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**MEDIATING AND MODERATING PSYCHOLOGICAL PROCESSES IN
THE LINKS OF ABUSIVE SUPERVISION WITH INSTIGATED
INCIVILITY, CWBS, OCBS, AND MULTIDIMENSIONAL WORK
MOTIVATION**

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ABSTRACT

MEDIATING AND MODERATING PSYCHOLOGICAL PROCESSES IN THE LINKS OF ABUSIVE SUPERVISION WITH INSTIGATED INCIVILITY, CWBS, OCBS, AND MULTIDIMENSIONAL WORK MOTIVATION

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In line with the theoretical framework provided by Job Demands-Resources Model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001), the present study aimed to investigate the effects of abusive supervision on instigated incivility towards co-workers, counterproductive work behaviors, organizational citizenship behaviors, autonomous work motivations (intrinsic, identified), controlled work motivations (external, introjected) and amotivation. In line with the propositions of Job-Demands-Resources Model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001) and Social Exchange Theory (Blau, 1964), it was proposed that employees' identification with their work group would moderate the relationship between abusive supervision and instigated incivility towards co-workers, and that the link of abusive supervision with counterproductive work behaviors and the link of abusive supervision with organizational citizenship behaviors would be partially mediated by organizational identification. Consistent with the propositions of Self-Determination Theory (SDT; Ryan & Deci, 2000), abusive supervision is suggested to be directly and positively associated with external regulation and amotivation; however, it was not expected to be significantly related to employees' introjected

motivation. Finally, job-related affective well-being was proposed to fully mediate the relationship between abusive supervision and autonomous work motivations, and it was hypothesized to partially mediate the link of abusive supervision with amotivation. Data were collected from 519 white-collar employees via online surveys. The results revealed that abusive supervision was positively associated with instigated incivility towards coworkers; however, contrary to expectations, identification with the work group did not moderate this relationship. Moreover, abusive supervision was positively associated with CWBs both directly and indirectly via its effects on organizational identification. Contrary to expectations, abusive supervision was positively associated with employee OCBs. As expected, job-related affective well-being mediated the relationships between abusive supervision and autonomous work motivations. Also, in line with the expectations, abusive supervision was positively associated with external regulation and amotivation both directly and indirectly through its effects on job-related affective well-being. The findings are discussed in terms of theoretical and practical implications as well as suggestions for future research.

Keywords: Abusive supervision; organizational identification; instigated incivility; counterproductive work behaviors; organizational citizenship behaviors; job-related affective well-being; multidimensional work motivations.

ÖZET

İSTİSMARCI YÖNETİCİLİĞİN İŞYERİ NEZAKETSİZLİĞİ, ÜRETİM KARŞITI İŞ DAVRANIŞLARI, ÖRGÜTSEL VATANDAŞLIK DAVRANIŞLARI VE ÇOK BOYUTLU İŞ MOTİVASYONU İLE İLİŞKİLERİNDE YER ALAN DÜZENLEYİCİ VE ARACI PSİKOLOJİK SÜREÇLER

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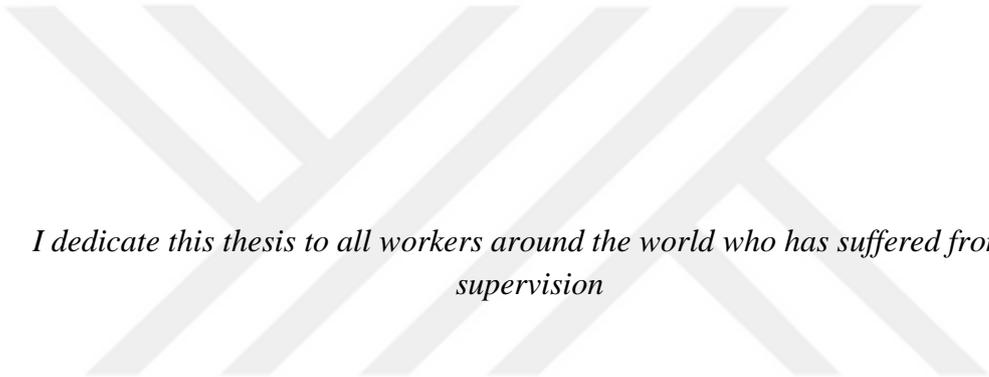
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Bu çalışma, İş Talepleri-Kaynakları Modeli (Demerouti, Bakker, Nachreiner & Schaufeli, 2001), tarafından sağlanan kuramsal çerçeveye uygun olarak, istismarcı yöneticiliğin iş arkadaşlarına karşı nezaketsizlik, üretim karşıtı iş davranışları, örgütsel vatandaşlık davranışları, özerk iş motivasyonları (içsel, özdeşleşmiş) ve kontrollü iş motivasyonları (dışsal, içe yansıtılan) üzerindeki etkilerini araştırmayı amaçlamıştır. Hem İş Talepleri-Kaynakları Modeli (Demerouti, Bakker, Nachreiner & Schaufeli, 2001) hem de Sosyal Değişim Kuramı'nın (Blau, 1964) sağladığı çerçeveye uygun olarak, çalışanların çalışma gruplarıyla olan özdeşleşme seviyesinin istismarcı yöneticilik ve iş arkadaşlarına karşı nezaketsizlik davranışları arasındaki ilişkiyi düzenleyeceğini, aynı zamanda örgütsel özdeşleşmenin ise hem istismarcı yönetim ile üretim karşıtı iş davranışları arasındaki ilişkiyi hem de istismarcı yönetim ile örgütsel vatandaşlık davranışları arasındaki ilişkilerde kısmi aracı değişken olacağı öngörülmüştür. Öz-Belirleme Kuramı'nın (SDT; Ryan & Deci, 2000) önerileriyle tutarlı olarak, istismarcı

yöneticiliğin dışsal düzenleme ve motivasyonsuzlukla doğrudan ve pozitif yönde ilişkili olacağı; ayrıca, içe yansıtılan motivasyonla ise anlamlı bir ilişkiye sahip olmayacağı öngörülmüştür. Son olarak, işle ilişkili duygusal iyilik halinin, istismarcı yöneticilikle özerk iş motivasyonları ve motivasyonsuzluk arasındaki ilişkilerde kısmi aracı değişken olacağı öngörülmüştür. Veriler, çeşitli sektörlerde çalışan 519 beyaz yakalı çalışandan çevrim içi anket yoluyla toplanmıştır. Sonuçlar, istismarcı yöneticiliğin iş arkadaşlarına karşı nezaketsizlikle pozitif yönde ilişkili olduğunu göstermiştir. Ancak, beklentilerin aksine, çalışma arkadaşlarıyla özdeşleşme seviyesinin bu ilişkideki düzenleyici rolü anlamsız çıkmıştır. Ayrıca, istismarcı yöneticiliğin üretim karşıtı iş davranışlarıyla hem doğrudan hem de kurumla özdeşleşme aracılığıyla pozitif yönde ilişkili olduğu gözlemlenmiştir. Beklentilerin tam aksine, istismarcı yöneticilik örgütsel vatandaşlık davranışlarıyla pozitif yönde ilişkili bulunmuştur. Beklendiği gibi, işle ilişkili duygusal iyilik halinin istismarcı yöneticilik ve özerk iş motivasyonları arasındaki ilişkide tam aracı rol oynadığı bulunmuştur. Ayrıca, yine beklediği gibi, istismarcı yöneticiliğin dışsal düzenleme ve motivasyonsuzluk ile hem doğrudan hem de işle ilişkili duygusal iyilik hali aracılığıyla pozitif yönde ilişkili olduğu bulunmuştur. Bulgular, kuramsal ve uygulamaya yönelik çıkarımlar ile gelecekteki çalışmalara yönelik önerilerle birlikte tartışılmıştır.

