construct CWB-I conceptualized as targeting the individuals in the organization (Baron & Neuman, 1996; Bennett & Robinson, 2000; Fox et al., 2001; Goh, Bruursema, Fox & Spector, 2003; Robinson & Bennett, 1995). To illustrate, destroying company's computers and doing a task incorrectly are examples of CWB-O, whereas hitting a co-worker and insulting are forms of CWB-I. Although, these two dimensions are moderately correlated with each other; they reflect different aspects within CWB (Bennett & Robinson, 2000). Thus, even there may be a general idea about factors of CWB, focusing on one dimension may not give the correct consequences. Hence, it seems much more appropriate to investigate underlying dimensions of CWB by categorization as CWB-O and CWB-I. Also, according to past studies behaviors showed that items of CWB may have different relation strength for different stressors. For example, some items are related strongly to anger, while others may have stronger relation with stress (Spector & Fox & Penney & Bruursema & Goh & Kessler, 2006). Therefore, in this study CWB-O and CWB-I categorizations will be used as dimensions.

As another categorization, Gruys (1999) identified eleven items: (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. Later, Spector and Fox (2001) made a comprehensive list of 64 CWB acts by combining several studies. At the end, they classified CWB into five categories. The first category was abuse, referring to nasty and harmful behaviors towards to other individuals. The second category was product deviance, which means intentionally doing a job incorrectly. Next categories were sabotage and

theft. Sabotage means destroying the objects in the organizations and, theft means illegally taking personal possessions of another. The last category was withdrawal, which is related to avoid work, being late to work or being absent during work hours (Spector et al., 2006).

The other classification method of CWB includes the severity degree of the behaviors. Some acts are milder than others. For example, verbal aggression is seen as milder than physical aggression, and deserves less serious punishment (Hollinger & Clark, 1983).

The last classification was made by targeting those acts as active or passive (Conlon, Meyer, & Nowakowski, 2005) Active ones such as yelling a co-worker directly target the subject or object. On the other hand, passive ones such as lateness or slowing down the work are not observed immediately. Such passive acts are less likely to be punished and thus, they are seen more frequently compared to active acts.

In conclusion, violating organizational norms and intending to give harm to members of organizations are common attributes of all dimensions of CWB (Marcus & Schuler, 2004). It is important to realize that CWB can be broken into many dimensions, and these dimensions may have different antecedents. These dimensions are created by showing different points, but all of them may be used for different studies. Regardless of how one researcher categorizes CWB, there are many variables associated with the likelihood of CWB engagement.

2.5 Antecedents of CWB

It was considered that if underlying determinants of CWB are understood, organizations can find ways to decrease the frequency of CWB engagement among their employees. Hence, many scholars give their attention to understand the antecedents of CWB (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). They state that there are many antecedents of CWB engagement, and they tried to categorize them to make researches easier. The very well-known and accepted categorization was done by Spector and Fox (2002) who

grouped the antecedents into two categories: *environmental antecedents and personal antecedents*. The first ones, environmental antecedents, have repeatedly been revealed as significant predictors of CWB engagement (e.g. Fox, Spector, & Miles, 2001; Penney & Spector, 2005). Furthermore, personal antecedents have also been shown as important predictors of engaging in CWB (e.g. Bowling & Eschleman, 2010). Specifically, personal antecedents include internal variables such as employee attitudes and personality traits such as locus of control; whereas environmental antecedents include organizational factors such as organizational culture and job characteristics. To understand the determinants of CWB, The Stressor-Emotion Model and Conservation of Resources Model were commonly used in the literature.

Stressor-Emotion Model (Spector, 1998) includes organizational behaviors and their relationship with occupational stress. Also, this model demonstrates the role of emotions between stressful conditions and organizational behaviors. It suggests that CWB are responses to the job stressors (see Figure 2). A *stressor* is an environmental condition that has potential to induce negative feelings (Spector, 1998). For example, role conflict and role ambiguity (Kahn et al., 1964), interpersonal conflict (Spector, & Jex, 1998), and organizational constraints (Peters & O'Connor, 1980) may be considered as job stressors. In this model, there is connection between frustration and environmental situations. According to this model, individuals monitor and appraise the environmental situations around them (Lazarus, 1991). During appraisal of environmental situations, individuals are interpreting whether a situation is a stressor or not. If individuals perceive the situation as a stressor, negative emotions are emerged. These emotions trigger behavioral and psychological changes (Cartwright & Cooper, 1997; Spector, 1998). These changes have potential to bring strains, and they are relevant with well-being of employees (Spector & Goh, 2001). *Strain* is defined as an outcome of the job stress. It may be psychological (e.g., job dissatisfaction), physical (e.g., headache, physiological changes such as increased blood pressure), or behavioral (e.g., bullying or withdrawal from work). CWB is considered as behavioral strain in this model for both of the dimensions, CWB-O and CWB-I. For this model, emotions play important role. They represent responses to the situations perceived as stressful (Lazarus, 1991; Lovullo, 1997; Payne, 1999). Also, they motivate the behaviors and

may have potential to bring psychological changes (Cartwright & Cooper, 1997; Spector, 1998). Therefore, emotions have mediator role between job stressors and strains. For example, individuals in bad emotional state have more tendencies to engage in CWB compared to individuals in good emotional mood in the same environmental situation.

In CWB literature, Allen and Greenberger (1980) suggested that control perception is a significant determinant of CWB. Based on this idea, they stated that low control perception leads to CWB and, this idea was also supported by Storms and Spector (1987). Therefore, control is included as an important factor of the model to determine CWB engagement. For instance, if an employee has low control perception about an event in her work environment, she shows more tendencies to engage in CWB compared to her colleague exposing the same event but having more control perception. Hence, moderating effect of control becomes an issue for CWB prediction. To apply it for Turkish context, we will focus on the moderator effect of control in this study. To illustrate, the general figure of this model was given in the below.

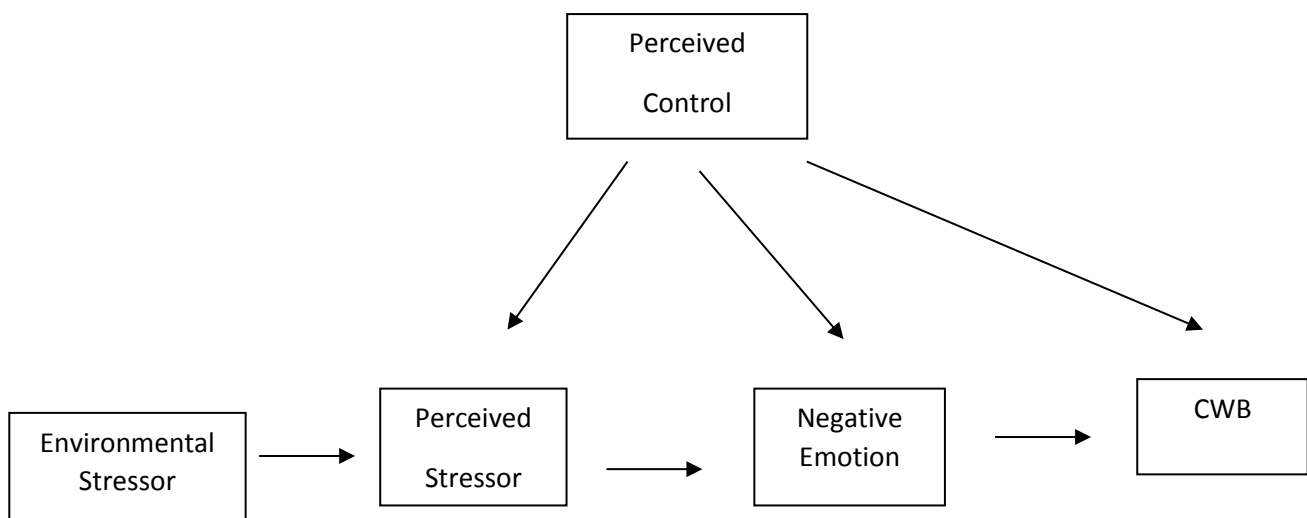


Figure 2. The Stressor-Emotion Model. From A control theory of the job stress process. Spector, P. E. (1998). In C. L. Cooper (Ed.), *Theories of organizational stress* (pp. 153-169). Manchester, UK: Oxford University Press.

The other important theory focused on the CWB is the Conservation of Resources Theory (COR). The COR model represents to the relation between job stress and CWB similar to the Stressor-Emotion Model. Likewise, COR model can be applied for both dimensions of CWB: CWB-O and CWB-I. However, the underlying arguments of COR are different from Stressor-Emotion Model. It was offered as an integrative stress theory which predicts that resource loss is the main ingredient in the stress process (Hobfoll, 2001). COR theory suggests that individuals desire to preserve their resources or minimize resource losses when they are faced with threats from their environments (Hobfoll, 1989). In other words, the basic principle of COR theory states that individuals would like to obtain, retain, protect and foster their resources (Hobfoll, 2001). For this model, *Resources* are defined as objects, personal characteristics, conditions or energies that are valued by individuals. These resources should be maintained to be successful and happy (Hobfoll, 1989). For example, self-esteem (Rosenberg, 1965), learned resourcefulness (Rosenbaum & Smira, 1986), socioeconomic status (Worden & Sobel, 1978), and employment (Parry, 1986) can be considered as resources for an individual. According to COR theory, individuals are motivated to protect current resources, and they are always trying to gain new ones. They would like to develop resource surplus in order to prevent future loss of resources in stressful conditions. Having resource surplus or preventing loss of resources has potential to shape behaviors of individuals. In general, COR theory mentions that stress will occur because of these three conditions: when resources are threatened with loss or when resources are lost or where individuals fail to gain enough resources to be invested for future. When individuals face with stressful conditions due to one of these three conditions, they try to find ways to preserve their existing resources or to minimize the loss of them. Therefore, they may engage in counterproductive acts to response to these conditions. Many empirical studies have found that when individuals lose resources at work, they are more likely to experience strain. Hence, it is proposed that employees may engage in both dimensions of CWB, so that they can preserve themselves and their resources from future threats (Coleman Gallagher, Harris, & Valle, 2008).

Both the Stressor-Emotion Model and COR theory mention that individuals give behavioral responses to the conditions bring negative feelings on them. These negative feelings can arise due to threat, low control or perception shape of the individuals. Those feelings may bring CWB engagement for the individuals to deal with the condition. Hence, if the root causes of those feelings can be determined, in other words if the antecedents of CWB can be determined, actions to prevent them may be taken. For this purpose, antecedents of CWB will be discusses in detail in the following section.

2.5.1 Personal Antecedents

Researchers illustrated that individual differences are significant predictors of both CWB-O and CWB-I. Various personality traits were associated with engaging in CWB (Wu & Lebreton, 2011). Since CWB are the choice of individuals, it is normal to expect that they are more related to personality differences rather than ability differences (Mount, Ilies & Johnson, 2006). These personality differences were studied under many categories. Some researches focused on only demographic variables, whereas others preferred to focus on specific personality traits. As a result of all of these, it was found that personality antecedents have significant prediction on CWB engagement.

Several studies revealed that *demographic variables* such as sex, tenure, education and age are associated with CWB significantly. Specifically, results of these studies concluded that age as negative correlation with CWB (Gruys, 1999; Hollinger & Clark, 1983; Marcus & Schuler, 2004; Ones & Viswesvaran, 1998). When people are getting older, their CWB engagement decreases. In the Ng and Feldman (2008) meta-analysis, it was showed that older workers were less likely exhibit aggression, lack of punctuality and absenteeism. Moreover, Lau et al. (2003) in their meta-analysis found that CWB such as theft and production deviance also decreased with age. The main idea of these results is that degree of organizational commitment among younger workers is less compared to older workers (Hollinger, 1983). Similar to that, tenure and CWB have negative correlation with each other (Marcus & Schuler, 2004; Ng & Feldman, 2010). For example, an employee who has

been working for five years in the same organization will show less CWB engagement compared to an employee has been working for three years in the same place. In addition to tenure and age, gender is found as correlated with CWB engagement. For aggression, for instance, men are said to tend to be more aggressive than women in interpersonal relations (Sackett et al., 2009; Hershcovis et al., 2007; Liao et al., 2004). Clark (1996) asserted that women are significantly more likely to mention good relations with their colleagues and managers. Therefore, various findings indicated that women employees engage less in deviant behavior than men employees (Deaux & Lewis, 1984; Henle, 2005; O'Fallon & Butterfield, 2005; Lau, 2003; Berry et al., 2007; Cohen et al., 2013). Also, prior research suggested that men are generally less effective to control their impulses (Cross et al. 2001). Therefore, they show more tendencies for CWB engagement. In this study, tenure, gender and age will be used as control factors in the analysis.

The other personal antecedent is *job attitude*. It is collection of beliefs, feelings and attachment of employees toward their jobs (Judge & Kammeyer-Mueller, 2012). Organizational commitment, job satisfaction and perceived fairness are considered as examples of job attitude. *Job satisfaction* is a positive emotional state for one's job or job experiences (Locke, 1976). Mount, Ilies and Johnson (2006) stated that job satisfaction has negative relation with CWB. *Organizational commitment* is emotional or psychological attachment of employees to their organizations (Ketchand & Strawser, 2001; Mathieu & Zajac, 1990; Meyer & Allen, 1991). It was shown that if employees have high level of organizational commitment, they show less CWB engagement (Mathieu & Zajac, 1990). Perceived fairness is another important job attitude. Employees who perceive the manager to be unfair will be more probable to engage in CWB (Hollinger et al., 1992; Hollinger, 1986). For example, Gruys (1999) mentioned that if an employee considers that she is underpaid compared to his/her colleagues, she has much more probability to engage in CWB

The other highly studied personality antecedent is *neuroticism*. It refers to the individual level of emotional instability. It specifies individuals' tendency to psychological distress and extreme desires. Neurotic individuals have more tendency to engage in CWB (Liao, Chuang, & Joshi, 2008; Penney & Spector, 2002).

Trait anger, which is the other personality trait, refers to tendency to respond a situation with anger (Douglas & Martinko, 2001; Fox & Spector, 1999; Spielberger, Krasner, & Solomon, 1998). Individuals having high trait anger were more probable to engage in CWB. Same relation is also valid for self-control, which is the trait of determinedly controlling behavior, and CWB. Results revealed that workplace aggression and self-control were negatively related to each other (Marcus & Schuler, 2004).

Some personal factors may be internal for individuals, while others can be external. For example, skills and willpower are internal, whereas task demands, and actions of other individuals are external (Ajzen, 1985). The difference between internal and external factors has significant implications. For instance, responsibility for success or failure is attributed to the actor when perceived as caused by internal factors (ability or effort), but less so when perceived to be due to external factors task difficulty or luck (Weiner & Kukla, 1970). Perception of these factors may differ among individuals. Therefore, individuals can be different about interpretation of events, rewards and punishments as caused by their own actions or by others' actions. Perceived control is one of the important factors for interpretation of environment. The importance of perceived control has received considerable attention of many scientists (e.g. Glass & Carver, 1980; Kobasa, 1982). In Stressor-Emotional model extra attention was given to perceived control to determine one's behaviors.