Anahtar Kelimeler: İstismarcı yöneticilik, kurumla özdeşleşme, iş yeri nezaketsizliği, üretim karşıtı iş davranışları, örgütsel vatandaşlık davranışları, işle ilişkili duygusal iyilik hali, çok boyutlu iş motivasyonu.



I dedicate this thesis to all workers around the world who has suffered from abusive supervision

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LIST OF ABBREVIATIONS

CFI	: Comparative Fit Index
CWBs	: Counterproductive Work Behaviors
JAWS	: Job-Related Affective Well-Being Scale
JD-R	: Job Demands-Resources
OCBs	: Organizational Citizenship Behaviors
RMSEA	: Root Mean Square Residual
SEM	: Structural Equation Modeling
SPSS	: Statistical Package for Social Sciences
TLI	: Tucker-Lewis Index

CHAPTER I

INTRODUCTION

Leadership literature witnessed a major increase in research that focused on abusive supervision over the past two decades. Even though the leadership history is overflowed with leaders whose behaviors include hostile, verbal and nonverbal behaviors over the centuries, it is only in the past 20 years that we have witnessed rigorous studies devoted to exploring abusive supervision and exploring the antecedents of abusive supervision (Tepper, Simon & Park, 2017). The concept of abusive supervision elicits images of managers or supervisors who publicly ridicules and undermines those working with them (Ashforth, 1994). These individuals' behaviors include uncontrolled outbursts, inappropriate blaming, and public ridicule against subordinates (Tepper, 2000). According to Tepper's (2000) operational definition, abusive supervision refers to subordinates' perceptions of specific aversive behaviors of their supervisors, which include sustained display of hostile verbal and nonverbal behaviors but, exclude physical contact (Tepper, 2000).

Abusive relationships are long lasting due to its several features (Tepper, 2000). Firstly, targets of abusive supervision may remain in the relationship due to feelings of powerlessness to take corrective action, or because of economic dependency, or because they fear the consequences of turnover more than they fear the consequences of abusive supervision. Subordinates who are exposed to such supervision may remain at the organization because supervisors often combine abusive behaviors with non-abusive or "normal" behaviors, and in return, subordinates' hope that abuse will end may be sustained. Secondly, abusive supervisors often fail to recognize or take responsibility for their abusive behaviors. Maybe it's because they are praised for it when they are successful, or they simply think of it as a necessary conduct in order to become successful. Leaders who are "abusive" act toward their subordinates in ways that include hostile, verbal and nonverbal behaviors. However, despite the fact that abusive supervision is

associated with many different types of negative outcomes for employees and organizations, perpetrators of abusive supervision (e.g. Steve Jobs, Jeff Bezos, Bill Gates) may sometimes be tolerated for their actions. According to Schrage (2013), yelling is essential when it comes to these leaders' behaviors toward their subordinates in order to achieve success. They are sometimes even viewed as heroes, because they inspire people on their way to succession. To put it in a different way, people see their abusive behaviors as motivators. Also, the same thing goes for the sports. For example, Sir Alex Ferguson who has been the coach of Manchester United football team for 26 years had a reputation for his shouting behavior (Elberse, 2013). His players called that behavior as "hairdryer treatment" because "when he starts to shout it feels like you turned a hairdryer on". However, his players didn't seem to view his behaviors as abusive, they rather saw that behavior as a motivation, which explains why Sir Alex Ferguson was given "Sir" title and considered as the best coach Manchester United ever had.

Reason behind why supervisors engage in abusive supervision can also be attributed to social learning processes, because they sometimes believe that such behaviors are acceptable and rewarding. According to social learning theory (Bandura, 1973), people observe their environment and learn certain behaviors as appropriate in various contexts. Role models play a significant role in the social learning process and by taking this point of view, individuals may determine which behaviors are acceptable and rewarding. This process can occur subconsciously, automatically and unintentionally (Cheng & Chartrand, 2003). However, these examples are from some of the greatest successors of our time, which means that their followers might view their abusive behaviors as motivators, but what about those leaders who didn't succeed? That is where follower's view as "motivation" might change into "abusive supervision". However, this topic is not the main concern of this research. To conclude, some abusive leaders might not accept the negative outcomes of their abusive supervision, simply because they are successful at work done, or because they think that their abusive behaviors lead them to succeed. Also, getting praised for being an abusive leader might play a role on why these leaders fail to recognize or take responsibility for their abusive behaviors. Therefore, they rarely take action to decrease or eliminate their abusive actions. Finally, organizations' policies or norms might confirm and sometimes even support abusive supervision which contribute transformation of such behaviors into

organizational norms. According to Restubog, Scott and Zagenczyk (2011), when employees are exposed to aggressive norms from their superiors in the organization, these aggressive behaviors will also spread through their downwards. Also, Hoobler and Brass (2006) found that work environments that support a degree of hostility may result in aggressive or violent behaviors simply because such environments legitimize these abusive behaviors. These findings seem to conform the propositions of social learning theory just like Aquino, Douglas and Martinko's (2004) study which showed that employees who got exposed to aggressive role models behaved in same aggressive manners. So, employees are more likely to perform deviant behaviors when they are exposed to such behaviors and view those behaviors as norms (Tepper, Henle, Lambert, Giacalone, & Duffy, 2008). Also, cultural context may play a crucial role when it comes to abusive supervision and norms. An interesting research showed that acceptability of supervisor hostility differentiates across geographical regions (Vogel, Mitchell, Tepper, Restubog, Hu, Hua, & Huang, 2015). To be more specific, acceptability of abusive supervision in Confucian countries was found to be higher than it was in Anglo countries. On the other hand, another research has found that frequency of abusive supervision occurrence in Asian countries are higher than United States (Mackey, Frieder, Brees, & Martinko, 2017). Therefore, by considering these studies it is safe to say that policies or norms sometimes confirm, support and even legitimize abusive supervision, which is another reason why abusive supervision is continually occurs and long lasting in organizations.

According to Bowling and Beehr (2006), there are three antecedents that may cause workplace harassment: Characteristics of the environment, the perpetrator, and the victim. Firstly, organization may be responsible for the presence of perpetrators if the organizational culture or policies are encouraging harassment. Secondly, perpetrator's personality characteristics, hierarchical position in the organization and role stressors may predict harassment. Thirdly, victim's negative attitudes and behaviors towards the perpetrator can trigger workplace mistreatment. Likewise, abusive supervision which is one of the main types of workplace harassment is found to be related with similar antecedents. According to Martinko and his friends (2013), abusive supervision is influenced by supervisors' personality characteristics (hostile attribution biases, narcissism, negative affectivity, trait anger). Consistently, Spector (2011) found that not only

personality characteristics but also environmental (incentives, opportunities and provocations) or situational variables might be positively associated with abusive supervision.

Literature yields large number of studies driven by the question of what happens to employees who work with abusive supervisors. In other words, the questions of “what are the consequences of abusive supervision?” and “what happens to employees who are strongly exposed to such supervisors and how it affects the organization itself” are among the vital questions nowadays. Abusive supervision is defined as the subordinates’ perceptions of their supervisors who enact hostile verbal and nonverbal behaviors except physical contact (Tepper, 2000). Abusive supervisors are those who callously and arbitrarily use their power and status to abuse employees, as described by Ashforth (1997). Those kinds of supervisors verbally intimidate, humiliate and ridicule their subordinates (Keashly, 1997). In return, such behaviors create numerous unfavorable work outcomes. For example, abusive supervision is found to be positively associated with poor performance (Peng, Schaubroeck, & Li, 2014), and negatively associated with job satisfaction (Breux et al., 2008). Also, abusive supervision is positively related to employees’ resistance behaviors (e.g., procrastinating at work and ignoring supervisors) (Tepper, Duffy, & Shaw, 2001). Another research adds that abusive supervision is associated with workplace deviance (Thau, Bennett, Mitchell, & Marrs, 2009). In addition, those who become victims of abusive supervision were found to experience decrease in both psychological well-being (Mawritz, Dust, & Resick, 2014) and familial well-being (Thau, Bennett, Mitchell, & Marrs, 2009).

Aside from all these antecedents and consequences of abusive supervision, there is a void of research that focus on instigated incivility as a distal but a serious outcome. In other words, transmitted effects of abusive supervision on employees and their relationships with other employee-related and organizational outcomes had been investigated only by a small number of studies. One of these studies include Holm, Torkelson and Bäckström’s (2015) work. Holm and colleagues (2015) found that, experiencing incivility from coworkers and witnessing incivility performed by a supervisor was directly related to negative outcomes (Holm, Torkelson, & Bäckström, 2015). To be more precise, experiencing incivility from coworkers and witnessing incivility performed by a supervisor directly were found to be related to negative outcomes such as instigated incivility and detrimental

effects on well-being, job satisfaction, turnover intentions (Holm, Torkelson, & Bäckström, 2015). However, coworker incivility had the largest contribution to instigated incivility (Holm, Torkelson & Bäckström, 2015). On the other hand, supervisor incivility contributed to other above-mentioned outcomes (Holm, Torkelson & Bäckström, 2015).

On the other hand, organizational identification is another crucial factor in the abusive supervision literature. It has been widely studied on its association with abusive supervision, but its' mediating effects are barely investigated. In fact, organizational identification's mediating effects have never been investigated in the relationship between abusive supervision and CWBs as well as with OCBs. As mentioned above, abusive supervision has detrimental effects on employees (Tepper, 2000) and employee's reaction to abusive supervision is not any good, like workplace deviance to say the least (Thau, Bennett, Mitchell, & Marrs, 2009). Since there is a void of research on investigating the mediating effects of organizational identification in the links between abusive supervision and CWBs as well as with OCBs, this study aimed to focus on the organizational identifications' effects that strengthens the relationship between employees and the organizations. In addition, it is the first study in Turkey which attempted to reveal the buffering effects of organizational identification in the links between abusive supervision and CWBs as well as OCBs.

Work motivation plays a vital role in the field of management, both in practice and in theory. While managers see work motivation as a mean to performance, organizational researchers see it as a fundamental building in the development of useful theories (Steers, Mowday, & Shapiro, 2004). According to Pinder "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and determine its form, direction, intensity, and duration" (Pinder, 1998, p. 11). Simply, it is a concept that every leader would love to fully grasp for the sake of their organization. Therefore, it can be said that employee's multidimensional work motivations play a crucial role in assessing, evaluating and predicting organizational behaviors. Nevertheless, multidimensional work motivations concept has not become a focus of interest in the organizational psychology literature until the beginning of 2000s (Gagne & Deci, 2005). This study also aimed to shed a light into this topic by investigating the relationship between abusive

supervision and multidimensional work motivations. To our knowledge, this relationship hasn't been investigated in the organizational literature and to be clear, it is the first study that examines the above-mentioned relationships in Turkey. Additionally, mediating effects of job-related affective well-being in the relationships between abusive supervision and multidimensional work motivations were also examined in the present research.

In summary, the aim of the present research was, firstly, to contribute to the existing body of research by examining the relationship between abusive supervision and instigated incivility. Moreover, moderating role of identification with the work group in the relationship between abusive supervision and instigated incivility was tested. Secondly, the relationship between abusive supervision and employees' CWBs were examined. In addition, mediating role of organizational identification in the relationship between abusive supervision and employees' CWBs was tested. Thirdly, the relationship between abusive supervision and employees' OCBs was examined and mediating role of organizational identification in the relationship between abusive supervision and employees' OCBs was tested. Finally, in line with the propositions of Self-Determination Theory (Ryan & Deci, 2000), association of abusive supervision with multidimensional work motivations as well as mediating role of job-related affective well-being in these relationships were empirically investigated for the first time in the relevant literature (Figure 1).

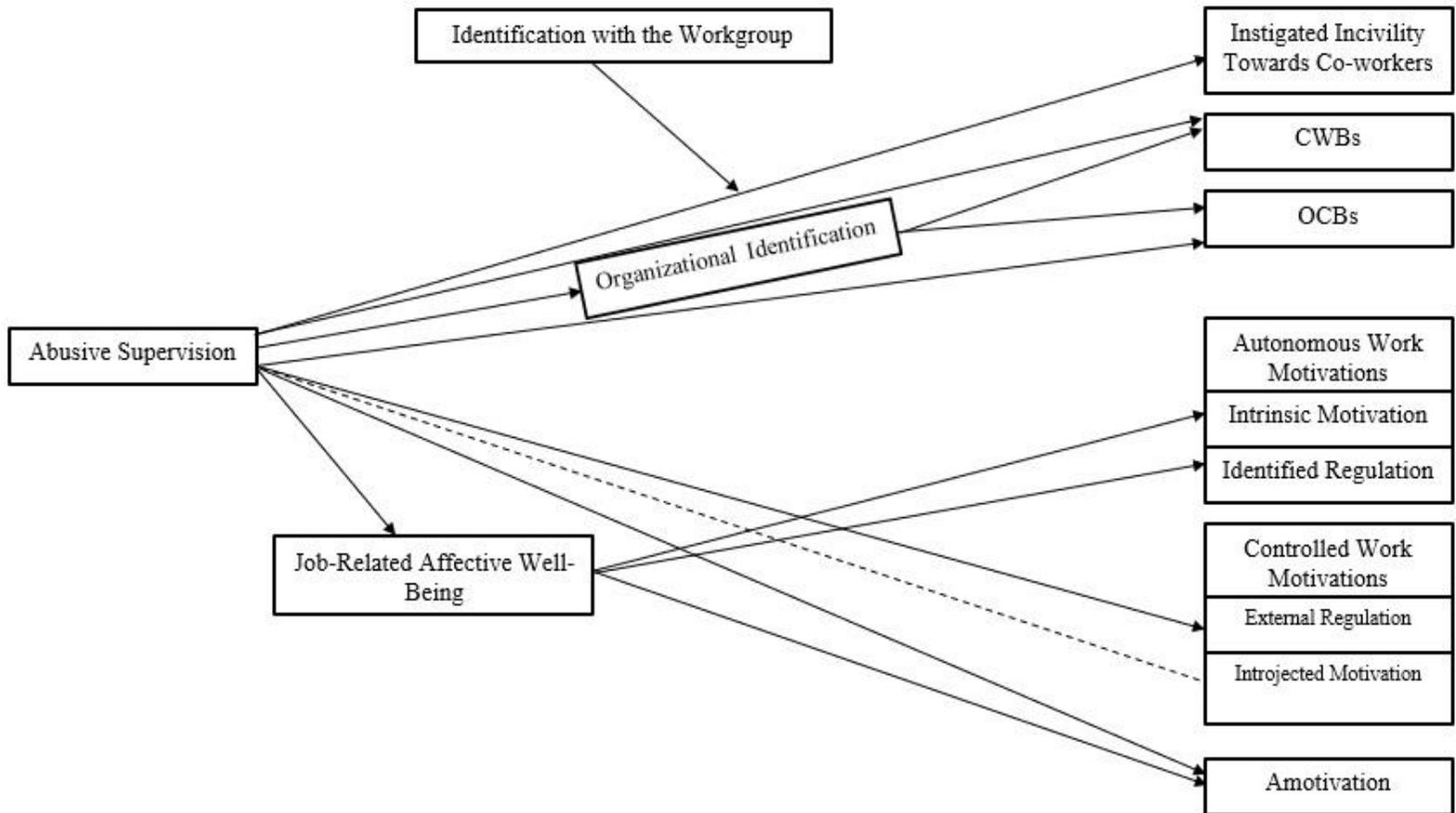


Figure 1. Proposed Model of the Study Variables

1.1. ABUSIVE SUPERVISION AND INSTIGATED INCIVILITY TOWARDS COWORKERS

Incivility indicates rudeness and disregard toward others. It is a form of abuse that can lead to disconnection, breach of relationships and erosion of empathy (Pearson, Andersson, & Porath, 2000). In the context of work, incivility is a violation of the standards of mutual respect in the workplace, so that cooperation and motivation can be generally hindered (Pearson, Andersson, & Porath, 2000). Incivility literature yields many studies discussing the antecedents and effects of growing mistreatment in organizations and workplace incivility (e.g., Buhler, 2003; Fritscher-Porter, 2003; Johnson & Indvik, 2001; Zauderer, 2002). Reasons behind this augmentation in workplace incivility can be attributed to some circumstances: The bigger the diversity within an organization the bigger the misunderstanding. Company downsizes also come up with greater perceived job insecurity and puts greater stress on the employees' shoulders, which results in being overwhelmed and that ends up with lower job satisfaction for employees (Buhler, 2003; Johnson & Indvik, 2001).