Locus of Control, which shows externality or internality of individuals, is another personality antecedent of CWB (Rotter, 1986). It is defined as tendency of individuals to evaluate the events and rewards. Based on that, individuals may have internal locus of control or external locus of control. Individuals having internal locus of control believe that they are responsible from their own actions and behaviors. However, external locus of individuals believes that outside factors are responsible for the events happening to them. From the definition, it is expected that an employee, who has internal locus of control, will think that she has more control in her work. Hence, she can control the events. On the other hand, a person, who has external locus of control, will feel that she has less control. She believes that control exists in other places not in herself. To her, control is linked to fate, luck or power of

others. It is expected that individuals with internal locus of control might engage less CWB compared to individuals with external locus of control (Reiss & Mitra, 1998)

In addition to direct effect of locus of control, indirect effect of it is also significant to predict CWB. Storms and Spector (1987) tested moderator effect of locus of control by using frustration as antecedent for CWB. Results showed that external locus of control individuals have more tendency to engage in CWB in frustration cases compared to internal locus of control individuals. Later, Spector tried the moderating effects of locus of control with Fox again (1999), but they failed to replicate the results. Therefore, replication of moderation effect of locus of control may be beneficial for literature. Despite wide interest on moderator effect of locus of control, the studies have been dominated by Rotter's (1966) locus of control scale (Spector, 1988). However, relation between this scale and work-related variables are rather modest. In fact, Phares (1976) stated that Rotter's scale is a rough measure, and researchers should develop a domain-specific measure. Work Locus of Control (WLOC) has been developed as a work domain scale (Spector, 1988). Domain-specific measures are considered better predictors than global measure scales (Lefcourt, 1992). This claim was supported by different studies which showed that WLOC was a better predictor compared to general measure of scale (Blau, 1993; Orpen, 1992).

2.5.2 Environmental Antecedents

Personal factors predict only some part of variance of CWB (Fox & Spector, 1999). Thus, environmental factors (organizational factors, situational factors) should also be discussed to predict CWB. Past researches identified numerous environmental factors associated with CWB (Chen & Spector, 1992; Fox & Spector, 1999; Fox, Spector, & Miles, 2001; Miles, Borman, Spector, & Fox, 2002; Penney & Spector, 2002). For instance, work-overload, role ambiguity and interpersonal conflict can be example of environmental antecedents (Penney & Spector, 2005).

Environmental factors affect the physical and psychological well-being of employees. Therefore, it is significant to investigate their effect on CWB engagement. To investigate them easier, scientists categorized them. In this aspect,

environmental antecedents are grouped into two: Organizational constraints and interpersonal conflicts (Spector & Fox, 2002).

2.5.2.1 Organizational Constraints:

The first group of environmental antecedents is organizational constraints, which are defined as work conditions that interfere with the job performance of employees (Peters & O'Connor, 1980). They include insufficient job equipment, incomplete information, inadequate training, and organizational procedures, interrupted by others or understaffing (Storms & Spector, 1987). Such constraints are common in organizations, in fact are one of the most stressful conditions employees faced (Liu, Spector, & Shi, 2007).

Organizational constraints create negative emotions such as frustration or anger for employees. Based on the Stressor-Emotion Model, employees give behavioral responses. For example, it was found that aggression, hostility, sabotage, theft and withdrawal had positive correlation with organizational constraints (Chen & Spector, 1992). Besides to this, research of Spector and Fox (1998) pointed that organizational constraints had positive relation with intention to quit and negative correlation with job satisfaction. According to model, negative emotions have mediating role between the organizational constrains and behaviors (Fox et al., 2001). Since, constrains are significantly correlated to negative emotions, it turns that organization constrains increase tendency of CWB engagement. Previous studies revealed that organizational constraints are significant predictors of both CWB-I and CWB-P (e.g. Fox et al., 2001; Penney & Spector, 2005). Moreover, it has been shown that organizational constraints are more strongly related to CWB-O than CWB-I (Fox et al., 2001; Hershcovis et al., 2007). It was expected to see that thanks to stem of the stressors. Since, the root cause is organization itself, it is normal to expect that people suffering from organizational constrains show their action against the organization.

As sub-groups, there are many concepts regarding with organizational constrains. One of them is *workload* which is defined as an individual's lack of the personal resources needed to fulfill commitments, obligations, or requirements (Peterson, 1995). It causes role stress, and lead to negative emotions on employees.

Therefore, employees engage in CWB as a response. Another organizational constraint is lack of leader support. A leader helps to define work structures and ensure that there is organizational support for a team (Tesluk & Mathieu, 1999). Employees feeling this support may perceive their environment as less threatening. Therefore, based on the idea of COR and Stressor-Emotion Model, employee tendency for CWB decreases. The other significant organizational concept is role ambiguity. It refers to lack of the necessary information available to a given organizational position (Lirtzman & Rizzo, 1970). Employees facing with role ambiguity have dissatisfaction about their job, and feel anxiety (Kahn et al., 1964). Therefore, they show more tendencies about engaging in CWB to deal with anxiety.

All in all, organizational constraints are first big group of environmental antecedents. They are significant predictor of CWB engagement. Therefore, it is important to investigate them in detail to preserve the organizations from CWB. In this study, we will focus on effect of lack of leader support, role ambiguity and workload on CWB. These concepts and their relations with CWB will be discussed later in details.

2.5.2.2 Interpersonal conflict:

The other environmental antecedent is interpersonal conflict (Penney & Spector, 2005), and it refers to relationships among employees. It involves stressful social interactions among employees in their workplaces. Interpersonal conflict affects the psychological conditions of employees in their workplace. For example, interpersonal conflicts may involve fighting with co-workers and poor treatment of co-workers. Employees facing with interpersonal conflict experience of disagreement and/or poor treatment at work. This can be either covert or overt. For instance, spreading rumors is covert; whereas being rude to each other is overt (Spector & Jex, 1998).

Various meta-analyses found that interpersonal conflict relates positively with both CWB-I and CWB-P (Spector & Chen, 1992; Frone, 1998). Jef and Spector (1998) stated that there was a significant correlation between interpersonal conflict and anxiety, depression and emotional frustration. According to the Stressor-

Emotional model these negative emotions caused CWB in threatening work situations. It was found that interpersonal conflict was significantly related to negative emotions, and negative emotions were positively related to both forms of CWB (Fox, 2001). For example, if an employee suffers from conflict with another employee, he/she may experience negative emotions such as anger or frustration. As a result of it, this employee may release his/her anger or frustration through engaging in harmful behaviors. Therefore, CWB serve as actions by people to release the tension of negative emotions.

In this study, our main antecedents, which are leader support, workload and role ambiguity, are organizational constraints. Hence, in the following sections they will be discussed in detail through investigation of their effects on CWB engagement. Future studies may focus on specific interpersonal conflict elements or other organizational antecedents to show CWB engagement tendency.

2.6. Lack of Leader Support

Leadership has taken the attention of social scientists for many decades, since success of an organization is related with collaborative and creative work conditions which are emerged by good leadership skills (Bass, 1981; Peters, 1987; Thompson, 1965). *Leaders* are individuals who direct and evaluate the work, facilitate for accessing the resources and information (Bass, 1981). Also, they engage the task and employees to get better results from a regarded task or a project. In addition to that, leaders coordinate the different point of views, and provide communication spaces between employees.

Leader support is defined as psychological and physical assistance extended by a leader (Basu & Green, 1997). It is the result of leadership process, and employees perceive leader support by evaluating different dimensions such as charisma, individual consideration, intellectual stimulation and influence (Bass, 1995). Also, sharing the knowledge, which is making knowledge available for others in the organizations and teams, can also be considered in the context of leader support (Ipe, 2003; Mooradian et al., 2006; Szulanski, 1996). These dimensions were found as associated with work performance and creativity of employees (Shin and

Zhou, 2003; Gumusluoglu and Ilsev, 2009). It is revealed that sharing knowledge increase performance of the teams and the organizations (Berends et al., 2006). Therefore, perception of these leadership dimensions will be reflected as perceived leader support in employees' minds, and it affects organizational success and performance.

In the past twenty years, leadership studies amplified their interest toward including peers, followers, supervisors, work context and culture while evaluating leader support context (Avolio, Walumbwa & Weber, 2009). All social environments consist of relationships between individuals. Since all organizations are social environments (Blau, 1964), it becomes significant to investigate relationships in the organizations. To focus on this, scientists developed a theory, called Leader-Member Exchange Theory (Graen & Uhl-Bien, 1995). Researches about Leader-Exchange Theory gained momentum to investigate all aspects of it (Mayfield & Mayfield, 1998); Bass & Riggio, 2006; Ünal, 2014). LMX theory focuses on overall quality of reciprocal exchange between leaders and their subordinates (Cogliser & Schriesheim, 2000; Graen & Uhl-Bien, 1995). This theory sees leaders as value givers for their followers. In return followers are giving values for their leaders.

According to LMX Theory, leaders treat differently to employees, and each employee can reflect different behaviors to same supervisors (Graen & Cashman, 1975; Grean, 1976). The main principle of this theory states that quality of LMX has potential to alter member outcomes such as performance (Scandura & Graen, 1984; Castleberry & Tanner, 1986; Graen, Scandura, & Graen, 1986; Vecchio, 1987; Weitzel & Graen, 1989; Butler & Reese, 1991; Dunegan, Duchon, & Uhl-Bien, 2002), turnover (Graen, Liden, & Hoel, 1982; Vecchio & Gobel, 1984; Ferris, 1985; Vecchio, Griffeth, & Horn, 1986), job satisfaction (Graen et al., 1982; Turban, Jones, & Rozelle, 1990; Stepina, Perrewé, & Hassell, 1991), organizational commitment (Nystrom, 1990; Seers & Graen, 1984), performance appraisal (Judge & Ferris, 1993), job climate (Kozlowski & Doherty, 1989; Dunegan, Uhl-Bien, & Duchon, 1992), innovation (Basu, 1991; Tierney, 1992), organizational citizenship behavior (Manogran & Conlon, 1993; Podsakoff, MacKenzie, & Hui, 1993; Yammarino & Dubinsky, 1992), empowerment (Uhl-Bien & Graen, 1993; Keller & Dansereau, 1995; Liden, Wayne, Bradway, & Murphy, 1994). Since, LMX has potential to alter

outcomes, negative outcomes may also emerge. Hence, it is significant to relate LMX and employee behaviors to preserve the organizations from those negative outcomes. To focus on this relation, next section will discuss how leader support and LMX are related to each other.

2.6.1 Leader Support and LMX

Basu and Green (1997) found that exchange quality is positively related with leader support. Strong dyadic relations bring increased leader support (Uhl-Bien, 2011). In the end, this has potential to alter the employee behavior positively. To investigate the relation between leader support and employee behavior, there should be a measurement for perceived leader support.

In the literature, dyadic relationships are measured as high LMX or low LMX (Van Breukelen et al., 2012). Low LMX refers to low level of leader support, whereas high LMX reflect high level of leader support. LMX measurement is not a stable thing. It has momentum, and this dynamic strength of LMX can be changed based on the perception of the employees. Therefore, co-workers can have different opinions about LMX level with same leaders.

Although dimensions of LMX strength are still in question, in general there are six subdomains: mutual support, trust, liking, latitude, attention, and loyalty. In general, elevated levels of support, trust, liking, latitude, attention, and loyalty characterize high LMX, whereas low LMX is typified by lower levels of each of these sub dimensions (Schriesheim et al., 1999). Additionally, demographic and personal similarities increase LMX quality (Dienesch & Liden, 1986; Mayer et al., 1995).

High LMX is noted as reflection of beneficial behaviors for both co-workers and organizations. Ilies et al. (2007) reported that high LMX predict higher level of performance and OCB. Furthermore, employees, having high LMX, become more committed to their organizations. Also, they are much more satisfied about their job (Graen & Cashman, 1975; Graen, Novak, & Sommerkamp, 1982). Also, studies argued that high LMX was related with greater autonomy. It means, followers can do

their tasks without excessive supervision. In addition to these, individuals engaging in high LMX show more innovative behaviors (Basu & Green, 1997).

Like positive outcomes of high LMX, low LMX brings negative consequences (Hobfoll, 2002). Graen et al. (1982) noted that employees having high LMX showed fewer tendencies to quit their jobs compared to employees having low LMX. In addition to these results, LMX quality is strongly associated with employee's general concern about organizations (Connell, 2005). Followers, who perceive low LMX, are spending their times on routine tasks. They do not engage in extra beneficial behaviors. Hence, if organizations realize how they can increase the degree of LMX, employees perceive high support from their leaders. This perception increases the level of desired behavioral outcomes and decreases the harmful behaviors in the organizations.

All in all, high LMX brings positive outcomes for the organizations, whereas low LMX causes negative outcomes. Therefore, it is significant to investigate LMX-CWB relation in details, so that organizations may find different ways to increase perceived leader support to decrease the level of CWB engagement.

2.6.2. LMX and CWB

As it is mentioned in the previous part, low LMX degree may cause negative outcomes for organizations. Based on the idea of Stressor-Emotional model low LMX, which reflects low perceived leader support, act as a stressor in organizational environment (Kessler, Bruursema, Rodopman & Spector, 2013). In other words, when employees perceived lack of leader support, it becomes a stressor. They may feel unsecured in the organizations, and they may feel their performance is not appreciated. In fact, when they do not give support from their leaders, they even believe that they are not enough to do their jobs well. These negative feelings may lead to CWB, so that employees may feel better. For example, since they may think they are not good at their jobs, they may postpone deadlines of the projects. Also, since they may believe they will not get support from their leaders, their commitment to their jobs may decrease. As a total idea, organizational efficiency may be harmed. Also, COR theory reflects the same idea. When employees perceive lack of leader

support, to cover of this they may engage in CWB. By doing that they may try to preserve their resources such as self-esteem. On the other hand, getting less support from the leaders makes the employees under-valued in front of the organizational members. To deal with this situation, and to preserve their personal value, employees may involve in gossip about their leaders. At the end, CWB engagement may increase.

In this study we will measure the perceived LMX degree of employees. It will show perceived leader support strength to investigate their tendency toward CWB-O and CWB-I. We expect that employees having high LMX will have less tendency to engage in both dimensions CWB. Hence, the following hypotheses are proposed.

Hypothesis 1: Employees having high LMX show significantly less CWB-O engagement.

Hypothesis 2: Employees having high LMX show significantly less CWB-I engagement.

2.7 Workload

There are many dimensions of work such as time pressure and speed of work. Work time, in the form of long hours, is always a debatable issue for organizational policies (Skinner & Pocock, 2008). Effective management of work time brings healthier work-life balance. In this aspect, quantity of work, which is referring to *workload*, becomes significant to investigate. Workload is the “job performance required in a job is excessive or overload due to performance required on a job (Iverson & Maguire, 2000)

Workload is significantly related with stress (Castro, Adler, McGurk, & Bliese, 2012; DeFrank & Ivancevich, 1998; Sparks & Cooper, 1999). It has effect on work life balance and work-life conflicts of employees (Geertz and Demerouti, 2003). High workload brings high work hours. As a result of it, feelings of strain and exhaustion are seen among employees. According to Taylor, Repetti, and Seeman (1997), employees, who were required too many tasks, reported more stress, poorer health habits and more health problems. Michie and Williams (2003) showed that

workload is related to psychological ill health among medical employees. In fact, employees, who are facing with high workload, suffer from increased blood cholesterol.

Workload is perceived as high when employees work at home to finish their tasks in the evenings or weekends. Also, it is high when employees have many important deadlines which cannot always be met. Additionally, feeling less competent on tasks, having limited time to complete a job as one can do, being given more work than one's current qualifications and skills; falling behind schedule and deadlines and having too many tasks at the same time are related with high level of workload (Nyugen, Mujtaba, Kass and Tran, 2015).