However, while literature yields many studies discussing workplace incivility, very few of them focused on the factors that might cause instigators to initiate uncivil behaviors (Blau & Andersson, 2005). To our knowledge, there is no study that focused on the transmitted outcomes of abusive supervision and this study aimed to shed a light into the literature regarding abusive supervision by focusing on one of its potential transmitted outcomes, namely, instigated incivility because instigated incivility reflects a diffused impact of abusive supervision on other, relatively non-related parties or agents in an organization.

The social distance theory of power (Magee & Smith, 2013) suggests that power creates psychological distance between the powerful and powerless, which allows powerful to engage in harmful behaviors and make negative evaluations of powerless others. This theoretical perspective has been applied to a variety of situations and it also help us understand abusive supervision and instigated workplace incivility. Consistent with the theory, a number of studies like Foulk, Lanaj, Tu, Erez, and Archambeau's (2018) study revealed that leaders enact more abusive behavior towards their subordinates when they perceive incivility from others.

However, there is a void of research on how subordinates treat each other when they are confronted with an abusive supervisor. Do they treat each other the way their supervisor treats them because of the effects of social learning? Or do they leave it behind and deliberately avoid such behaviors in their communication with their coworkers because they would not want others to suffer the same treatment? One of the primary aims of the present study is to find it out. By drawing upon Tepper's (2000) view, it is suggested here that employees are likely to embrace their supervisor's incivil or hostile behaviors because they think them as a means to be successful, or because of the powerful effects of social learning.

Another reasoning may be that, in line with the propositions of Job-Demands and Resources model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), employees who have abusive supervisors are likely to experience decrease in their job-related resources, which would prevent them to meet required job-demands in return. Abusive supervision is a resource draining mechanism and possible inconvenience in job demands-resources equilibrium would lead employees to experience high levels of frustration, anger and possibly instigated incivility.

Indeed, incivility is suggested to be a contagious concept (Rosen, Koopman, Gabriel, & Johnson, 2017). Consistent with this view, Rosen, Koopman, Gabriel & Johnson (2016) found that experiencing incivility earlier in the day diminishes individuals' level of self-control, weakens the capability of emotional regulation, which in turn results in increased instigated incivility later in the day. Also, an incivil environment in an organization might legitimize such behaviors in the eyes of employees. Hereby, employees might adopt incivil behaviors and behave in such incivil ways towards their coworkers. Therefore, it was proposed that:

Hypothesis 1. Abusive supervision is significantly and positively associated with instigated incivility towards coworkers.

1.1.1. Moderating Role of Identification with Work Group in the Relationship between Abusive Supervision and Instigated Incivility towards Coworkers

Identification with the work group plays a crucial role for the organizations and for individuals. It is one of the crucial elements of the emotional attachment to the organization. For example, affective commitment positively correlates with strong interpersonal bonds with coworkers (Harris & Cameron, 2005). Having

intimate relationships with coworkers increases commitment, especially in situations where coworkers view each other as friends or as family members (McNeese-Smith & Nazarey, 2001). Also, identification with the work group is positively related to both physical and psychological health. Steffens, Haslam, Schuh, Jetten and Dick (2016) found that an individuals' level of identification at work is positively correlated to that individuals' health and well-being. In other words, as the level of identification at work increases, individuals' physical health and psychological health significantly increases as well.

Abusive supervision has been proved to have significant detrimental effects for employees' well-being, attitudes and behavior (Decoster, Camps, Stouten, Vandevyvere & Tripp, 2013). However, Decoster and his colleagues (2013) found that despite the detrimental effects of abusive supervision, employees do not always react negatively toward a supervisors' abusive behavior. The reason behind this unexpected reaction is attributed to the level of identification employees possess. In Decoster and his colleagues' (2013) study employees were confronted with a highly abusive supervisor. However, employees with stronger identification levels with their organization scored high on perceived cohesion and engaged in less gossiping behavior than employees with weaker identification levels with their organization. Employees with high levels of workgroup identification is expected to unite against abusive supervision and work towards reducing the negative effects caused by abusive supervision. Moreover, rather than adding oil to the fire by engaging in incivility behaviors they are expected to engage in low levels of incivility behaviors towards their coworkers who are also exposed to abusive supervision. Therefore, by drawing upon the possible buffering effects of identification with the work group, the next hypothesis of the present study is generated as follows:

Hypothesis 2. The relationship between abusive supervision and instigated incivility towards coworkers is moderated by identification with work group in such a way that, employees' level of identification with their work group weakens the relationship between abusive supervision and instigated incivility towards coworkers.

1.2. ABUSIVE SUPERVISION AND ORGANIZATIONAL IDENTIFICATION

According to Mael and Ashforth (1992) organizational identification is perceived oneness with an organization and members of the organization who score high on organizational identification embraces the organization's successes and failures as their own. When members of an organization associate the characteristics they attribute to their organization with their self-concepts, they become attached to their organizations (Dutton, Dukerich & Harquail, 1994). Simply, organizational identification is the degree to which individuals perceive themselves as a member of their organization (Tajfel & Turner, 1986). According to Ashforth and Mael (1989), organizational identification strengthens commitment, enhances well-being, increases satisfaction and motivation. Briefly, organizational identification is a positive and supportive state that strengthens the relationship between members of the organization and the organization itself. On the contrary, abusive supervision is a source of negative and discouraging experience that weakens the relationship between members of the organization and organization itself. As mentioned earlier, abusive supervision has been proved to have disastrous effects on employees' well-being, attitudes and behavior (Decoster, Camps, Stouten, Vandevyvere & Tripp, 2013). By drawing upon these detrimental effects of abusive supervision it was expected that abusive supervision would be negatively associated with organizational identification. Therefore, the next hypothesis of the present study is generated as follows:

Hypothesis 3. Abusive supervision is significantly and negatively associated with organizational identification.

1.3. ABUSIVE SUPERVISION AND COUNTERPRODUCTIVE WORK BEHAVIORS (CWBS)

Any employee behavior that intends to undermine the goals and benefits of an organization are specified as CWBs (Spector & Fox, 2005). To give an example, counterproductive work behaviors can include, theft, bullying, absenteeism, sabotage and so on. These kinds of behaviors have detrimental effects for an organization, such as decrease in the quality of work and productivity, conflict among employees and decreased motivation.

According to Spector and Fox (2005), there are five sub-dimensions of CWBs and these are namely, abuse, production deviance, sabotage, theft and withdrawal. Abuse includes volitional harm directed towards the organization and also to co-workers. These harms can include physical or psychological threats, making unpleasant comments, ignoring an individual or sabotaging the individual to prevent her/him from working appropriately (Spector & Fox, 2005). Production deviance includes intended failures, in which individuals are purposefully failing to perform tasks or work effectively (Spector & Fox, 2005). Sabotage includes damaging the assets that belong to the organization or the employer (Chen & Spector, 1992). Theft, on the other hand, is another major problem for organizations. The reason behind these theft behaviors can be viewed as a form of aggression towards the organization. Lastly, withdrawal refers to acts that decrease the required number of work hours expected from workers (Spector & Fox, 2005). Employees with withdrawal behaviors may arrive late or leave early or take needlessly long breaks during their working hours. These kinds of behaviors also spread negative affectivity throughout the organization.

Negative affectivity can be explained as a tendency to go through a variety of negative mood states (Watson & Clark, 1984), in which abusive supervision may likely to trigger such states. Individuals who are high on negative affectivity have been proved to be fragile against minor frustrations and irritations which leads them to experience anxiety, guilt, anger, sadness and distress (Chen & Spector, 1991; Jex & Beehr, 1991). Abusive supervision may strongly contribute to such frustrations and irritations. When individuals experience abusive supervision, they may retaliate with CWBs (Mitchell & Ambrose, 2007).

Also, the relationship between abusive supervision and CWBs can be explained by the principle of reciprocity. Gouldner (1960) suggests that victims of abusive supervision usually reciprocate by engaging in negative behaviors. Social exchange theory suggests that social exchange involves a series of interactions that generate mutual obligations (Emerson, 1976). These actions are interdependent and inevitable in the organizational environment. In order to retain these interactions, individuals must abide by certain rules of exchange. Rules of exchange can be simply explained by reciprocity, or repayment in kind. Although, these kinds of interactions are usually thought of in terms of positive reciprocity, there also can be negative reciprocity, especially in organizational environments where negative

treatment is repaid with negative outcomes. In such work environments employees may repay with CWBs.

On the other hand, job demands-resources (JD-R) model proposes that work conditions involve two distinct categories: Job demands and job resources which are differentially related to specific outcomes (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). High job demands exhaust employees' mental and physical resources and the greater the effort to meet these demands comes with the greater probability of an exhaustion, and exhaustion is a component of burnout. Job resources, on the other hand, help employees achieve task-related goals, reduces job demands and associated physical and psychological costs of them. The same mechanism is expected to be involved in the link between abusive supervision and CWBs. Since abusive supervision is a resource draining mechanism, it is expected that deficit in employees' resources caused by abusive supervision would prevent them to meet the required demands, and hence, abusive supervision is likely to become a major source of frustration and anger on the part of employees who are exposed to it. Exhausted, frustrated and angry employees are also expected to be more likely to withdraw their efforts from work-related tasks and to engage in acts that would harm the supervisor, coworkers and/or the organization. In line with the theoretical background and the findings of the previous research, the next hypothesis of the study is generated as follows:

Hypothesis 4a. Abusive supervision is significantly and positively associated with CWBs.

As mentioned earlier, organizational identification is perceived oneness with the organization, which means that members who have such an identification embrace the organization's successes and failures as their own (Mael & Ashforth, 1992). One of the reasons why members engage in CWBs in the first place may be that they either have little or no organizational identification or their organizational identification was damaged because of negative acts such as those of an abusive supervisor. Organizational identification strengthens commitment, enhances well-being, increases satisfaction and motivation (Ashforth & Mael, 1989). According to the JD-R model, individuals who lack resources would fail to meet required job demands and in return become frustrated, exhausted and angry. It is expected that individuals who score low on organizational identification, are likely to feel lack of

resources and these kinds of individuals may be more likely to engage in CWBs. Therefore, the next set of hypotheses of the study is generated as follows:

Hypothesis 4b. Organizational identification is significantly and negatively associated with CWBs.

Hypothesis 4c. The relationship between abusive supervision and CWBs is partially mediated by organizational identification.

1.4. ABUSIVE SUPERVISION AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS (OCBS)

OCBs include actions and behaviors that are not formally defined in the work definitions and/or formally expected from employees but benefits the organization as a whole. According to Williams and Anderson (1991), there are two types of OCBs. First type includes behaviors that are directed towards individuals within the organization such as altruism and courtesy. Second type consists of behaviors that are directed towards the organization itself and includes conscientiousness, sportsmanship, etc. One of the main explanations regarding the reasons of OCBs is derived from the social exchange theory. Social exchange theory suggests that when members of an organization help each other with no expectations, there will be reciprocity (Blau, 1964). According to Gouldner (1960), individuals return the favors in order to maintain their relationships and equalize the exchange. However, when there is abusive supervision, likelihood of OCBs decreases in most of the organizational contexts. The reason behind this decrease may be related to individuals' perceptions of injustice (Aryee, Chen, Sun, & Debrah, 2007). According to social exchange theory (Blau, 1964), abusive supervision is an unjust behavior that violates the expected fair exchange (Zhang, Liu, Xu, Yang & Bednall, 2019). Individuals who engage in OCBs but became victims of abusive supervision are likely to reduce their OCBs to equalize this unbalanced exchange (Rafferty & Restubog, 2011).

On the other hand, drawing upon the JD-R model, abusive supervision may be defined as a resource draining mechanism and it can be expected that individuals who engage in OCBs would have less resources and that would decrease their OCBs if they become a victim of abusive supervision. Consistently, previous studies revealed that abusive supervision was found to be negatively related to employees'

OCBs (e.g., Zellars, Tepper & Duffy, 2002). Therefore, the next hypothesis of the present study is generated as follows:

Hypothesis 5a. Abusive supervision is significantly and negatively associated with OCBs.

As mentioned above, Mael and Ashforth (1992) defined organizational identification as perceived oneness with an organization. This perceived oneness is the starting point of most of the OCBs. In line with the social identity theory (Tajfel & Turner, 1979), perceived oneness with an organization is suggested to lead an individual to define himself or herself in terms of the organizational membership status. Hence, it is likely to lead the individual to act in ways that are consistent with that identity (Ashforth & Mael, 1989). As the level of organizational identification increases, both cognitive and affective bonds are likely to be strengthened (Ashforth, Harrison, & Corley, 2008). Also, Riketta's (2005) study revealed that organizational identification and extra-role performance was positively correlated. Consistent with the social identity theory and the previous research, the next set of hypotheses of the study is generated as follows:

Hypothesis 5b. Organizational identification is significantly and positively associated with OCBs.

Hypothesis 5c. The relationship between abusive supervision and OCBs are partially mediated by organizational identification.

1.5. SELF-DETERMINATION THEORY AND MULTIDIMENSIONAL WORK MOTIVATIONS

According to Ryan and Deci (2000), "to be motivated means to be moved to do something" (p. 54). An individual who do not possess a desire or will is defined as unmotivated, whereas an individual who has a desire and source of will towards an act is considered as motivated (Ryan & Deci, 2000). According to the Self-Determination Theory (SDT; Deci & Ryan, 1985), the most basic distinction between motivations are whether an individual is intrinsically motivated or extrinsically motivated. Intrinsically motivated individuals engage in behaviors simply because those behaviors are enjoyable and interesting for them, whereas extrinsically motivated individuals engage in behaviors simply because they lead them to a specific outcome. However, over three decades of research on intrinsic motivation and extrinsic motivation by Ryan and Deci showed that, these

motivation types are also functionally distinct within themselves. In order to investigate these subdimensions, Ryan and Deci (2000) proposed three psychological needs to dig deeper, namely need for autonomy, competence and relatedness. Ryan and Deci (2000) argued that individuals become motivated when these psychological needs (autonomy, competence and relatedness) are satisfied. In the end, the Self-Determination Theory argued that motivations differ within themselves in accordance with internalization levels, meaning that they can be aligned along a continuum in accordance to the levels of internalization since extrinsic motivation is controlled by external factors (i.e., rewards or punishments) and intrinsic motivation is driven by the goals and values (Deci & Ryan, 2000; Gagné, Chemolli, Forest, & Koestner, 2008). Self-Determination Theory proposed the subtypes of extrinsic motivation (controlled) as extrinsic regulation and introjected motivation. Extrinsically regulated individuals engage in activities to acquire desired rewards or to avoid possible punishments, whereas individuals with introjected motivation engage in activities to protect ego-involvement, and they are likely to do an act in order to avoid feelings of guilt or embarrassment. This kind of motivation involves a partial internalization because individuals are motivated to engage in activities to maintain their self-worth (Koestner & Losier, 2002; Gagné, Chemolli, Forest, & Koestner, 2008). On the other hand, the subtypes of intrinsic motivation (autonomous) are defined as identified regulation and intrinsic motivation. Individuals with high levels of identified regulation engage in activities because those acts are identified with their values and norms and they accept them as their own (Gagné, Chemolli, Forest, & Koestner, 2008). The difference between identified regulation and intrinsic motivation is that individuals with high levels of identified regulation do not engage in behaviors because they are interesting or enjoyable, rather, they engage in those behaviors because of the instrumental value they represent (Gagné, Chemolli, Forest, & Koestner, 2008).