2.7.1 Workload and CWB

Not only for individuals but also for organizations, workload has significant negative effects. It is the very primary type of environmental work stressors. Therefore, based on Stressor-Emotional Model, it is significantly associated with CWB (Spector & Jex, 1998). Employees suffering from workload may feel anger toward their leaders. Limited time for their private life may decrease organizational commitment. To deal with it they may involve in absenteeism, longer breaks than needed or quitting. Also, according to COR theory, employees would like to preserve their energy. To preserve their energy and to prevent future loss, they may choose to quit their jobs or fighting with their leaders. For example, it shown that workload had negative impact on job commitment among public sector managers (Stevens, Beyer, & Trice, 1978), on job satisfaction (Iverson & Maguire, 2000), and on employee perceptions (Chandler, Keller & Lyon, 2000). Also, it brings high turnover rate for organizations (Mueller, Boyer, Price & Iverson, 1994).

In this study, we would like to investigate the significance between CWB and workload by proposing following hypothesis. Through this, organizations can take pre-cautions to have balance about workload of employees.

Hypothesis 3: Employees having high workload show significantly more CWB-O engagement.

Hypothesis 4: Employees having high workload show significantly more CWB-I engagement.

2.8 Role Ambiguity

The concept of role ambiguity has been widely studied by many organizational theorists Churchill, Ford, Hartley and Walker (1985) believed that perception of role is the best predictor of job performance, job tension and job satisfaction.

Role ambiguity is defined as lack of information to complete a task or leaving employees with an ambiguous perception of their roles (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964). In addition to this definition, it can also be defined as degree to which required information is provided about how the employee is expected to perform job (Teas et al., 1979).

Kahn et.al (1964) used the term of “role ambiguity” as uncertainty regarding parts of employees’ duties. However, it is important to mention that there is no conceptual difference between role ambiguity and role clarity (Sawyer, 1992). The concept of role clarity or ambiguity can be operationalized in at least two ways: Firstly, as generally it refers to enough role relevant information. This is an operationalization of objective role ambiguity. On the other hand, role ambiguity can also refer to the subjective feeling of having as much or not as much role relevant information as the person would like to have. In this study, we will measure subjective part of use role ambiguity.

Role ambiguity is one of the significant role stressors of organizational behaviors (Bowling & Eschleman, 2010). It is shown that role ambiguity increases job dissatisfaction and psychological stress (Cohen, Stotland & Wolfe, 1955). For example, Kelly and Hise (1980) revealed how role ambiguity and job satisfaction are related to each other for brand manager positions. They found that role ambiguity increased job tension for this position. As a result of it, total job satisfaction decreased. Also, they found that lower level of role ambiguity caused higher level of role conflict inducing stress.

Role ambiguity decreases innovative and initiative actions (Spreitzer, 1996). In addition to these, employees, having insufficient clarity, show depersonalization which is component of burnout (Fernet, Austin, Trepanier & Dussault, 2013). On the other hand, employees, having sufficient role ambiguity, show higher job performance and fewer tendencies to leave their organizations (Churchill et al., 1985; Ivancevich & Donnelly, 1974).

2.8.1 Role Ambiguity and CWB

Based on Stressor-Emotion model, role ambiguity acts as a stressor. Similar to other stressors, it relates with negative emotions. For example, employees may feel job dissatisfaction when their roles are not clear. In addition to this idea, COR theory also supports the positive connection between lack of clarity and CWB. Lack of clarity decreases job motivators. To preserve existing motivator factors, and decrease further loss of motivation factors, employees show tendency to engage in CWB. Therefore, following hypothesis is proposed:

Hypothesis 5: Employees having high role ambiguity show significantly more CWB-O engagement.

Hypothesis 6: Employees having high role ambiguity show significantly more CWB-I engagement.

2.9 Work Locus of Control

Locus of Control, which is one of the significant personality traits about engaging in harmful acts, refers to the extent to which individuals believe they control reinforcements. In other words, it has been described as a generalized disposition to assign responsibility for outcome, and it shapes how individuals perceive their control about environmental events. It is an important determinant of the way individuals see their environment and dealing with stress (Rotter, 1966)

For the concept of locus of control, *internality* means individuals control their own rewards; whereas *externality* means individuals think that luck or others control their rewards (Spector and O'Connell, 1994). Spector and O'Connell (1994) found that internals feel lower level of stress and anxiety. Internal individuals feel their responsibility in their success and failures. On the other hand, external individuals feel powerless about events. In fact, Strickland (1978) stated that internal individuals use information about their diseases and treatments better than externals to understand root of how they process environmental stress in their mind. Further, Sandler and Lakey (1982) gave example that if social support is seen as multifaceted resource, it is normal to expect that internals will use this resource better than externals.

Locus of control has also meaningful implications for organizational studies, since it affects employees' behaviors in work place. It is related with job motivation, task performance, effort and job satisfaction (Spector, 1982). Also, Spector's study (1986) found significant correlation between control and job stressors. In the organizational concept, internals believe that they can control work settings by changing their behaviors. They think that control leads desired outcomes. Besides, they are better in learning and problem-solving (Phares, 1976). On the other hand, externals are more conforming and compliant than internals (Spector, 1982). Externals, who do not believe that they control important aspects of their environments, will find the work environment as more threatening and stressful (Payne, 1988; Robinson & Skarie, 1986). Additionally, there is significant difference between internals and externals about job motivation and job performance. For both internals have significantly better results than externals (Spector, 1982). Therefore, it is expected that they have different tendency to deal with job stress.

In addition to general locus of control concept, the work locus of control scale (WLOC) for job-related events such as promotions, salary increases and disciplinary measure was developed (Spector, 1988). General locus of control refers to one's life, but people also have a work locus of control (WLOC) which is showing one's attitude about one's job (Eschleman & Wang, 2010). In other words, WLOC is the personality variable showing tendency to believe that one does or does not have control over work outcomes such salary and promotions (Spector, 1988). The results

of Spector's (1988) study indicated that the WLOC was more appropriate for studies in organizational settings compared to the general scale of locus of control. Moreover, it was noted that using general LOC for work-related studies may cause limited consequences. On the other hand, WLOC provides measure focused on employee beliefs about their control on their job.

According to Shannak and Al-Taher (2012) work locus of control of employees refers to how employees believe that they can control events and cases in their work environments. Similar to general locus of control scale, employees having internal work locus of control believe that promotions or penalties they get are due to their actions in work. On the other hand, externals see those events as results of fate or luck. The direct relationship between work locus of control and employee behaviors in organizations has been examined since the scale was developed (Bilgin, 2007). Researchers have recently suggested that there is insufficient knowledge on the link between work locus of control and CWB and have called for increased research on the topic (Spector & Fox, 2002; Fox & Spector, 2006). In the frame of this suggestion, in this thesis WLOC and its effects on CWB-O and CWB-I will be investigated.

Locus of control has also moderator effect between stressors and strains. It has been examined as a moderator variable. For example, Storms and Spector (1987) found support for the role of locus of control as a moderator in the frustration-behavioral reaction relationship. External individuals are more likely to respond counterproductively to organizational frustration. Similarly, Perlow and Latham (1993) found individuals with higher levels of externality were more likely to behave abusively toward clients at work. Also, externals feel tendency to alter their environments to increase their control. Therefore, they use destructive acts to build this control. To illustrate this, Spector and Fox (1999) found that individuals high in trait anxiety and with an external locus of control are expected to report higher levels of frustration and job dissatisfaction. Besides, employees, having external locus of control, are more sensitive about getting organizational support, since they believe that organizations' have significant effects on their success (Aubé, Rousseau & Morin, 2007). When they feel higher organizational support, they show higher level of affective and normative commitment, lower level of continuance commitment. On

the other hand, employees, having internal locus of control, feel they can exercise control over their successes and failure. Hence, they tend to attribute the retributions and consideration they receive to their own actions rather than to the generosity and benevolence of their employer (Harvey et al., 1974). Johnson and Sarason (1978) found a positive correlation between frequency of negative events and psychological disorder for external college students, since internal students feel more control in negative events. Therefore, they generate less stress in their brains. As a result of these, moderation effect of control factor is significant. Storms and Spector (1987) supported that externals show more tendency to engage in CWB in response to work stressors. Hence, general idea of general locus of control is applied to moderation effect of work LOC.

2.9.1 Work Locus of Control and CWB

Work locus of control may have potential to be important predictor of both dimensions of CWB. Specifically, Spector and Storms (1987) showed that employees, having external locus of control, have more tendency about engaging in CWB. Similarly, Latham and Perlow (1993) mentioned that external employees show more abusive treatment to their customers. Stressor-Emotional Model and COR theory support this idea. According to Stressor-Emotional model, when internals feel more control on their environments, they see negative events as less threatening than externals. Therefore, their tendency about CWB becomes less. Similarly, COR theory supports this idea in analogous way. As it was mentioned before, internals use the information and resources better than externals. Therefore, they are more successful to preserve their resources and to gain new resources. As a result of it, their negative emotions become less compared to externals while they need to get new resources.

In this study, we will use work locus of control as moderator between organizational stressors and CWB dimensions, since the proposed model was specifically focused on work domains. First, its direct effect on both of the CWB dimensions will be analyzed. Later, moderation effect of work locus of control for

each interdependent variable will be examined. Hence, the following hypotheses are proposed:

Hypothesis 7: Employees having externality show significantly more CWB-O engagement

Hypothesis 8: Employees having externality show significantly more CWB-I engagement

Hypothesis 9: When LMX is low external employees show significantly more CWB-O engagement than internal employees.

Hypothesis 10: When LMX is low external employees show significantly more CWB-I engagement than internal employees.

Hypothesis 11: When workload is high external employees show significantly more CWB-I engagement than internal employees.

Hypothesis 12: When workload is high external employees show significantly more CWB-O engagement than internal employees.

Hypothesis 13: When role ambiguity is high external employees show significantly more CWB-I engagement than internal employees.

Hypothesis 14: When role ambiguity is high external employees show significantly more CWB-O engagement than internal employees.

CHAPTER 3

METHODOLOGY

This section describes the procedures and methods to test the relationship between work locus of control, workload, role ambiguity and leader support on CWB-O and CWB-I. This section involves a description of samples, procedures, data collection methods and measures.

3.1 Sample and Procedures

The data of this thesis were collected from a sample of 200 full-time employees from private companies from different sectors in Ankara. The companies belong to healthcare and defense industry sectors and, they are corporate, famous companies not only in Turkey but also in all over the world. Therefore, interpretation of the consequences of this study should be done based on this information, since not all the employees in Turkey are working in the same conditions with the participants of this thesis; even though all participants were Turkish. In addition to that, digital survey was completed from all level of employees. Due to confidentiality, I am not allowed to share the names of the companies as well as title of the employees completed the survey. Click number on digital survey was 483. Although, the total numbers of employees completed the survey was 210 (44% response rate), four of employees were excluded during analysis. Two of them have already been retired and two of them worked for 0-6 months. Also, the other ten participants were students. Therefore, 196 employees' responses were utilized during the analysis. The mean participant age was 31.34 ($SD=7.46$) with an average job tenure of 8.78 ($SD=8.09$).

After getting approval from ethics committee and institution, digital survey, which was created on Survey Monkey, was distributed to participants.

Announcement of the survey was done in the regarded companies by word-of-mouth, on Facebook and LinkedIn pages. The participants were assured their information as well answers will be kept confidential and participation to the online survey was voluntary. Prior to completing the survey, participants were asked to read and agree to informed consent.

Online survey containing approximately 15 minutes questionnaire had six sections: CWB section, workload section, role ambiguity section, LMX section, work locus of control section and demographic information section. For demographic sections, employees are asked to answer their gender, age, educational background, sector of their companies and total tenure in their career. Each section had its own instructions which were found at the beginning of the section. All participants answered all the questions, since the digital survey machine do not allow participants to submit their answers if there are missing questions. As a result of this, I am sure that submitted results are covering all parts of the survey. Turkish version of the survey is displayed in Appendix A.

3.2 Measures

The purpose of this study is to explore the influence of leader support, role ambiguity, and workload on CWB-O and CWB-I through moderation of work locus of control. In this section measures that were used will be presented together with the reliabilities of each scale.

3.2.1 Counterproductive Work Behavior Scale

The scale of CWB used in this study was developed by Spector (2006). This scale originally includes 45 items and five factors which are *sabotage*, *production deviance*, *theft*, *withdrawal*, and *abuse towards others*. However, the Turkish back-translation by Öcel (2010) reveals reduced numbers of items to 32 items and four factors. The scale includes five subgroups: Withdrawal, theft, sabotage, production deviance and abuse. Distribution of these 32 items include 17 items for abuse, three items for sabotage, six items for theft and six items for withdrawal. 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. On the other hand, Öcel's Cronbach's

alpha score was reported as .86 as total; .42 for sabotage; for abuse .81; for theft .58; for withdrawal .63.

In this thesis, CWB-O and CWB-I dimensions of CWB will be used. Based on Öcel's translation from first to twenty-fourth line, except the fifteenth line, refer to CWB-O, whereas the rest belongs to CWB-I. Original two-factor dimension model was developed by Spector (2011). By matching the English version with Turkish version, CWB-O and CWB-I factors are determined in Öcel's categorization.

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 five-point scale ranging from 1 = "Never" to 5 = "Everyday". Higher scores in each scale show higher levels of CWB engagement. For this study, reliability score of scale was .74 for based on standardized items. If abuse, sabotage, withdrawal and theft were reduced from the scale; the score of reliability will be .45, .67, .53, .59 respectively.

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

3.2.2 Work-Overload Scale

To measure the work-overload of the employees, 5-item Quantitative Workload Inventory scale (QWI) was used (Spector & Jex, 1997). This scale consists of five items assessing the amount of work the participant must perform. Each of the five items has five response choices, numbered from 1 to 5. The five items aim to reveal that how often the employee feels overload and stress. Items are rated on a scale from 1 = "less than per month or never" to 5 = "Several times per day". Higher scores indicate higher work-overload. An example of an item is, "How often does your job leave you with little time to get things done?" There are no reverse coded items in this scale.

This scale is back-translated to Turkish by Keser (2006). Through utilization, the researcher asked different instructor to translate the scale into Turkish. Based on Keser's research, the Cronbach's alpha score of the scale was .70. In this thesis, we have calculated the Cronbach's alpha score as .89.

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

3.2.3 Role Ambiguity Scale

The role ambiguity scale used in this thesis was originally developed by Rizzo, House, & Lirtzman (1970). It involves 6-items, and higher scores indicate higher role ambiguity. It has five response choices and 1 = “Totally disagree” and 5 = “Totally agree”.

The Turkish back-translation was done by Eray (2017) which had reliability score as .85. The Cronbach’s alpha score calculated for this thesis is .91.

Turkish version of the scale could be found in Appendix H and English version could be found in Appendix I.

3.2.4 LMX Scale

In this thesis, to measure leader-member exchange, Liden and Maslyn’s (1998) 11-item scale, where all of them are none-reversed, was used. This scale has four dimensions: contribution, loyalty, affect and professional respect. Affect, loyalty and professional respect are defined by three items, whereas contribution is defined by two items in the scale. The scale has five response choices where 1= “Totally disagree” and 5= “Totally Agree”. For the original scale, the reliability scores are calculated separately for each dimension, and found .90, .74, .57, and .89, respectively, for affect, loyalty, contribution, and professional respect.

The Turkish version was developed by Aslan and Özata (2009). Their Cronbach’s alpha score was .9477. We have calculated Cronbach’s alpha score for our sample and the result was .95.

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

3.2.5 Work Locus of Control Scale

Work locus of control was measured by 16-items developed by Spector (1988). Items were generated by a conceptual analysis of the general locus of control, and how it related to work concept. Eight items (1,2,3,4,7,11,14,15) are reversed items, and are referring to internal work locus of control. An example of an external WLOC item is, “Getting the job you want is mostly a matter of luck.” An example of an internal WLOC item is, “People who perform their jobs well generally get rewarded.”