1.5.1. Autonomous Work Motivations

Autonomous work motivations refer to getting into an activity because it is consistent with intrinsic goals and spreads from the self (Hagger, Hardcastle, Chater, Mallett, Pal & Chatzisarantis, 2014). Acting because of importance to the self rather than interest is the basis for autonomous motivations and autonomously motivated acts generally involves self-determined behaviors.

The first type of autonomous work motivations is intrinsic motivation and it emerges with the strongest level of self-determination (Göncü Köse & Metin, 2019). Intrinsically motivated individuals engage in activities simply with the purpose of joy and fulfillment they get from those activities. For example, a professional boxer who enjoys the trainings, who loves the nutritious foods and follows the strict diets, who loves the adrenaline while getting hit by his/her opponents is intrinsically motivated. In short, a professional boxer who is doing his/her job simply out of joy and fulfillment is intrinsically motivated.

On the other hand, identified regulation refers to engaging in an activity because an individual identifies himself/herself with that act's significance or worth and embrace it as his/her own, so that it includes a form of internalization (Gagné, Forest, Vansteenkiste, Crevier-Braud, Van den Broeck, Aspel & Halvari, 2015). Individuals need to identify themselves with the value of a behavior to become autonomously motivated for their own self-selected goals. Individuals feel greater sense of freedom and will towards a behavior when they possess identified regulation (Ryan & Deci, 2000). Even if the tasks are not interesting, they would feel relatively autonomous while performing. For example, a professional boxer who values the feeling of victory, feeling the sense of being a successful boxer willingly does the unpleasant requirements of his/her job, like training for long hours a day, having strict diets, getting hit/hurt etc.

1.5.2. Controlled Work Motivations

Activities that are not interesting requires extrinsic work motivation, so the occurrence of an action depends on the perception of desired outcomes such as approval or tangible rewards. Acting because of interest rather than joy or importance to the self forms the basis of controlled work motivations.

A behavior can be defined as externally regulated when the behavior is initiated and maintained by contingencies external to the person (Ryan & Deci, 2000). Externally regulated people act with the purpose of obtaining a desired outcome or with the purpose of avoiding an undesired outcome. For example, working only when the boss is around or watching is a behavior that can be performed by an employee who score high on external regulation. Externally motivated individuals' motivation is fragile against all sorts of negative affectivities. Since abusive supervisors perform acts that employees would like to

avoid and externally regulated people engage in activities in order to acquire rewards or to avoid punishments, employees who work with abusive supervisors are expected to report high levels of external motivation. In other words, abusive supervision is expected to be positively associated with external regulation. Therefore, the next hypothesis of the study is generated as follows:

Hypothesis 6a. Abusive supervision is significantly and positively associated with external regulation.

Introjected motivation is the type of regulation that controls the individual and individuals with high levels of introjected motivation tend to engage in activities that prevent or avoid them to experience feelings of shame or guilt or to gain feelings of self-worth. Introjected motivation is related to contingent self-esteem which directs people to behave in order to feel worthy. Introjected motivation is distinct from intrinsic motivation in that in introjected motivation is the regulation within the person, but it is controlled by a desired outcome. For example, working because it makes the individual feel like a worthy person would be driven by introjected motivation, not by intrinsic motivation. Therefore, it is proposed that individuals who are high on introjected motivation wouldn't be affected by extrinsic negative affectivities since their motivation comes from within themselves. Therefore, the next hypothesis of the present is generated as follows:

Hypothesis 6b. Abusive supervision is not significantly associated with introjected motivation.

1.6. JOB-RELATED AFFECTIVE WELL-BEING

Emotions that are experienced during work, whether they are positive or negative are constitute job-related affective well-being (Uncu, Bayram & Bilgel, 2006). Individuals experience both positive and negative emotions throughout their working hours. Positive emotions not only aid individuals to survive but also to thrive against negative situations. When individuals confront with these negative situations, positive emotions play a crucial role for handling and recovering from those situations. For example, when an individual confronts with an abusive supervision, positive emotions may buffer the emotional burden that abusive supervision caused for that individual. However, happiness is a subjective notion that evokes lots of different meanings for each of us and it is open to interpretability. At this point job-related affective well-being scale (JAWS) helps us acquaint with

targeted individuals' job-related affective well-being. JAWS has three main objectives to fulfill (Katwyk, Fox, Spector & Kelloway, 1999): (1) measuring the pure affect which is generally used in job satisfaction research; (2) measuring the context specific affect which is used to measure specific affective states; (3) measuring the effect of the arousal and the level of pleasure. Thus, JAWS enable us to measure a wide range of affective states and also allows us to detect their positivity or negativity levels (Katwyk, Fox, Spector & Kelloway, 1999).

1.6.1. Abusive Supervision, Job-Related Affective Well-Being and Autonomous Work Motivations

Identified regulation and intrinsic motivation are considered as autonomous work motivations (Ryan & Deci, 2000). Individuals who score high on autonomous work motivations think that they engage in behaviors that are interesting and satisfying at work. When people are intrinsically motivated, they perform activities simply due to the positive feelings they get from those activities. Individuals who score high on identified regulation, on the other hand, acknowledge the importance of the behavior for themselves and embrace it as their own. To put it differently, if an individual motivated by identified regulation, s/he acts with a stronger will and do not feel pressured or controlled. Therefore, the next hypothesis of the present is generated as follows:

Hypothesis 7. Abusive supervision is significantly and negatively associated with autonomous work motivations through its negative effects on job-related affective well-being.

1.6.2. Abusive Supervision, Job-Related Affective Well-Being and Amotivation

Amotivation is an individuals' lack of intention to act (Deci & Ryan, 2008). If an individual doesn't value a behavior or outcome, if she/he doesn't believe in the connectivity of desired outcome and a certain behavior, or even believe in that behavior would return with the desired outcome but doesn't feel competent enough to make those behaviors then, amotivation arises (Deci & Ryan, 2008). As mentioned before, negative affectivities have harmful effects on individuals, they are related to aversive outcomes and it is suggested here that amotivation is one of those outcomes. Abusive supervision is expected to be positively associated with amotivation both directly and indirectly via its detrimental effects on employees'

job-related affective well-being. Therefore, the final hypothesis of the present is generated as follows:

Hypothesis 8. Abusive supervision is positively associated with employees' amotivation both directly and via its negative effects on job-related affective well-being.

In summary, the present study aimed to investigate effects of abusive supervision on very rarely studied employee outcomes which are instigated incivility and multidimensional work motivations. In addition, moderating effect of identification with the work-group in the relationship between abusive supervision and instigated incivility towards coworkers was examined. Furthermore, mediating effects of organizational identification in the links of abusive supervision with CWBs and OCBs were investigated. Finally, the present study aimed to contribute to the existing body of research by examining the mediating roles of job-related affective well-being in the relationships between abusive supervision and multidimensional work motivations for the first time.