The back-translation of this instrument to Turkish was done this thesis. First the researchers and an English professor in Basic English Department of Middle East Technical University translated the items to Turkish. Then another English professor from Academic Writing Centre of Middle East Technical University back-translated the Turkish translation to English. The researchers together with the English professor finalize the scale. The Cronbach’s alpha score for this scale was .60.

This scale has six response choices where 1= “Disagree very much” and 6= “Agree very much”. In the middle part of this scale 3 and 4 are referring to disagree slightly and agree slightly respectively. While translating into Turkish, it was hard to differentiate dimensions of these. Therefore, we have used five response choices where 1= “Totally disagree” and 5= “Totally agree”. Higher scores indicate elevated externality.

Turkish version of the scale could be found in Appendix J and English version of the scale could be found in Appendix K.

3.2.6 Demographic Variables

For this thesis, some demographic variables are included in the last section of the survey. Participants were asked to answer their age, gender, total working years and total tenure in their current companies.

These variables were taken to be control variables while the analysis was being performed. In the literature, it was revealed that these specific variables are related to CWB (Gruys & Sackett, 2003; LePine et al., 2002; Spector et al., 2010).

CHAPTER 4

RESULTS

This chapter shows the results of this thesis. First, the data screening, then a discussion of the descriptive statistics and the analysis of the sample characteristics is embodied. Afterwards, determination of the control variables and the results of regression analyses are provided.

4.1 Data Screening

Prior to the data entry and the analysis, all the surveys were controlled and numbered to determine efficiency and effectiveness of the study. The surveys were conducted through web. After all, all the variables were inspected for accuracy of the data. To inspect it, for discrete variables, all the numbers are checked to see whether they are within the range. Later, it was revealed that means and standard deviations are reasonable. Also, there were no missing values.

4.2 Descriptive Statistics and Inter-correlations

The descriptive statistics for the 196 participants are provided in Table 1.

Table 1

Descriptive Statistics of the Variables

Variable	Mean	Minimum	Maximum	Std. Deviation
Age	31,34	19	57	7,46
Gender	-	1	2	-
Total tenure	8,78	0,50	31	8,09
Work Locus of Control	2,92	1,67	4,20	0,49
LMX	3,49	1	5	1,02
Workload	2,74	1	5	1,05
Role Ambiguity	2,29	1	5	0,97
CWB-O	1,33	1	2,78	0,30
CWB-P	1,11	1	2,13	0,21

Table 2

Correlations Between Variables

Variable	1	2	3	4	5	6	7	8	9
1. Age	-	.236**	.852**	-.088	-.032	-.089	-.215**	-.342**	-.171*
2. Gender	.236**	-	.237**	-.098	.013	-.051	-.002	-.011	.078
3. Total Working	.852**	.237**	-	-.116	.016	-.012	-.245**	-.338**	-.171*
4. Work Locus of Control	-.088	-.098	-.116	-	-.255**	-.092	-.171*	.236**	.130
5. LMX	-.032	.013	.016	-.255**	-	-.164*	-.104*	-.200**	-.204**
6. Workload	-.089	-.051	-.012	-.092	-.164*	-	-.171*	.110	.076
7. Role Ambiguity	-.215**	-.002	-.245**	.171*	-.104	-.176*	-	.203**	.121
8. CWB-O	-.342**	-.011	-.338**	.236**	-.200**	.110	.203**	-	.589**
9. CWB-P	-.171*	.078	-.171*	.130	-.204**	.076	.121	.589**	-

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

4.3 Sample Demographics

The participants of this study were employees from private companies in Ankara, Turkey. From digital survey, 210 responses were collected and 196 of them were suitable to analyses.

The employees are asked about their age, gender, total tenure, educational background and sectors of their companies to determine demographic characteristics of the sample. Due to confidentiality concerns of the organizations, specific names of the companies cannot be given. For revealing of sectors, they had an open-ended question. Answers showed that most participants worked on healthcare and defense

industry sectors. Age, total tenure, gender is asked in yearly basis. The demographic characteristics of participants can be found in Table 3.

The results revealed that among participants approximately 42% were female and 58% were male. Almost 81% of the employees had at least a bachelor's degree.

Table 3. Demographic Characteristics of Participants

Characteristic	Category	Frequency	Percentage
Age	Under 25	21	10.70
	25-35	111	56.63
	35-45	52	26.50
	45-55	12	6.12
Gender	Male	114	58.17
	Female	82	41.84
Education	High School	10	5.10
	Undergraduate	158	80.61
	Master	22	11.22
	PhD	6	3.06

62% of the participants were working for less than 10 years.

4.4 Determination of Control Variables

All potential variables were used as independent variables in regression analysis to define their effect on the dependent variable. The potential variables investigated were gender, age, education. Age ($\beta = -.319; -.323$), gender ($\beta = -.128; -.125$) and education ($\beta = -.106; -.109$) were significant control variables predicting CWB-I and CWB-O respectively. Therefore, these variables were utilized as control variables during hypothesis testing. Their prediction was still significant when other variables were present in the analysis.

4.5 Hypothesis Testing

The objective of this study was to determine the effect of workload, leader support and role ambiguity on CWB-O and CWB-I through moderation of work locus of control. For this purpose, the first set of analysis that was conducted was

linear regression between the independent variables (workload, LMX and role ambiguity) and the dependent variables (CWB-O and CWB-I) separately. Also, direct effect of work locus was examined. The second group of analysis includes regressions among the independent variables and dependent variable with the moderator was conducted. During the analysis demographic variables (age, gender and education) were entered as control variables. A summary of the results of the hypotheses could be found in Table 4.

Table 4. Result Summary

Hypothesis	Result
1. Employees having high LMX show significantly less CWB-O engagement.	Supported
2. Employees having high LMX show significantly less CWB-I engagement.	Supported
3. Employees having high workload show significantly more CWB-O engagement.	Not Supported
4. Employees having high workload show significantly more CWB-I engagement.	Not Supported
5. Employees having high role ambiguity show significantly more CWB-O engagement.	Supported
6. Employees having high role ambiguity show significantly more CWB-I engagement.	Not Supported
7. Employees having externality show significantly more CWB-O engagement	Supported
8. Employees having externality show significantly more CWB-I engagement	Supported
9. When LMX is low external employees show significantly more CWB-O engagement than internal employees.	Not Supported
10. When LMX is low external employees show significantly more CWB-I engagement than internal employees.	Not Supported
11. When workload is high external employees show significantly more CWB-I engagement than internal employees.	Not Supported
12. When workload is high external employees show significantly more CWB-O engagement than internal employees.	Not Supported
13. When role ambiguity is high external employees show significantly more CWB-I engagement than internal employees.	Not Supported
14. When role ambiguity is high external employees show significantly more CWB-O engagement than internal employees.	Not Supported

Hypothesis 1 proposed that “Employees having high LMX show significantly less CWB-O engagement.” To test this hypothesis linear regression model was used. CWB-O was entered as dependent variable and LMX was utilized as independent variable. The results revealed that LMX significantly predicted CWB-O negatively engagement ($\beta = -.145, p < .05, 95\% \text{ CI } [-.260, -.040]$). That means that employees, engaging in high leader-employee support relationship, show less CWB-O engagement. Hence, our hypothesis was supported. Regarding CWB-I, the results revealed that high LMX also decrease CWB-I ($\beta = -.045, p < .05, 95\% \text{ CI } [-.235, -.065]$).

Hypothesis 3 proposed that “Employees having high workload show significantly more CWB-O engagement.” To test this hypothesis linear regression model was used. The results showed that workload did not predict the CWB-O significantly ($\beta = .046, p > .05, 95\% \text{ CI } [-.005, .011]$). Therefore, this hypothesis was not supported. Later, the other hypothesis referring CWB-I and workload relation was analyzed. Similar to CWB-O result, workload did not predict CWB-I significantly ($\beta = .026, p > .05, 95\% \text{ CI } [-.005, .007]$). However, both results showed that workload increase bring elevated CWB-O and CWB-I engagement.

Hypothesis 5 and 6 stated that high role ambiguity increases CWB-O and CWB-I engagement in the workplaces respectively. The linear regression results yield that, employees suffering from high role ambiguity reflected elevated CWB-O engagement, it was significant ($\beta = .152, p < .05, 95\% \text{ CI } [.004, .091]$). On the other hand, CWB-I relation with role ambiguity was not significant, although CWB-I engagement increased when role ambiguity is high ($\beta = .032, p < .05, 95\% \text{ CI } [-.002, .009]$). Since role ambiguity is a contextual factor, it is normal to see its significant effect on CWB-O rather than CWB-I.

Before analyzing the moderation of work locus of control, its direct effect on CWB-O and CWB-I have been examined. Results revealed that for both dimensions of CWB, externality increase CWB-O ($\beta = .172, p < .05, 95\% \text{ CI } [.001, .014]$), and CWB-I ($\beta = .074, p < .05, 95\% \text{ CI } [.002, .006]$) engagement in the organizations significantly. Therefore, hypothesis 7 and 8 were supported.

The second group of regression analysis aimed to show moderation effect of work locus of control on the independent variables to predict the CWB-I and CWB-O. For this purpose, indirect effect of work locus of control was tested based on the moderation model of Baron and Kenney (1986). According to the model shown in Figure 3, predictors are LMX, role ambiguity and workload for this thesis. Besides, outcome variables are CWB-I and CWB-O. The direction of “a” shows direct effect between the predictors and the outcome variables which was investigated in hypothesis 1, 2,3,4,5 and 6. In addition to this, the direction of “b” shows direct effect of work locus of control on CWB-I and CWB-O representing by hypothesis 7 and 8. Based on the results, direction of “b” is significant for both CWB-O and CWB-I. The direction of “c” reveals the interaction between the predictors and moderator to see their effects together on CWB-O and CWB-I. To run this analysis Process Macro of Hayes (2015) was used in SPSS.

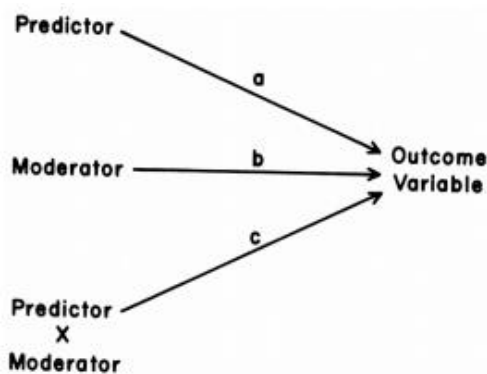


Figure 3: Moderation Model of Kenny & Baron

Table 5: Regression Results

Predictors	CWB-P	CWB-O
<i>Step 1: Direct Effects</i>		
Age	. -319*	. -323*
Gender	. -128*	. -125*
Education	. -106*	. -109*
LMX	. -045*	. -145*
Workload	.502	.488
Role Ambiguity	.234	.356
WLC	.172*	.074*
<i>Step 2: Interactions</i>		
Age	. -314*	. -317*
Gender	. -125*	. -122*
Education	. -101*	. -107*
LMX	. -039*	. -144*
WLC	.167*	.062*
Workload	.488	.498
Role Ambiguity	.294	.353
LMX x WLC	. -140	. -299
Workload x WLC	.482	.470
Role Ambiguity x WLC	.220	.216

Hypothesis 9 and 10 stated that “When LMX is low external employees show significantly more CWB-O engagement than internal employees.” and “When LMX is low external employees show significantly more CWB-I engagement than internal employees. The models were significant to be tested ($R^2 = .049$, $F_{(3,192)} = 3.27$, $p < .05$; $R^2 = .079$, $F_{(3,192)} = 5.48$, $p < .05$). The results revealed that both of these hypotheses were not supported ($\beta = -.140$, $p > .05$; $\beta = -.299$, $p > .05$). Therefore, work locus of control did not moderate the effect of LMX on CWB-I and CWB-O significantly; although LMX can still significantly predict CWB-I and CWB-O during work locus of control interaction ($\beta = -.039$, $p < .05$; $\beta = -.144$, $p < .05$)

Hypothesis 11 and 12 proposed that work locus of control moderates the relationship between workload and CWB-I and CWB-O significantly respectively. SPSS results showed that only the model including CWB-O as an output was significant to be tested ($R^2 = .069$, $F_{(3,192)} = 4.74$, $p < .005$). However, the interaction effect on CWB-O was not significant. In other words, work locus of control does not create significant difference between the people suffering from work load for CWB-O engagement ($\beta = .498$, $p > .05$). On the other hand, moderation model including

CWB-I and workload was not significant ($R^2 = .027$, $F_{(3,192)} = 1.76$, $p > .10$). Also, in the model workload has no significant effect on CWB-I engagement.

Therefore, none of the hypotheses were supported.

The last two hypotheses stated that “When role ambiguity is high external employees show significantly more CWB-I engagement than internal employees.” and “When role ambiguity is high external employees show significantly more CWB-O engagement than internal employees”. Moderation regression results indicated that similar to workload model, the model includes CWB-I was not a significant model ($R^2 = .028$, $F_{(3,192)} = 1.86$, $p > .10$). Also, although role ambiguity increases CWB-I engagement under the shadow of work locus of control, this increase has no meaningful difference ($\beta = .220$, $p > .05$). The other model reflecting CWB-O engagement was significant ($R^2 = .084$, $F_{(3,192)} = 5.88$, $p < .005$); but interaction still has no effect on CWB-O engagement ($\beta = .216$, $p > .05$).

As a summary (see Table 5) employees having strong relations with their leaders and taking support from their leaders show less CWB-O and CWB-I engagement. On the other hand, other organizational constraints of this study which are workload and role ambiguity have no significant effect on CWB-O and CWB-I engagement even they affect them positively. Besides to these organizational constraints, one of the most important personal predictors which is the work locus of control is a significant predictor of both CWB-O and CWB-I in a positive direction. When it comes to moderation effect of work locus of control, all results show that work locus of control is not a significant moderator between workload, role ambiguity and LMX for both CWB-I and CWB-O. However, LMX is still a significant predictor of CWB-O and CWB-I in the moderation of work locus of control.

CHAPTER 5

DISCUSSION AND CONCLUSION

After discussing the results of the thesis, this chapter will proceed with limitations and managerial implications of the study. Later, the chapter will end with the suggestions for future studies for organizational literature.

5.1 Discussion

The purpose of this study was to investigate the relationship between CWB-I, CWB-O, workload, lack of leader support, and role ambiguity and work locus of control. Besides, analyzing the moderator effect of work locus of control on workload, role ambiguity and lack of leader support was aimed. As a result, there are significant contributions to organizational behavior researches through certain inferences from the results of the thesis. Hence, organizations would like to take precautions to prevent CWB in their organizations. Therefore, this study may give valuable insights to the managers and HR. leaders to decrease organizational cost, increase efficiency and organizational commitment and increased job satisfaction.

First, the results of this study supported that personality is significantly associated with both dimensions of CWB, as it was suggested in regarded literature (Grijalva & Newman, 2015; Salgado, 2002; Spector and O'Connell, 1994). As personality difference, work locus of control was investigated to see whether external employees have higher tendency to engage in CWB-O and CWB-I. Therefore, first of all, direct effect of work locus of control on CWB-O and CWB-I was searched. The consequences revealed that work locus of control was significant predictor of both CWB-O and CWB-I. Higher score on WLOC scale (externality) present increased CWB-O and CWB-I. In other words, when externality increases, employees perceive the events around them as more threatening than internals.

Additionally, they blame their organizations or other employees for the factors that cannot be controlled by them. Based on the idea of COR and Stressor-Emotion Theory, to preserve their resources they show CWB to deal with their negative emotions. According to Allen and Greenberger (1980) employees may feel more control in the events when they are showing CWB. Therefore, this result is in line with findings of WLOC and CWB relation showing higher tendencies present with externality (Fox & Spector, 1999). Also, this finding is giving the support to the idea explaining external people show less adaptive behaviors than internals (Wallhagen, 1994).