CHAPTER II

METHOD

2.1. PARTICIPANTS AND PROCEDURE

The data were collected from 519 white-collar employees in Turkey. At the end of the data screening process and after deleting outliers, the final set of data included 425 participants and were included in the main analyses. Of the 425 participants, 242 were women (56.9%), 183 were men (43.1%). The average age of the participants was 35.39 (SD = 10.88). The average tenure at the current job of participants were 9.52 (SD = 12.05) years. On the other hand, participants' average tenure with their current supervisor were 4.92 (SD = 5.56). The demographic characteristics of the participants are presented in Table 1.

Table 1
Demographic Characteristics of the Participants

Age	<i>M</i>	35.39
	<i>SD</i>	10.88
Gender (%)	Male	43.06
	Female	
Tenure at the Current Job (year)	<i>M</i>	56.94
	<i>SD</i>	9.52
Tenure with the Supervisor (year)	<i>M</i>	12.05
	<i>SD</i>	4.92
Education Level (%)	Primary education	5.56
	High school	0.50
	College	10.6
	University	7.5
	Master's degree	63.8
	Doctoral degree	13.6
Sector (%)	Fast-moving consumer goods	4.0
	Construction and materials	5.6
	Health and medicine	8.6
	Media	11.0
	Automotive	2.0
	Textile	1.7
	Durable goods	3.2
	Metal	0.5
	Other	1.2
	66.2	
Institution Type (%)	International organization	12.3
	Organization with Turkish shareholders	23.8
	Turkish company with only one owner	28.7
	Other	35.3
Gender of the Current Supervisor (%)	Male	75.3
	Female	24.7
Age of the Current Supervisor	<i>M</i>	46.70
	<i>SD</i>	9.29
Size of the Work Group (N)	<i>M</i>	887.71
	<i>SD</i>	17060.40
Schedule of Work (%)	Part time	6.4
	Full time	93.6
Contract Type	Contractual	40.9
	Tenure	59.1

Inclusion criterion was to be working with the same supervisor for at least 8 months. Participants were reached through an e-mail to voluntarily participate to an online questionnaire study. 264 (51%) participants were individuals whose contact e-mails were provided by undergraduate students from the Department of Psychology at the Çankaya University. More specifically, students were given a bonus point to one of their final exams for each participant they provided for the study (2 participants at max). 255 (%49) participants were reached by the researcher by using snowball sampling method.

The survey package included eight scales and a separate demographic information section. Scales included measures of abusive supervision, identification with the work group, instigated incivility, organizational identification, counterproductive work behaviors, organizational citizenship behaviors, job-related affective well-being and multifactor work motivation. Demographic information section included information regarding age, gender, education, sector, institution type (international organization, organization in which all of the shareholders are Turkish, a Turkish company with only one owner, and other), tenure at the current position, tenure with the current immediate supervisor, gender of the current immediate supervisor, age of the current immediate supervisor, size of the work group, schedule of work (part-time, full-time), and type of contract (contractual, tenure).

2.2. MEASURES

2.2.1. Abusive Supervision

Subordinates' perceptions of abusive supervision were measured by the Turkish form (Ülbeği, Özgen & Özgen, 2014) of 15-item abusive supervision scale developed by Tepper (2000). Respondents indicated the frequency with which their supervisor engaged in each behavior by using a 5-point Likert scale ranging from 1 (cannot remember him/her ever using this behavior with me) to 5 (He/she uses this behavior very often with me). Sample items are (my immediate supervisor) "tells me I'm incompetent," and "blames me to save himself/herself from embarrassment." Tepper (2000) reported the Cronbach's alpha coefficient of the abusive supervision scale as .90. In the Turkish form, the Cronbach's alpha coefficients of the overall scale were found as .93 (Ülbeği, Özgen & Özgen, 2014).

2.2.2. Organizational Identification

Organizational identification was measured by the Turkish form (Bayazit, Aycan, Aksoy, Göncü & Öztekin, 2006) of the Organizational Identification Scale developed by Mael and Ashforth (1992). The sample items are “I am very interested in what others think about my organization.” and “This organization’s successes are my successes.” The scale consists of 6 items, and responses are gathered on a 5-point Likert scale ranging from (1 = Strongly disagree) to (5 = Strongly agree). Mael and Ashforth (1992) reported that the Cronbach’s alpha coefficient of the original scale ranged from .81 to .89. Göncü and her colleagues (2006) reported that the Cronbach’s alpha coefficient of the Turkish version of the scale was .84.

2.2.3. Identification with the Workgroup

Participants’ identification with their workgroups was measured by the Turkish form (Bayazit, Aycan, Aksoy, Göncü & Öztekin, 2006) of the revised version of the organizational identification scale developed by Mael and Ashforth (1992). In this modified version of the organizational identification scale, the word “organization” in the items was changed as “work-group” in order to measure identification with the workgroup. Participants gave their responses by using a 5-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). One item (If a story in the media criticized this workgroup, I would feel embarrassed.) is excluded from this version of the scale since it was not appropriate for the identification with the work-group scale. Therefore, the scale consisted of 5 items and a sample item is “I am very interested in what others think about this work-group.” Göncü and her colleagues (2006) reported that Cronbach’s alpha coefficient of the scale was .79.

2.2.4. Job-related Affective Well-being

Participants’ emotional reactions to their jobs was measured by the Turkish form of Job-Related Affective Well-Being Scale (Van Katwyk, Fox, Spector, & Kelloway, 2000). The traditional translation and back-translation process were employed for the scale and the process was carried out by three expert psychologists and the author of the current study. The scale consists of 20 items and two dimensions which are positive and negative emotions. The scale asks individuals to indicate how often they have experienced each of the given 20 emotions in the past

30 days. Participants reported their answers using a 5-point Likert-type scale ranging from 1 (never) to 5 (always). The sample item for the positive emotions subscale is “My job made me feel satisfied”. The sample item for the negative emotions subscale is “My job made me feel anxious”. The Cronbach’s alpha of the original form of the positive emotions subscale and the negative emotions subscale were reported as .90 and .88, respectively (Van Katwyk, Fox, Spector, & Kelloway, 2000).

2.2.5. Instigated Incivility

Individuals’ instigated incivility levels was measured by the Turkish form (Gök, Karatuna & Başol, 2014) of 7-item Workplace Incivility Scale (Cortina, Magley, & Langhout, 2001). Within the scope of this study, the subject of the items in the scale was changed hence in the present research, the frequency of incivil behaviors applied by employees themselves was measured instead of the incivil behaviors they’ve been exposed to. In addition, each item on the scale was reworded according to its target (i.e., coworker), for the purpose of evaluating incivil behaviors directed towards coworkers and supervisors separately. By this way, 7-item instigated incivility towards coworker scale was created. Participants reported their answers using a 4-point Likert scale ranging from 1 (never) to 4 (almost every day). The sample items of the scale are “Did you make comments about your coworker or humiliating comments about them?” and “Did you exclude your colleagues from a group of professional friends?”. The Cronbach alpha of the original form of the scale was reported as .89 (Cortina, Magley, & Langhout, 2001). In the Turkish form, the Cronbach alpha coefficient of the overall scale was found as .92 (Gök, Karatuna & Başol, 2014).

2.2.6. Organizational Citizenship Behaviors

Participants’ organizational citizenship behaviors was measured by the Turkish form (Göncü Köse & Öztaylan, 2018) of 20-item Organizational Citizenship Behavior Checklist (Spector, Bauer, & Fox, 2010). Participants reported their answers by using a 5-point Likert-type scale ranging from 1 (Never) to 5 (Every day). The 20-item scale consists of two dimensions which are OCBO (i.e., OCBs directed towards the organization) and OCBP (i.e., OCBs directed towards people). The sample item of 10 items OCBO dimension is “Offered

suggestions for improving the work environment.”. The sample item of 10 items OCBP dimension is “Changed vacation schedule, workdays, or shifts to accommodate co-worker’s needs”. Spector, Bauer and Fox (2010) reported the Cronbach’s alpha coefficient of the OCBO and OCBP subscales as .92 and .91, respectively. The Cronbach’s alpha coefficient was reported as .97 for the total scale (Spector, Bauer, & Fox, 2010). In the Turkish form, the Cronbach’s alpha coefficient of the overall scale were found as .93 (Göncü Köse & Öztaylan, 2018).