Second, lack of leader support and CWB-O and CWB-I relation was tested. Hypothesis 1, which states “*Employees have high LMX show significantly less CWB-O engagement*”, was supported. Also, hypothesis 2 referring to same argument for CWB-I was supported. In line with the previous findings from a wide-range of studies, this study has also established that strong leader support will decrease CWB engagement. This result is aligned with the proposal of Brower, Schoorman and Tan (2000). They mentioned that LMX and organizational trust are positively related with each other. When employees trust in their managers, they develop stronger relation with them. Therefore, they perceive events and other people as less dangerous, and feel fewer negative emotions. As a result of this, they show less CWB for both their teams and organizations. For this study, it was supported as expected. Since Turkish culture is relationship-oriented culture (Aycan et al., 2000; Hofstede, 1980; Ölmez, Sümer, & Soysal, 2004), leader-subordinate relations and perception of employees about their work environments will be highly affected by strength of the relation between employees and their leaders. Hence, it is discoverable that lack of leader support has significant effect on CWB-O and CWB-I engagement due to relationship-oriented characteristic of Turkish culture. In fact, CWB-I is significantly even more decreased when LMX is high. At this point, it is important to imply that most of the companies which supplied data for this study have special organizational activities and HR. systems to increase leader-member exchange. They are doing touch-point sessions between employees and their leaders periodically. During these sessions, employees talk about their performance development, salary demand and future expectations. This transparency increase support between the leader and her

follower. Also, vertical power distance is low unlike to general Turkish culture (Aycan et al., 2000; Hofstede, 1980; Ölmez, Sümer, & Soysal, 2004). Hence, employees feel secured to express their feelings to their leaders. However, these companies represent small sample of Turkey based companies. Therefore, if companies would like to increase LMX, they try to implement such touch point sessions or team activities.

Hypothesis 3 and 4, which mentioned “*Employees having high workload show significantly more CWB-O engagement and employees having high workload show significantly more CWB-I engagement*” were not supported. Although there are studies showing positive correlation between both dimensions of CWB and high workload; our sample showed different results, and there may be different reasons of it. In Turkey, for most of the jobs, natural workload was not calculated (Keser, 2006). Therefore, workload may be perceived as intangible content by Turkish employees. Also, job satisfaction is very significant to deal with workload. Employees, who are more satisfied, may complain less about their workload compared to employees having low satisfaction. In this study, most of the participants are the employees of valuable corporations. In developing countries like Turkey, it is hard to find a job in such companies. Therefore, workload may be negligible for them, since they feel satisfaction about their salaries and job definition. In addition to this, employees working in those companies are highly educated people and aiming to be in the top management level of their organizations. For this aim, they may normalize the workload. Hence, for our sample workload is not a strong predictor of CWB-O and CWB-I.

Next two hypotheses are regarded with role ambiguity. High role ambiguity is expected to have positive relation with both dimensions of CWB. It was expected that when role definition is not perceived as clear by employees, they feel unsecured about what is expected from them in their job. This negative feeling has potential to bring stress and harmful behaviors. In this study, CWB-O is positively related with high role ambiguity as expected. It seems that when employees are not clear about their job definition, they may suffer from lack of motivation. For this specific data sample, more than half percent of the employees are in their early career stages. Being a member of very corporate companies of Turkey after good universities may

bring pressure on them about expected skills. Although these companies have sharp definitions about every role, employees, having desire to be part of top management in the future, are told to fill gray areas in the definitions. New projects and improvement ideas are always expected by their leaders during their early career stages. Therefore, role clarity is respectively low compared to employees having high tenure. Since it is completely related with organizational culture and job definitions, employees suffering from high role ambiguity give responses to their environments by targeting organizational itself. On the other hand, CWB-I has no significant relation with high role ambiguity. Due to high educational level of those people, they do not blame their HR. leaders or managers to deal with the case. They may prefer milder CWB-O acts such as having long breaks or daydreaming. Although, the expectancy is different about the relation between CWB-I and high role ambiguity, for this specific sample it is not a surprise. In developing countries such as Turkey finding a high salaried and corporate job is important. Hence, these employees may sacrifice their energy to do above and beyond over their job definitions.

On the other hand, one of the most important contributions of this study is effect of WLOC as a moderator between the work stressors and both dimensions of CWB. These results extend the past studies focused on work stressors-personality interaction that has been unexamined before (e.g. Penney & Spector, 2005; Bowling & Eschleman, 2010). This thesis showed that work locus of control did not moderate the effect of workload, LMX and role ambiguity to predict CWB-O and CWB-I. These effects will be discussed in turn. WLOC and LMX have no significant interaction to predict both dimensions of CWB. It means that when employees see their relation strong with their leaders, there is no difference between being external and internal. Though externality decreases the positive effects of LMX on the both dimensions, the interaction has no significance. This result aligns with the expectancy of Turkish culture. Since the culture is relationship-oriented; strength of communication, supporting each other and giving advice may be more important than the work locus of control type of the employees. It shows that, if an employee feels trust in her manager, she may control the events perceived around her. Also, WLOC does not give significant difference between the employees when workload of them is high. For Turkish employees having good paid jobs like our sample, this

result is not a surprise. All of them have high workload and ready to take more. Therefore, their locus of control type does not change the whole result for both dimensions of CWB. This case is also applied for moderation effect of WLOC for role ambiguity on CWB-O and CWB-I. Regardless of their work locus of control type, all employees in those companies are expected to do more beyond their job definition. Although, internal employees can deal better high role ambiguity and workload, the difference is not significant.

In addition to consequences of the study, the general discussion about the study may be important to mention. In this thesis preferred to use survey design. Each applicant was asked exactly the same questions. Therefore, potential errors were minimized. Furthermore, the survey was conducted to white collar employees from various sectors in Ankara, Turkey. This sample was convenient for proposed model, since job characteristics are the main stones of the model. However, sample of this study represents the very limited part of Turkish employees. Therefore, these results are not generalizable for all Turkish employees. In addition to these, the findings of this thesis, important suggestions for managerial implications can be made to support positive employee behaviors and decrease harmful employee behaviors. In the following sections, the limitations of the study will be discussed in detail. Based on these limitations, suggestions for future studies will be proposed.

5.2 Limitations

The findings of this thesis should be taken account while considering some limitations. First, the design of this thesis was cross-sectional. In other words, it presents only current position of the organizations. The outcomes may be different in another time period. Second, only private companies in Ankara, Turkey were studied. For public sectors, organizational map is totally different than private companies. For example, touch points are not common for public institutions. Therefore, LMX effect may totally different than results of this thesis. In addition to these, Ankara is second big city of Turkey. For Istanbul which is the biggest city in Turkey may give different result. Since Istanbul proposes lots of choices for employees, employees may sacrifice things bring negative emotions to them easier than Ankara based employees. On the contrary, employees working in smaller cities than Ankara may

also give different results. Hence, economic conditions of the cities may change the total effect of each stressors on CWB-O and CWB-I. Therefore, a longitudinal research may be necessary in the future to make more accountable results.

Another limitation for this thesis could be self-report method. During the survey, participants might have given desirable answers to be favorable to others. Although it was clearly mentioned that the answers will be confidential, some participants may not be convinced. In fact, some participants especially asked to fill the survey from their personal computers instead of organizational computers. Hence, this may lead to low CWB-O and CWB-I ratings.

The other limitation may be perception of the participants. In the survey, all CWB questions imply the engagement level. However, the participants could perceive at not only for engagement but also for tendency. Therefore, it is very normal that feelings are different when something is felt more tangible and observable.

Finally, significant limitation of the study is the main companies supplied data for this study. Participants of this study are the employees of corporate and well-paid companies of Turkey. Therefore, organizational culture and educational background of the employees are same in the sample. That's why the results of the study can be considered as limited compared to general working conditions of Turkey.

5.3 Implications for Management

The literature suggested that CWB is very significant for the organizations. Therefore, it is very important to identify the antecedents of it for managerial purpose. The findings of this study propose that the employees who have strong relationship with their leaders engage CWB-O and CWB-I compared to employees having low LMX degree. The suggestion for this is that organizations can measure leader-subordinate relation to decrease turnover. Also, regular touch points between a leader and her subordinate may bring more productivity to their work. Furthermore, external locus of individuals shows more deviant behaviors. Hence, in recruitment process, HR. team can measure locus of control for their candidates. However, it should be remembered that in the shadow of high LMX, high role ambiguity and

high workload, locus of control types maybe insignificant. In addition to these, suffering from high role ambiguity may have milder but significant impacts on the organizational effectiveness. Although, the employees may get used to these conditions, organizations can organize activities to increase motivation of the employees. Happy hours, outside activities, flexible work hours and inviting motivational speakers to organizations may be helpful. Through this, employees can be relaxed periodically, and serious behaviors may be prevented earlier.

These suggestions are general suggestions that may be applied for every company. However, companies can improve their own culture based on the organizational culture, city where they are present and demographic features of the employees. In the following sections, based on the limitations mentioned above, suggestions for the future studies will be offered.

5.4 Implications for Future Research

This thesis was designed to test organizational antecedents and locus of control on CWB. The study provides a comprehensive frame through including variety of variables that have potential to have significant effects on CWB-I and CWB-O by using theoretical frameworks in the literature. However, there are lots of limitations for this study. Therefore, to have more generalizable results for the literature, future studies are highly encouraged to be conducted.

Firstly, this study has collected data from only private sector. Future studies should take data also from public sector to interpret much more things for CWB literature. During those studies, organizational hierarchy and current political conditions of the relevant countries should be considered. Secondly, there is potential to work moderator and mediator antecedents of CWB. In this study, only work locus of control was studied. For example, educational background or total tenure can be used as moderator in the future studies for same antecedents. Besides these, if Turkish researches would like to analyze CWB effects on their country, they may collect data from different cities. In fact, companies having locations in different cities can be compared to see the effects of different cities in the same county. Finally, antecedents of this study may be tested to measure OCB tendency. By combining their effects of both CWB and OCB, more generalizable outcomes could

emerge. Besides, different data collection method can be utilized to increase response rate.

To sum up, this thesis contributes to the literature about LMX, workload, role ambiguity, work locus of control and CWB-I and CWB-O dimensions by representing their relationship in Turkish culture. Management and human resource specialists should understand the importance of extra role behaviors and their antecedents to decrease CWB engagement in their organizations. Collecting more data from different cities and sectors will be highly encouraged and valued for organizational behavior literature.

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APPENDICES A: APPROVAL OF METU HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER



ORTA DOĞU TEKNİK ÜNİVERSİTESİ
MIDDLE EAST TECHNICAL UNIVERSITY

DUMLUFINAR BULVARI 06800

SAYI: 28620816 / 255
T: +90 312 210 22 91
F: +90 312 210 79 59
ueam@metu.edu.tr
www.ueam.metu.edu.tr

05 NİSAN 2018

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Doç.Dr. Pınar ACAR

Danışmanlığını yaptığınız yüksek lisans öğrencisi Özge TUNCER'in "*Counterproductive Work Behaviours, work overload, role conflict and leader support: moderation effect of locus of control*" başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülerek gerekli onay 2018-S05-029 protokol numarası ile 06.04.2018 - 30.12.2018 tarihleri arasında geçerli olmak üzere verilmiştir.

Bilgilerinize saygılarımla sunarım.

Prof. Dr. Ş. Halil TURAN

Başkan V

Prof. Dr. Ayhan SOL

Prof. Dr. Ayhan SOL

Üye

Call

Prof. Dr. Ayhan Gürbüz DEMİR

Öye

Doç. Dr. Yaşar KÖNDAKÇI

Doç. Dr. Yaşar KÖNDAKÇI

Üye

Doç. Dr. Zana ÇİTAK

Oye

Doç. Dr. Emre SELÇUK

Doç. Dr. Emre SELÇUK

Üye

Doç. Dr. Zana ÇITAK
Üye

Dr. Öğr. Üyesi Pınar KAYGAN

Dr. Öğr. Üyesi Pınar KAYGAN

Üye

APPENDIX B: TURKISH VERSION OF THE SURVEY

Bu çalışma Orta Doğu Teknik Üniversitesi İşletme Bölümü öğretim üyesi Doç. Dr. Pınar Acar ve Orta Doğu Teknik Üniversitesi MBA öğrencisi Özge Tuncer tarafından yürütülen ve iş yerlerinde sıklıkla görülen davranışları inceleme amaçlı bir çalışmadır. Çalışmanın amacı, bu davranışların organizasyon bazında sebeplerini araştırmaktır. Ankette kimlik belirleyici hiçbir bilgi istenmemektedir. Katılımcıların cevapları tamimiyle gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler sadece bilimsel amaçla kullanılacaktır. Anket, genel olarak kişisel rahatsızlık verecek soruları içermemektedir. Anketin çalışmaya katkı sağlayabilmesi için sizden her soruya yanıt vermeniz ve soruları içtenlikle ve dürüstçe cevaplamanız istenmektedir. Anketi cevaplamak yaklaşık olarak 10-15 dakikanızı alacaktır. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakmakta serbestsiniz. Böyle bir durumda anketi uygulayan kişiye, anketi tamamlamadığınızı söylemek yeterli olacaktır. Katılmamaktan ötürü ya da katılımdan vazgeçme nedeni ile olumsuz hiçbir sonuç ortaya çıkmayacaktır. Anket sonunda, bu çalışmayla ilgili sorularınız cevaplanacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için İşletme Bölümü öğretim üyelerinden Doç. Dr. Pınar Acar (Oda: H118; Tel: 0312 210 2052; E-posta: pacar@metu.edu.tr) ile iletişim kurabilirsiniz.

1. BÖLÜM

Aşağıda kurumlarda gözlemlenen iş davranışlarına yönelik bazı ifadeler yer almaktadır. Lütfen bu maddeleri dikkatlice okuyunuz. **Mevcut işinizde aşağıdaki maddelerin her birini ne sıklıkla yaptınız?** 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.İşvereninize ait araç ve gereçleri kasıtlı bir şekilde boşa harcama.	1	2	3	4	5
2.Örgüt mallarına bilerek zarar verme.	1	2	3	4	5
3.Çalışma ortamınızı bilerek kirletme.	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.Mola saatlerini izin verilenden daha uzun tutma.	1	2	3	4	5
7.Mesai bitiminden önce işten ayrılma.	1	2	3	4	5
8.İşi bilerek yanlış yapma.	1	2	3	4	5
9.Hızlıca bitirilmesi gereken işleri bilerek yavaş yapma.	1	2	3	4	5
10. Verilen yönergelere bilerek uymama.	1	2	3	4	5

11.İşvereninize ait olan bazı şeyleri yürütme.	1	2	3	4	5
12.İşyerine ait bazı araç-gereçleri izin almadan eve götürme.	1	2	3	4	5
13.Çalıştığınızdan daha fazla saat için mesai ücreti almaya çalışma.	1	2	3	4	5
14.İzin almadan işvereninize ait parayı alma.	1	2	3	4	5
15.İşyerindeki birine ait bir şeyi izinsiz alma.	1	2	3	4	5
16.İşini yapmaktan çok hayal kurma.	1	2	3	4	5
17.Önemsiz şeylerden şikayet etme.	1	2	3	4	5
18. Herhangi bir görev verildiğinde bunu reddetme.	1	2	3	4	5
19. Randevulara ya da görüşmelere bilerek geç kalma.	1	2	3	4	5
20. Sorunları gereken kişilere bildirmeyerek daha da kötüleşmelerine yol açma.	1	2	3	4	5
21. Herhangi bir iş yapmıyorken kendisini bir iş yapıyor gibi gösterme.	1	2	3	4	5
22. Dışarıdaki insanlara çalıştığınız yer hakkında kötü şeyler söyleme.	1	2	3	4	5
23.İşyerine zarar verici söylentiler çıkarma.	1	2	3	4	5
24. Müşterilere ya da tüketicilere karşı kaba ya da çirkin davranma.	1	2	3	4	5
25.İşyerindekileri performanslarından dolayı çalışma arkadaşlarınızı aşağılama.	1	2	3	4	5
26.İnsanların özel hayatlarıyla alay etme.	1	2	3	4	5
27.İşyerindeki diğer çalışanları yok sayma.	1	2	3	4	5
28. Kendi yaptığınız bir hatadan dolayı başkasını suçlama.	1	2	3	4	5
29.İşyerindeki insanlarla tartışma çıkarma.	1	2	3	4	5
30.İşyerindeki herhangi birini sözel olarak aşağılama.	1	2	3	4	5
31.İşyerindeki birine uygunsuz el kol hareketleri yapma.	1	2	3	4	5
32.İşyerindeki insanları itip kakarak korkutma.	1	2	3	4	5
33.İşyerindeki insanları sözel olarak tehdit etme.	1	2	3	4	5
34.İşyerindeki herhangi birine kendisini kötü hissettirecek açık saçık şeyler söyleme.	1	2	3	4	5
35.İşyerindeki birinin kötü duruma düşmesine yol açacak bir şeyler yapma.	1	2	3	4	5
36.İşyerindeki birine onu utandıracak eşek şakaları	1	2	3	4	5

yapma.					
37.İzin almadan herhangi birinin özel eşyalarını (mektup, çekmece) karıştırma.	1	2	3	4	5
38.İşyerindeki birini itme ya da vurma.	1	2	3	4	5
39.İşyerindeki biriyle dalga geçme ya da ona hakaret etme.	1	2	3	4	5
40.İşyerindeki birinden ihtiyaç duyduğu bir bilgiyi saklama.	1	2	3	4	5
41.İşyerindeki diğer bir çalışanın işini yapmasını kasıtlı olarak engelleme.	1	2	3	4	5
42.İşyerindekilerin bulamayacakları şekilde bir şeyleri saklama.	1	2	3	4	5
43.İşyerindeki bir başka kişiye ait olan bir şeye zarar verme.	1	2	3	4	5
44.İşle ilgili olarak geri aranması gereken bir kişiyi aramaktan kaçınma.	1	2	3	4	5

2. BÖLÜM:

Aşağıda size dair bazı sorular yer almaktadır. Lütfen bu maddeleri dikkatlice okuyunuz. **Mevcut işinizde aşağıdaki maddelerle ne sıklıkla karşılaştınız?** Uygun olan rakamı daire içine alınız.

Rakamların anlamları şu şekildedir:

1=Hiçbir zaman ya da ayda bir kereden az

2=Ayda bir ya da iki kez

3=Haftada bir ya da iki kez

4=Günde bir ya da iki kez

5= Gün içinde sıklıkla

	Hiçbir zaman ya da ayda bir kereden az	Ayda bir ya da iki kez	Haftada bir ya da iki kez	Günde bir ya da iki kez	Gün içinde sıklıkla
1.Sizden ne kadar sıklıkla iyi şekilde yapabileceğinizden daha fazla iş yapmanız isteniyor?	1	2	3	4	5
2.Ne kadar sıklıkla işlerinizi tamamlamak için yeterli süreniz olmuyor?	1	2	3	4	5
3.Ne kadar sıklıkla çok çalışmaya ihtiyaç duyuyorsunuz?	1	2	3	4	5
4.İşiniz ne kadar sıklıkla çok hızlı çalışmanızı gerektiriyor?	1	2	3	4	5
5. Ne kadar sıklıkla yapılacak çok fazla işiniz var?	1	2	3	4	5

3. BÖLÜM

Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı ya da katılmadığınızı ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak belirtiniz.

Rakamların anlamları şu şekildedir:

1 = Kesinlikle katılmıyorum

2 = Katılmıyorum

3 = Ne katılıyorum ne katılmıyorum (Kararsızım)

4 = Katılıyorum

5 = Kesinlikle katılıyorum

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Bir insan olarak yöneticimi çok severim.	1	2	3	4	5
2. Yöneticim, herkesin arkadaş olmak isteyeceği bir insandır.	1	2	3	4	5
3. Yöneticimle çalışmak çok zevklidir.	1	2	3	4	5
4. Yöneticim işle ilgili konularda, konu hakkında tam bir bilgisi olmasa dahi üstlerine karşı beni savunur.	1	2	3	4	5
5. Başkaları aleyhimde davranışlarda bulunduğu yöneticim beni savunur.	1	2	3	4	5
6. İyi niyetli bir hata yaptığımda, yöneticim beni başkalarına karşı savunur.	1	2	3	4	5
7. İş grubumun başarılı olması için, normalden daha fazla çaba harcamaya istekliyimdir.	1	2	3	4	5
8. Yöneticim için iş tanımımda yer alan görevlerden daha fazlasını yaparım.	1	2	3	4	5
9. Yöneticimin mesleki bilgisine hayranım.	1	2	3	4	5
10. Yöneticimin işe ilişkin bilgisine ve yeteneğine saygım var.	1	2	3	4	5
11. Yöneticimin mesleki becerilerini takdir ederim.	1	2	3	4	5

4. BÖLÜM

Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı ya da katılmadığınızı ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak belirtiniz.

Rakamların anlamları şu şekildedir:

1=Tamamen Katılıyorum

2=Katılıyorum

3=Kararsızım

4=Katılmıyorum

5= Tamamen Katılmıyorum

	Kesinlikle katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle katılmıyorum
1. Ne kadar yetkiye sahip olduğumu biliyorum.	1	2	3	4	5
2.İşimle ilgili belirgin, planlanmış hedefler ve amaçlar vardır.	1	2	3	4	5
3.Zamanımı uygun bir şekilde planlayabiliyorum.	1	2	3	4	5
4.Sorumluluklarımın neler olduğunu biliyorum.	1	2	3	4	5
5. Benden tam olarak ne beklendiğini biliyorum.	1	2	3	4	5
6. Ne yapılması gerektiğine ilişkin açıklamalar açık ve nettir.	1	2	3	4	5

5. BÖLÜM

Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı ya da katılmadığınızı ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak belirtiniz.

Rakamların anlamları şu şekildedir:

1 = Kesinlikle katılmıyorum

2 = Katılmıyorum

3 = Ne katılıyorum ne katılmıyorum (Kararsızım)

4 = Katılıyorum

5 = Kesinlikle katılıyorum

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Bir işte başarılı olup olmamak fırsatları ne kadar iyi değerlendirdiğinle alakalıdır.	1	2	3	4	5
2. İnsanlar başarmayı hedefledikleri şeyleri büyük ölçüde başarabilirler.	1	2	3	4	5
3. Bir işten ne beklediğini bilersen, o beklentiye uygun bir iş bulabilirsin.	1	2	3	4	5
4. Eğer çalışanlar yöneticilerinin verdiği bir karardan dolayı mutsuzlarsa, bu konuyla ilgili bir şeyler yapmalılar.	1	2	3	4	5
5. İstedığınız işe sahip olmak çoğunlukla şans meselesidir.	1	2	3	4	5
6. İyi para kazanmak öncelikle bir şans meselesidir.	1	2	3	4	5
7. İnsan çaba gösterdiği müddetçe işini iyi yapabilir.	1	2	3	4	5
8. İyi bir işe sahip olmak için yüksek konumlarda arkadaşlara ya da aile üyelerine ihtiyaç vardır.	1	2	3	4	5
9. Terfi almak genellikle şans meselesidir.	1	2	3	4	5
10. İşlerinde iyi performans gösteren çalışanlar terfi alırlar.	1	2	3	4	5
11. İyi bir işe sahip olmak için kimi tanıdığın bilgi düzeyine nazaran daha önemlidir.	1	2	3	4	5
12. Çok para kazanmak içindoğru insanları tanıman şarttır.	1	2	3	4	5

13.Çoğu iş için parlayan bir çalışan olmak için çok fazla şans gerekir.	1	2	3	4	5
14.İşlerinde iyi performans gösteren çalışanlarenellikle ödüllendirilir.	1	2	3	4	5
15. Yöneticilerinin gözünde çoğu çalışan düşündüklerinden daha fazla etkiye sahiptir.	1	2	3	4	5
16.Çok para kazanan ve az para kazanan kişiler arasındaki temel fark şanstır.	1	2	3	4	5

6. BÖLÜM: DEMOGRAFİK BİLGİLER

- 1) Yaşınız?
- 2) Cinsiyetiniz? Kadın Erkek
- 3) Eğitim durumunuz (birini işaretleyiniz)
Lise -----
Lisans -----
Yüksek Lisans -----
Doktora -----
Diğer -----
- 4) Mesleğiniz?
- 5) Şu an çalıştığınız kurumda çalışma süreniz? (Yıl olarak)
- 6) Toplam çalışma süreniz? (Daha önce çalıştığınız kurumlar dahil)
- 7) Son 1 yıl içinde toplam kaç gün mazeret izni (raporsuz izin) kullandınız?
.....
- 8) Son 1 yıl içinde toplam kaç gün raporlu izin kullandınız?

Anketimiz burada sona ermiştir. Katkınız için teşekkür ederiz. Yorumunuzu bizimle paylaşabilirsiniz

.....
.....
.....

APPENDIX C: ÜRETİM KARŞITI İŞ DAVRANIŞLARI ÖLÇEĞİ

Aşağıda kurumlarda gözlemlenen iş davranışlarına yönelik bazı ifadeler yer almaktadır. Lütfen bu maddeleri dikkatlice okuyunuz. **Mevcut işinizde aşağıdaki maddelerin her birini ne sıklıkla yaptınız?** Uygun olan rakamı daire içine alınız.

	Hiçbir zaman	Çok seyrek	Ayda bir ya da iki kez	Haftada bir ya da iki kez	Her gün
1. İşvereninize ait araç ve gereçleri kasıtlı bir şekilde boşa harcama.	1	2	3	4	5
2. Örgüt mallarına bilerek zarar verme.	1	2	3	4	5
3. Çalışma ortamınızı bilerek kirlletme.	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. Mola saatlerini izin verileden daha uzun tutma.	1	2	3	4	5
7. Mesai bitiminden önce işten ayrılma.	1	2	3	4	5
8. İşi bilerek yanlış yapma.	1	2	3	4	5
9. Hızlıca bitirilmesi gereken işleri bilerek yavaş yapma.	1	2	3	4	5
10. Verilen yönergelere bilerek uymama.	1	2	3	4	5
11. İşvereninize ait olan bazı şeyleri yürütme.	1	2	3	4	5
12. İşyerine ait bazı araç-gereçleri izin almadan eve götürme.	1	2	3	4	5
13. Çalıştığınızdan daha fazla saat için mesai ücreti almaya çalışma.	1	2	3	4	5
14. İzin almadan işvereninize ait parayı alma.	1	2	3	4	5
15. İşyerindeki birine ait bir şeyi izinsiz alma.	1	2	3	4	5
16. İşini yapmaktan çok hayal kurma.	1	2	3	4	5
17. Önemsiz şeylerden şikayet etme.	1	2	3	4	5
18. Herhangi bir görev verildiğinde bunu reddetme.	1	2	3	4	5
19. Randevulara ya da görüşmelere bilerek geç kalma.	1	2	3	4	5
20. Sorunları gereken kişilere bildirmeyerek daha da kötüleşmelerine yol açma.	1	2	3	4	5
21. Herhangi bir iş yapmıyorken kendisini bir iş yapıyor gibi gösterme.	1	2	3	4	5
22. Dışarıdaki insanlara çalıştığınız yer hakkında kötü şeyler söyleme.	1	2	3	4	5
23. İşyerine zarar verici söylentiler çıkarma.	1	2	3	4	5
24. Müşterilere ya da tüketicilere karşı kaba ya da çirkin davranma.	1	2	3	4	5
25. İşyerindekileri performanslarından dolayı çalışma arkadaşlarınızı aşağılama.	1	2	3	4	5
26. İnsanların özel hayatlarıyla alay etme.	1	2	3	4	5
27. İşyerindeki diğer çalışanları yok sayma.	1	2	3	4	5
29. İşyerindeki insanlarla tartışma çıkarma.	1	2	3	4	5
30. İşyerindeki herhangi birini sözel olarak aşağılama.	1	2	3	4	5
31. İşyerindeki birine uygunsuz el kol hareketleri yapma.	1	2	3	4	5

32.İşyerindeki insanları itip kakarak korkutma.	1	2	3	4	5
33.İşyerindeki insanları sözel olarak tehdit etme.	1	2	3	4	5
34.İşyerindeki herhangi birine kendisini kötü hissettirecek açık saçık şeyler söyleme.	1	2	3	4	5
35.İşyerindeki birinin kötü duruma düşmesine yol açacak bir şeyler yapma.	1	2	3	4	5
36.İşyerindeki birine onu utandıracak eşek şakaları yapma.	1	2	3	4	5
37.İzin almadan herhangi birinin özel eşyalarını (mektup, çekmece) karıştırma.	1	2	3	4	5
38.İşyerindeki birini itme ya da vurma.	1	2	3	4	5
39.İşyerindeki biriyle dalga geçme ya da ona hakaret etme.	1	2	3	4	5
40.İşyerindeki birinden ihtiyaç duyduğu bir bilgiyi saklama.	1	2	3	4	5
41.İşyerindeki diğer bir çalışanın işini yapmasını kasıtlı olarak engelleme.	1	2	3	4	5
42.İşyerindekilerin bulamayacakları şekilde bir şeyleri saklama.	1	2	3	4	5
43.İşyerindeki bir başka kişiye ait olan bir şeye zarar verme.	1	2	3	4	5
44.İşle ilgili olarak geri aranması gereken bir kişiyi aramaktan kaçınma.	1	2	3	4	5

APPENDIX D: COUNTERPRODUCTIVE WORK BEHAVIOR SCALE

1= Never
2= Once or twice
3= Once or twice/month
4= Once or twice/week
5= Every day

1.Purposely wasted your employer's materials/supplies
2.Purposely damaged a piece of equipment or property
3.Purposely dirtied or littered your place of work
4.Came to work late without permission
5.Stayed home from work and said you were sick when you were not
6.Taken a longer break than you were allowed to take
7.Left work earlier than you were allowed to
8.Purposely did your work incorrectly
9.Purposely worked slowly when things needed to get done
10.Purposely failed to follow instructions
11.Stole something belonging to someone at work
12.Took supplies or tools home without permission
13.Put in to be paid for more hours than you worked
14.Took money from your employer without permission
15.Stolen something belonging to your employer
16.Daydreamed rather than did your work
17.Complained about insignificant things at work
18.Refused to take on an assignment when asked
19.Purposely came late to an appointment or meeting
20.Failed to report a problem so it would get worse
21.Tried to look busy while doing nothing
22.Told people outside the job what a lousy place you work for
23.Started or continued a damaging or harmful rumor at work
24.Been nasty or rude to a client or customer
25.Insulted someone about their job performance
26.Made fun of someone's personal life
27.Ignored someone at work
28.Blamed someone at work for error you made
29.Started an argument with someone at work
30.Verbally abused someone at work

31.Made an obscene gesture (the finger) to someone at work
32.Threatened someone at work with violence
33.Threatened someone at work, but not physically
34.Said something obscene to someone at work to make them feel bad
35.Did something to make someone at work look bad
35.Did something to make someone at work look bad
37.Hit or pushed someone at work
38.Insulted or made fun of someone at work
39.Refused to help someone at work
40.Withheld needed information from someone at work
41.Purposely interfered with someone at work doing his/her job
42.Hid something so someone at work couldn't find it
43.Destroyed property belonging to someone at work
44.Avoided returning a phone call to someone you should at work

APPENDIX E: İŞ YÜKÜ ÖLÇEĞİ

Aşağıda size dair bazı sorular yer almaktadır. Lütfen bu maddeleri dikkatlice okuyunuz. **Mevcut işinizde aşağıdaki maddelerle ne sıklıkla karşılaştınız?** Uygun olan rakamı daire içine alınız.

	Hiçbir zaman ya da ayda bir kereden az	Ayda bir ya da iki kez	Haftada bir ya da iki kez	Günde bir ya da iki kez	Gün içinde sıklıkla
1. Sizden ne kadar sıklıkla iyi şekilde yapabileceğinizden daha fazla iş yapmanız isteniyor?	1	2	3	4	5
2. Ne kadar sıklıkla işlerinizi tamamlamak için yeterli süreniz olmuyor?	1	2	3	4	5
3. Ne kadar sıklıkla çok çalışmaya ihtiyaç duyuyorsunuz?	1	2	3	4	5
4. İşiniz ne kadar sıklıkla çok hızlı çalışmanızı gerektiriyor?	1	2	3	4	5
5. Ne kadar sıklıkla yapılacak çok fazla işiniz var?	1	2	3	4	5

APPENDIX F: WORKLOAD SCALE

1. How often do you have to do more work than you can do well?
2. How often does your job leave you with little time to get things done?
3. How often does your job require you to work very hard?
4. How often does your job require you to work very fast?
5. How often is there a great deal to be done?

1= Less than per month or never
2= Once or twice per month
3= Once or twice per week
4= Once or twice per day
5= Several times per day

APPENDIX G: LİDER-ÜYE ETKİLEŞİM ÖLÇEĞİ

Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı ya da katılmadığınızı ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak belirtiniz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Bir insan olarak yöneticimi çok severim.	1	2	3	4	5
2. Yöneticim, herkesin arkadaş olmak isteyeceği bir insandır.	1	2	3	4	5
3. Yöneticimle çalışmak çok zevklidir.	1	2	3	4	5
4. Yöneticim işle ilgili konularda, konu hakkında tam bir bilgisi olmasa dahi üstlerine karşı beni savunur.	1	2	3	4	5
5. Başkaları aleyhinde davranışlarda bulunduğu anda yöneticim beni savunur.	1	2	3	4	5
6. İyi niyetli bir hata yaptığımda, yöneticim beni başkalarına karşı savunur.	1	2	3	4	5
7. İş grubumun başarılı olması için, normalden daha fazla çaba harcamaya istekliyimdir.	1	2	3	4	5
8. Yöneticim için iş tanımında yer alan görevlerden daha fazlasını yaparım.	1	2	3	4	5
9. Yöneticimin mesleki bilgisine hayranım.	1	2	3	4	5
10. Yöneticimin işe ilişkin bilgisine ve yeteneğine saygım var.	1	2	3	4	5
11. Yöneticimin mesleki becerilerini takdir ederim.	1	2	3	4	5

APPENDIX H: LEADER-MEMBER EXCHANGE SCALE

1= Totally disagree
2= Disagree
3= Moderate
4= Agree
5= Totally agree

1. I like my supervisor very much as a person.
2. My supervisor is the kind of person one would like to have as a friend.
3. My supervisor is a lot of fun to work with.
4. My supervisor defends my work actions to a superior, even without complete knowledge of the issue
5. My supervisor would come to my defense if I were "attacked" by others.
6. My supervisor would defend me to others in the organization if I made an honest mistake.
7. I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group.
8. I do work for my supervisor that goes beyond what is specified in my job description
9. I am impressed with my supervisor's knowledge of his/her job.
10. I respect my supervisor's knowledge of and competence on the job.
11. I admire my supervisor's professional skills.

APPENDIX I: ROL NETLİĞİ ÖLÇEĞİ

Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı ya da katılmadığınızı ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak belirtiniz.

	Kesinlikle Katılıyorum	Katılıyorum	Kararsızım	Katılmıyorum	Kesinlikle Katılmıyorum
1. Ne kadar yetkiye sahip olduğumu biliyorum.	1	2	3	4	5
2. İşimle ilgili belirgin, planlanmış hedefler ve amaçlar vardır.	1	2	3	4	5
3. Zamanımı uygun bir şekilde planlayabiliyorum.	1	2	3	4	5
4. Sorumluluklarımın neler olduğunu biliyorum.	1	2	3	4	5
5. Benden tam olarak ne beklendiğini biliyorum.	1	2	3	4	5
6. Ne yapılması gerektiğine ilişkin açıklamalar açık ve nettir.	1	2	3	4	5

APPENDIX J: ROLE AMBIGUITY SCALE

1= Totally agree
2= Agree
3= Moderate
4= Disagree
5= Totally agree

1. I feel certain about how much authority I have
2. Clear, planned goals and objectives exist for my job
3. I know that I have divided my time properly
4. I know what my responsibilities are
5. I know exactly what is expected of me
6. Explanation is clear of what is to be done

APPENDIX K: İŞ KONTROL ODAĞI ÖLÇEĞİ

Lütfen cümleleri dikkatlice okuyarak söz konusu ifadeye ne ölçüde katıldığınızı ya da katılmadığınızı ilgili kutucuktaki rakamlardan size uygun olanı yuvarlak içine alarak işaretleyiniz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Bir işte başarılı olup olmamak fırsatları ne kadar iyi değerlendirdiğinizle alakalıdır.	1	2	3	4	5
2. İnsanlar başarmayı hedefledikleri şeyleri büyük ölçüde başarabilirler.	1	2	3	4	5
3. Bir işten ne beklediğini bilersen, o beklentiye uygun bir iş bulabilirsin.	1	2	3	4	5
4. Eğer çalışanlar yöneticilerinin verdiği bir karardan dolayı mutsuzlarsa, bu konuyla ilgili bir şeyler yapmalılar.	1	2	3	4	5
5. İstedığınız işe sahip olmak çoğunlukla şans meselesidir.	1	2	3	4	5
6. İyi para kazanmak öncelikle bir şans meselesidir.	1	2	3	4	5
7. İnsan çaba gösterdiği müddetçe işini iyi yapabilir.	1	2	3	4	5
8. İyi bir işe sahip olmak için yüksek konumlarda arkadaşlara ya da aile üyelerine ihtiyaç vardır.	1	2	3	4	5
9. Terfi almak genellikle şans meselesidir.	1	2	3	4	5
10. İşlerinde iyi performans gösteren çalışanlar terfi alırlar.	1	2	3	4	5
11. İyi bir işe sahip olmak için kimi tanıdığın bilgi düzeyine nazaran daha önemlidir.	1	2	3	4	5
12. Çok para kazanmak için doğru insanları tanıman şarttır.	1	2	3	4	5
13. Çoğu iş için parlayan bir çalışan olmak için çok fazla şans gerekir.	1	2	3	4	5
14. İşlerinde iyi performans gösteren çalışanlar genellikle ödüllendirilir.	1	2	3	4	5
15. Yöneticilerinin gözünde çoğu çalışan düşündüklerinden daha fazla etkiye sahiptir.	1	2	3	4	5
16. Çok para kazanan ve az para kazanan kişiler arasındaki temel fark şanstır.	1	2	3	4	5

APPENDIX L: WORK LOCUS OF CONTROL SCALE

1= Totally disagree
2= Disagree
3= Moderate
4= Agree
5= Totally agree

1. A job is what you make of it.
2. On most jobs, people can pretty much accomplish whatever they set out to accomplish
3. If you know what you want out of a job, you can find a job that gives it to you
4. If employees are unhappy with a decision made by their boss, they should do something about it
5. Getting the job you want is mostly a matter of luck
6. Making money is primarily a matter of good fortune
7. Most people are capable of doing their jobs well if they make the effort
8. In order to get a really good job, you need to have family members or friends in high places
9. Promotions are usually a matter of good fortune
10. When it comes to landing a really good job, who you know is more important than what you know
11. Promotions are given to employees who perform well on the job
12. To make a lot of money you must know the right people
13. It takes a lot of luck to be an outstanding employee on most jobs
14. People who perform their jobs well generally get rewarded
15. Most employees have more influence on their supervisors than they think they do
16. The main difference between people who make a lot of money and people who make a little money is luck

APPENDIX M: TURKISH SUMMARY / TRKE ZET

Giriř

alıřan davranıřları btn organizasyonlar iin verimlilik aısından byk nem tařıtmaktadır. Bu sebeple organizasyonların en byk amacı alıřanları organizasyona zarar verecek davranıřları sergilememeleri konusunda motive etmektir. Bu nedenle organizasyon literature ierisinde pek ok alıřma alıřan davranıřlarını incelemeye almıřtır. Bu alıřmalar organizasyonlara alıřan davranıřlarını deęiřtirme ve deęiřen gnmz kořullarına davranıřsal olarak adapte olma ilhamı verme amacı tařıtmaktadır.

rgtsel davranıřlar rgte fayda getirebileceęi gibi, rgte zarar da verebilir. Bu sebeple pek ok alıřma rgte zarar verecek olan alıřmaları ve bunların nasıl engellenebileceęi konusunda literatürde yer bulmuřtur. rgte veya rgt ile baęlantısı olan kiřilere zarar vermek amacıyla iinde bulunulan davranıřlara “retim karřıtı iř yeri davranıřları” (KD) denmektedir (Gruys & Sackett, 2003; Organ, 1988; Spector & Fox, 2005). Buna ek olarak bazı alıřmalar zararlı rgtsel davranıřları farklı isimlendirmiřlerdir (Gruys, 1999; LePine, Erez, & Johnson, 2002). Birok arařtırmacı retim karřıtı iř davranıřlarının sebep ve sonularını baęlayabilmek adına bu davranıřları yakın řekilde gzlemlemiř ve irdelemiřlerdir. Ofis eřyalarını izinsiz eve gtrme, ofis arkadařlarına kaba davranıřlarda bulunmak, bilinli olarak iř geciktirmek ve ofis alıřanlarına rahatsızlık verecek dedikodularda bulunmak KD’ye rnek gsterilebilir (Gruys & Sackett, 2003; Gruys 1999; Sackett & DeVore, 2001).

Bu tez retim karřıtı iř davranıřlarının iř odaęı kontrolnn moderasyonunda lider desteęinden, rol netlięinden ve iř yknden nasıl etkilendięini arařtırmayı amalamıřtır.

KD rgtlerin verimlilięi ve bařarısını olumsuz etkileyen davranıř biimleridir. Bu davranıřlar rgte ve rgt yelerine kasten ve gnll bir řekilde zarar vermeyi ierir (Spector ve ark. 2006). KD verimlilięini dřrp, stres ve alıřanların iřten ayrılma oranlarını artırarak rgtlere ciddi oranda maliyet getirmektedir (Kelloway, Francis, Prosser, & Cameron, 2010; Sackett & DeVore 2001 Appelbaum, Deguire & Lay, 2005). Bu sebeple bu davranıřların sebepleri ve

nasıl engellenebilecekleri literatürde dikkatle incelenen konulardan biri olmuştur. Hızlı değişen ekonomik koşullar ve ciddi rekabet içeren günümüz iş dünyasında bu davranışları azaltmak ve bu davranışları sergilemeye meyilli olan bireylerin örgüt içerisinde yer bulmasını engellemek örgütlerin ve yöneticilerin başlıca görevleri arasında olmalıdır.

ÜKD'ye sebep olan faktörler bireysel ve örgütsel faktörler olmak üzere ikiye ayrılır (Organ, 1990). Bu davranışları daha iyi anlayabilmek için her iki faktör de dikkatle incelenmelidir. Bu tez hem bireysel hem de örgütsel faktörleri göz önüne alarak ÜKD üzerindeki etkilerini araştırmayı hedeflemiştir. Ayrıca bu çalışmada ÜKD üzerindeki belirli faktörlerin incelenmesi yapılırken, Stres-Duygu Modellemesi (Fox & Spector, 2005) ve Kaynakların Korunması Teorisi (Hobfoll, 1989) üzerinde durulacaktır.

Bu araştırma bireysel faktör olarak iş kontrol odağını, örgütsel faktörler olarak ise lider desteği, rol netliği ve iş yükünü temel alacaktır. Çıkan sonuçların yöneticilere ÜKD'yi azaltmak için neler yapabilecekleri konusunda fikir verebilmek çalışmanın en önemli amaçlarından biridir. Geçmiş araştırmalar ÜKD'yi etkileyen faktörleri inceleyerek örgütsel davranış literatürüne çok önemli bulgular sunmuştur. Bu çalışmaların birçoğu Kuzey Amerikan yaşam tarzı ve kültürünü göz önüne alarak gerçekleştirilmiştir. Bu tez ise Türk kültürü ve çalışma koşullarını göz önüne alarak bir değerlendirme yapmaktadır. Aynı zamanda Stres-Duygu Modellemesi ve Kaynakların Korunması Teorisi aynı anda ele alınarak organizasyonel ve bireysel faktörlerin ÜKD üzerindeki etkisi ele alınacaktır. Bu analiz esnasında bireysel faktörün hem doğrudan hem de moderasyon etkisi incelenecektir. Tüm bunların sonucunda çalışmanın organizasyonel davranışlar literatürüne önemli bulgular katacağı düşünülmüştür.

Bu çalışma 210 kişinin katılım sağladığı dijital bir anket ile Ankara sınırları içerisindeki özel örgütlerde gerçekleştirilmiştir. Katılım sağlayan 210 kişiden 196 tanesinin cevapları kabul edilmiş olup, geri kalanlar iş deneyimlerinin yetersizliği, kurumsal olmayan koşullardaki çalışma şartları ve yaşları sebebiyle analizden çıkarılmıştır. Çalışma Türk kültürünün önemli özelliklerinin örgüt çalışanları üzerindeki etkisini incelerken, kurumsal örgütlerde çalışanların davranışlarının iş yükü, lider desteği, rol netliği ve iş kontrol odağından nasıl etkilendiğine de dikkat

çekmektedir. Araştırılmak üzere seçilen örgütsel ve bireysel faktörlerin ÜKD üzerindeki etkisi analiz edilirken, ÜKD'nin iki kategorisi ayrı ayrı çalışılmıştır. ÜKD-B, örgüt üyelerine karşı sergilenen zararlı davranışları tanımlarken; ÜKD-Ö örgütün kendisinin hedef alındığı koşulları tanımlar.

Özetle, bu araştırma sonucunda yanıtını bulacağımız sorular aşağıdaki gibidir:

1. Yüksek lider-üye etkileşimi ÜKD-Ö'yü önemli ve azaltıcı yönde yordamakta mıdır?
2. Yüksek lider-üye etkileşimi ÜKD-B'yi önemli ve azaltıcı yönde yordamakta mıdır?
3. Yüksek işyükü ÜKD-Ö'yü önemli ve artırıcı yönde yordamakta mıdır?
4. Yüksek işyükü ÜKD-B'yi önemli ve artırıcı yönde yordamakta mıdır?
5. Yüksek rol belirsizliği ÜKD-Ö'yü önemli ve artırıcı yönde yordamakta mıdır?
6. Yüksek rol belirsizliği ÜKD-B'yi önemli ve artırıcı yönde yordamakta mıdır?
7. Dışsal iş denetim odağı ÜKD-Ö'yü önemli ve artırıcı yönde yordamakta mıdır?
8. Dışsal iş denetim odağı ÜKD-B'yi önemli ve artırıcı yönde yordamakta mıdır?
9. Lider-Üye etkileşimi düşük olduğunda dışsal iş denetim odağı ÜKD-Ö'yü önemli ve artırıcı yönde yordamakta mıdır?
10. Lider-Üye etkileşimi düşük olduğunda dışsal iş denetim odağı ÜKD-B'yi önemli ve artırıcı yönde yordamakta mıdır?
11. İş yükü yüksek olduğunda dışsal iş denetim odağı ÜKD-B'yi önemli ve artırıcı yönde yordamakta mıdır?
12. İş yükü yüksek olduğunda dışsal iş denetim odağı ÜKD-Ö'yü önemli ve artırıcı yönde yordamakta mıdır?
13. Rol belirsizliği yüksek olduğunda dışsal iş denetim odağı ÜKD-B'yi önemli ve artırıcı yönde yordamakta mıdır?
14. Rol belirsizliği yüksek olduğunda dışsal iş denetim odağı ÜKD-Ö'yü önemli ve artırıcı yönde yordamakta mıdır?

Önerilen hipotezleri analiz etmek için doğrudan ve moderasyonel regrasyon yöntemleri kullanılmıştır.

Örneklem ve İşlem

Bu tezin analizinde kullanılan veriler Ankara’da bulunan farklı özel firmalardan 196 kişinin kabul gören cevaplarıyla elde edilmiştir. Verilerin büyük çoğunluğu kurumsal olarak çalışan firmalardan gelirken, firmalar sağlık, savunma sanayi, yazılım ve otomatik gibi sektörlerde faaliyet göstermektedir. Kurumların heterojenik yapısı, bireysel ve örgütsel kültürlerin birbirlerinden farklı olması bu tezde kullanmak amacıyla uygunluk gösterir. Çünkü bireysel ve örgütsel farklılıklar ÜKD’yi etkileyen en temel yapı taşlarıdır.

Kurumların ve etik kurulun onayından sonra dijital anket adresi çalışanlarla paylaşılmış ve çalışanlar ankete katılımları için ikna edilmiştir. Kurumların ve çalışanların gizliliğine verilen önemden dolayı kurumların isimlerini söylemeye izinli değilim. Dijital anket giriş kısmında tezin kısa bir tanıtımı ve cevapların tamamen gizli tutulacağına dair bir bilgilendirme içermektedir. Anketin her bölümünün başında bu bölümü doldurmaları için gereken yönlendirmeler yapılmış ve çalışanların anketi yollamaları için bütün sorulara cevap vermesi zorunlu kılınmıştır.

Ankete katılanların demografik özelliklerini belirlemek amacıyla cinsiyet, yaş, çalışma hayatlarındaki toplam süre ve eğitim seviyeleri sorulmuştur. Çalışanların cinsiyet oranları neredeyse eşitken, yaş ortalaması 31.34 çıkmıştır. Bu da ankete katılım sağlayan kişilerin henüz kariyer basamaklarında başlangıç ya da orta düzey segmentte çalıştıklarını gösterir. Bunlara ek olarak, çalışanların neredeyse %86’sı en az lisans diplomasına sahiptir. Kurumların işe alım kriterleri dikkate alındığında bu oran normal bulunmuştur.

Ölçüm Araçları:

Üretim karşıtı iş davranışlarını ölçmek için orijinali Spector’a (2006) ait olan, Türkçe’ye Öcel (2010) tarafından çevrilen ve 44 maddeden oluşan ölçek kullanılmıştır. Ankete katılım sağlayan kişilerin 5 seçenekli Likert tip cevaplardan birini seçmesi söylenmiştir. Katılımcılar her bir maddeyi “Mevcut işinizde aşağıdaki maddelerin her birini ne sıklıkla yaptınız?” sorusuna cevap vermek amacıyla doldurmuştur. Alınan yüksek skorlar yüksek düzeyde ÜKD davranışı sergilendiğine işaret eder. 23 madde ÜKD-Ö’yü nitelendirirken, geri kalan 21 madde ÜKD-B ölçümlemesi yapar.

Çalışanların iş yükünü ölçmek için orijinali Spector and Jex'e ait olan (1997) 5 maddelik ölçek kullanılmıştır. Bu ölçeğin ankette kullanılan Türkçe hali Keser (2006) tarafından hazırlanmıştır. Ölçek "Mevcut işinizde aşağıdaki maddelerle ne sıklıkla karşılaştınız" sorusuna katılımcıların 5 seçenekli Likert tip cevaplamalarıyla hazırlanmıştır. Yüksek skor yüksek oranda iş yükünü temsil eder.

Rol belirsizliği skorunu ölçmek için orijinali Rizzo ve arkadaşları (1970) tarafında geliştirilmiş, 6'lı Likert tipi cevap seçeneği bulunan ölçek kullanılmıştır. Bu ölçeğin Türkçe dilindeki çevirisi Eray (2017)'den alınmıştır. Katılımcılar rol belirsizliği bölümünde her ifadeye ne kadar katıldıklarını belirtmişler ve yüksek skorlar yüksek rol belirsizliği, düşük rol netliği olarak değerlendirilmiştir.

Lider-Üye Etkileşim ölçeği bölümünde Liden ve Maslyn'nin (1998) 11 maddeden oluşan ölçeğinin Aslan ve Özata (2009) tarafından Türkçe'ye uyarlanmış hali kullanılmıştır. Katılımcılar liderleriyle olan iletişimlerle alakalı ilgili maddelere ne kadar katıldıklarını puanlamış ve 5'li Likert ölçeğinde hazırlanmış cevaplarda yüksek skor yüksek düzeyde Lider-Üye etkileşimini ifade etmiştir.

İş denetim kontrol odağı ölçeği Spector (1988) tarafından 16 maddelik bir ölçek olarak geliştirilmiştir. Maddelerden yarısı dışsal odağı, diğer yarısı ise içsel odağı ölçmek üzere hazırlanmıştır. Bu tezde kullanılan Türkçe uyarlama ODTÜ Akademik Yazı Merkezi tarafından yapılmış ve onaylanmıştır. Katılımcılar ifadelerle ne kadar katıldıklarını derecelendirmiş ve yüksek skor dışsal iş denetim odağını ifade etmiştir.

Bulgular:

Toplanan 210 veriden 196 tanesi incelenerek analize katılmak için uygun bulunmuştur. Ardından veriler uygun şekilde SPSS programına yerleştirilmiş ve her birinin istatistiksel olarak "normallik" esasına uyduğu saptanmıştır.

Ardından demografik yapı ve her bir ölçeğin analizi yapılarak ortalama, maksimum ve minimum, standart sapma değerleri hesaplanmıştır. Bu değerlerin özeti Tablo 1'de sunulmuştur. Tablo 2'de her bir değişkenin birbirleriyle olan korelasyonları hesaplanmış ve Tablo 3'te demografik özellikler özetlenmiştir.

Daha sonrasında hipotezleri test etmek amacı ile doğrusal regreasyon ve moderatif regresyon uygulanmıştır. Analiz sonucunda yüksek orandaki Lider-Üye Etkileşim durumunun ÜKD-Ö ve ÜKD-B'yi önemli ölçüde azalttığı saptanmıştır. Buna ek olarak yüksek rol belirsizliğinin ÜKD-Ö'yü önemli oranda artırdığı, fakat ÜKD-B üzerinde kayda değer bir etkisi olmadığı gösterilmiştir. İş yükü ise ÜKD'nin her iki kategorisi için de önemli bir faktör olarak sonuçlanmamıştır.

İş denetim odağının ÜKD-Ö ve ÜKD-B üzerindeki doğrudan etkisi, dışsal iş denetim odağına sahip kişilerin ÜKD-Ö ve ÜKD-B'yi önemli ölçüde daha yüksek gösterdiklerini ifade etmiştir. Buna rağmen iş denetim odağının ÜKD-Ö ve ÜKD-B üzerinde Lider-Üye Etkileşimi, rol belirsizliği ve iş yükü için kayda değer bir moderasyon etkisi saptanmamıştır.

Hipotez testlerinin sonuçları Tablo 4 ve 5'te özetlenmiştir.

Tartışma:

Bu çalışmanın amacı iş yükü, rol belirsizliği, lider desteği ve iş denetim odağının ÜKD-Ö ve ÜKD-B üzerindeki etkisini araştırmaktır. Aynı zamanda iş denetim odağının faktörler üzerindeki moderasyon etkisinin incelenmesi de amaçlanmıştır. Çalışmanın bulguları örgütsel davranış yazınına önemli katkı sağlamıştır.

Öncelikli olarak bu çalışmanın bulgusu örgütsel davranış yazınında çokça belirtildiği üzere bireysel faktörlerin ÜKD üzerinde önemli katkısı olduğunu göstermiştir (Grijalva & Newman, 2015; Salgado, 2002; Spector and O'Connell, 1994). Dışsal iş denetim odağına sahip çalışanlar daha fazla ÜKD-Ö ve ÜKD-B sergileyeceklerini belirtmişlerdir. Bu sonuç iş denetim odağı yayınlarına bakıldığında beklenen bir sonuç olmuştur. Dışsal iş denetim odağına sahip kişiler değişen koşullara daha yavaş adapte olurken, örgüt içi olaylarda daha az kontrol sağlayabildiklerini düşünürler. Bu da olası bir tehdit anında daha kolay stres ve olumsuz duygu geliştirmelerine sebep olur. Stres-Duygu Yönetimi ve Kaynakların Korunması Teorisi göz önünde alındığında, olumsuz duygu geliştiren çalışanlar var olan kaynaklarını korumak için organizasyona ve organizasyon üyelerine yönelik ÜKD sergiler. Organizasyon faktörlerine bakıldığında ise, örgütsel davranış yazınının belirttiği argümanlardan farklı bulgulara rastlanıldığı noktalar olmuştur.

Yüksek Lider-Üye Etkileşim faktörünün ÜKD-Ö ve ÜKD-B'yi önemli ölçüde azalttığı saptanmıştır. Bu sonuç örgütsel davranış yazınında daha önce bulunmuş bulgularla eş değerdir. Türk kültürü ilişkilerin temel alındığı bir kültürdür. Bu sebeple Türk çalışanlar liderleriyle olan iletişimleri güçlü olup, liderlerinden yeterli desteği gördüklerinde ÜKD-Ö ve ÜKD-B sergilemezler.

İş yükünün ÜKD-Ö ve ÜKD-B üzerindeki etkisine bakıldığında, sonuçlar örgütsel davranış yayınlarının aksine farklı çıkmıştır. Yüksek iş yükünün ÜKD-Ö ve ÜKD-B üzerinde önemli ölçüde artırıcı bir etkisi olmadığı görülmüştür. Verilerin toplandığı kurumlar ve Türk kültürü göz önüne alındığında bu sonuçlar beklentiler doğrultusunda yorumlanabilir. İlk olarak veriye katkı sağlamış katılımcıların yarısından fazlası savunma ve sağlık sektörünün en kurumsal ve öncü firmalarında çalışmaktadır. Bu çalışanların normal mesai yoğunluğu fazla yoğun olduğu için iş yükü onlar için normalize edilmiş bir faktör haline gelmiştir. Buna ek olarak Türk kurumlarında iş yükü net olarak ölçülen bir faktör değildir (Keser, 2006). Bu sebeple çalışanların iş yükü derecesini nasıl ayarladıkları örgüt gözünden net olmayacaktır.

Rol belirsiziği ÜKD-Ö üzerinde etkiliyken, ÜKD-B üzerinde önemli bir artırıcı etki göstermemiştir. Çalışanlar rol belirsizliğini rol tanımlarının bir sonucu olarak algılamış ve rol tanımlarının şirket tarafından belirlendiği inancıyla negatif davranışları örgüte karşı göstermişlerdir. Rol belirsizliğinin çözümünün örgüte bağlı olduğu ve örgütün rol tanımlarını daha net paylaşımlarının ÜKD-Ö'yü azaltabileceği böylece net olarak saptanmıştır.

İş denetim odağının moderasyon etkisi incelendiğinde bütün hipotezler için önemli bir moderasyon etkisi olmadığı görülmüştür. Bu da verilen toplandığı firmaların örgüt için rekabet yarışında bireysel faktörlerin diğer örgütsel faktörler karşısında fark yaratsa bile, bu farkın önemli olmadığı yönünde yorumlanabilir. Kariyerlerinin başında olduğu saptanan çalışanlar, başarılı olabilmek adına asıl odaklarını örgütsel faktörlere çevirmişlerdir. Fakat bu sonuç farklı örgütlerde farklı olarak görülebilir.

Çalışmanın Potansiyel Katkıları ve Doğurguları

Bu çalışmanın örgütlerin verimliliği ve örgütsel davranışların analizi konusunda çok önemli bulguları vardır. Buna örnek olarak bireysel faktörlerin

örgütsel davranışlar üzerinde nasıl etkili olduğu gösterilebilir. Bu nedenle örgütler işe alım süreçlerinde belli başlı bireysel faktörleri değerlendirmeli ve göz önüne almalıdır. Dışsal iş denetim odağına sahip kişiler ÜKD'ye daha meyilli olacakları için değerlendirmeler bu bağlamda yapılabilir. Her iş tanımı farklı bireysel faktörleri öne çıkardığı için, kişilik değerlendirme araçları farklı roller için özelleştirilebilir.

Buna ek olarak Lider-Üye etkileşiminin çalışanlar üzerinde örgütsel davranışları olumlu etkilemesi gösterilmiştir. Bu sebeple örgütler liderler ve çalışanlarını daha şeffaf bir şekilde bir araya getirmek için çözümler üretebilirler. Düzenli olarak yapılan bire-bir değerlendirme toplantıları, örgüt dışı aktiviteler, İK'nın düzenli olarak etkileşimi ölçmesi gibi çözümler ÜKD'yi azaltmak için faydalı olabilir. Bunların sonucunda çalışanlar liderlerinden daha çok destek gördüklerini hissederek, çevresel faktörlere daha az duyarlı hale gelirler. Bu da hem çalışanların hem de örgütün başarı ve verimliliğini önemli ölçüde artırır.

Rol belirsizliğinin çalışanlar arasında ÜKD-Ö'ye önemli artıcı etkisi olduğu görülmüştür. İK ve liderler çalışanların rol tanımlarını zaman zaman günceller veya kendilerinden ne beklenildiği konusunda daha şeffaf bir tutumda bulunurlarsa, çalışanlar kendilerini daha güvende hissederek ÜKD-Ö sergilemekten kaçınırlar.

Çalışmanın Sınırlılıkları ve Öneriler:

Çalışmanın verileri öz bildirimlilik ölçekleri doğrultusunda toplanmıştır. Bu da çalışmanın ilk sınırlılığı olarak düşünülebilir. Katılımcılar kendilerini daha iyi gösteren cevapları tercih etmiş olabilirler. Ayrıca araştırma kesitsel bir araştırma olarak yer almıştır. Şirketlerin o andaki güncel durumlarını içerir. Başka bir zaman diliminde, aynı sektör ve örgütlerse sonuç farklı olabilir.

Buna ek olarak çalışmaya katılımcı sağlayan firmalar Ankara sınırları içerisinde yer almaktadır. Daha kalabalık veya daha az iş imkânı bulunan şehirlerde çalışma sonucu farklı katkılar sağlayabilir. Verilerin toplandığı firmalar kurumsal özel firmalardır. Benzer bir çalışma kamu sektöründe veya küçük girişimlerde farklı sonuçlar doğurabilir.

Gelecekte farklı sektörlerde faaliyet gösteren özel firmalar ve kamu kurumları benzer bir çalışma için kullanılabilir. Aynı şekilde, farklı örgütsel faktörlerin ÜKD üzerindeki etkileri araştırılabilir.

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