2.2.7. Counterproductive Work Behaviors

Participants’ counterproductive work behaviors were measured by the Turkish form (Öcel, 2010) of 32-item Counterproductive Work Behavior Checklist (CWB-C) (Spector, P. E., Fox, S., Penney, L. M., Bruursema, K., Goh, A., & Kessler, S., 2006). Participants reported their answers by using a 5-point Likert-type scale ranging from 1 (Never) to 5 (Every day). The Turkish form of the scale consists of four dimensions which are abuse, sabotage, theft and withdrawal. The sample item of 17 items abuse subscale is “Said something obscene to someone at work to make them feel bad”. The sample item of 3 items sabotage subscale is “Purposely wasted your employer’s materials/supplies”. The sample item of 6 items theft subscale is “Took money from your employer without permission”. The sample item of 6 items withdrawal subscale is “Came to work late without permission”. Spector and his colleagues (2006) reported the Cronbach’s alpha reliability coefficient of the abuse subscale as .85, sabotage subscale as .55, theft subscale as .63, withdrawal subscale as .64 and the Cronbach’s alpha reliability coefficient of the overall CWB scale was reported as .90. Öcel (2010) found that the Cronbach’s alpha coefficient of the Turkish version of the overall scale as .97.

2.2.8. Multidimensional Work Motivations

Multidimensional work motivations of subordinates were measured by the Turkish form (Göncü Köse & Metin, 2019) of 19-item Multidimensional Work Motivation Scale (MWMS) (Gagné, Forest, Vansteenkiste, Crevier-Braud, Van den Broeck, Aspeli & Halvari, 2015). Participants are asked to answer the question “Why do you or would you put efforts into your current job?” and reported their answers by using a 7-point Likert-type scale ranging from 1 (Not at all) to 7 (Completely). The 19-item scale consists of five dimensions which are amotivation,

external regulation, introjected motivation, identified regulation and intrinsic motivation. The sample item of 3 items amotivation subscale is “I don’t know why I’m doing this job, it’s pointless work”. The sample item of 6 items external regulation subscale is “Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor ...)”. The sample item of 4 items introjected motivation subscale is “Because I have to prove to myself that I can.”. The sample item of 3 items identified regulation subscale is “Because I personally consider it important to put efforts in this job.” The sample item of 3 items intrinsic motivation subscale is “Because what I do in my work is exciting.”. Gagne and her colleagues (2015) reported that the Cronbach’s alpha reliability coefficient of the amotivation subscale ranged from .78 to .95, external regulation subscale ranged from .74 to .88, introjected motivation subscale ranged from .55 to .88, identified regulation subscale ranged from .65 to .94, and that intrinsic motivation subscale ranged from .88 to .94. Göncü Köse and Metin (2019) reported the Cronbach’s alpha coefficient of the Turkish version of the amotivation subscale as .73, external regulation subscale as .80, introjected motivation subscale as .76, identified regulation subscale as .79, and intrinsic motivation subscale as .80.

CHAPTER III

RESULTS

3.1. OVERVIEW

In this chapter of the study, there are five sections presenting conducted analyses. First, data screening and data cleaning processes are presented. Second, factor analysis results for the JAWS and the reliability analyses of the other study measures are presented. In the third section, descriptive statistics as well as bivariate and partial correlations among the study variables are presented. In the fourth section, the results of the main analyses for hypotheses testing are presented. Lastly, the final section includes additional analyses for exploratory purposes.

3.2. DATA SCREENING AND DATA CLEANING PROCESSES

Out of 519 participants, 83 of them didn't complete at least 6 out of 8 scales presented in the questionnaire. Therefore, these participants were eliminated at the beginning of the data analysis which left the data with 436 participants. In order to continue with data cleaning, the data were screened for missing items. The study questionnaire consisted of 8 scales (except demographics) which included a total of 124 items. Out of 52700 data points excluding the demographic variables, there were 187 missing data points (0.4%). According to Tabachnick and Fidell (2007), if the missing values ratio to overall data points are lower than 5 percent, missing replacement method can be used to handle missing values. Since the 5 percent ratio rule is viable for this study, the mean replacement method was employed. After replacing the mean values, outlier analysis was performed. Mahalanobis distance analysis was computed in order to detect possible multivariate outliers in the data. Mahalanobis distance analysis revealed that 11 out of 436 participants were multivariate outliers and they were excluded from the data set. Therefore, the final dataset included 425 participants.

3.3. FACTOR ANALYSIS AND THE RELIABILITY ANALYSES OF THE STUDY MEASURES

3.3.1. Abusive Supervision

Abusive supervision scale included 15 items. The Cronbach's alpha reliability coefficient of the scale was found as .93.

3.3.2. Organizational Identification

The Cronbach's alpha reliability coefficient of the unidimensional 6-items organizational identification scale was found as .85.

3.3.3. Identification with the Workgroup

Identification with the work-group scale included five items and the Cronbach's alpha reliability coefficient of the scale was found as .64. Item-total correlation of one item (I am very interested in what others think about this workgroup) in this scale was low (.24), so this item was excluded from the final form. After excluding this item, the Cronbach's alpha reliability coefficient of the 4-item scale was found as .68.

3.3.4. Job-Related Affective Well-being

Since there was not a Turkish version of the JAWS, the traditional translation and back-translation processes were employed for the scale and were carried out by the three expert psychologists and the author of the current study. First, an explanatory factor analysis using principal component analysis as the extraction method was conducted for the 20 items of the JAWS in order to investigate the number of dimensions and the structure of the scale. Bartlett's test of sphericity was significant ($\chi^2 (190) = 7343,66, p < .001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy indicated that the strength of the relationships among variables was high (KMO = .96), thus it was appropriate to use the factor analytic model on this set of data. The 'leveling off' of eigenvalues on the scree-plot after two factors was determined. Also, the original form of the scale includes two dimensions. The number of factors obtained was determined to be two in the final analysis. An orthogonal rotation method, Varimax, was used since the

correlations among components did not exceed .40. The explained total variance by the two factors was found as 67.06%.

The first factor included 10 items and explained the 33.70% of the total variance ($\alpha = .94$). Communalities of the items in this factor ranged between .55 and .79. This factor was labeled as “negative emotions” because this factor was labeled as negative emotions in the original form. The second factor includes 10 items and explains the 33.36% of the total variance ($\alpha = .94$). Communalities of the items in this factor ranged between .40 and .81. This factor was labeled as “positive emotions” because this factor was labeled as positive emotion in the original form. Item loadings, eigenvalues, proportion of variance explained, and alpha values for factors are presented in Table 2. The Cronbach’s alpha reliability coefficient of the total scale was found as .96.

Table 2
 Summary of Exploratory Factor Analysis Results for Job-related Affective Well-being Scale

<i>Items</i>	<i>Factor</i>	
	1	2
<i>Loadings</i>		
Factor 1:		
13. My job made me feel excited.	.84	.29
12. My job made me feel enthusiastic.	.83	.35
11. My job made me feel energetic.	.83	.32
10. My job made me feel ecstatic.	.82	.25
18. My job made me feel inspired.	.78	.13
19. My job made me feel relaxed.	.77	.38
20. My job made me feel satisfied.	.76	.41
6. My job made me feel content.	.71	.39
3. My job made me feel at ease.	.56	.30
5. My job made me feel calm.	.55	.40
Factor 2:		
17. My job made me feel gloomy.	.32	.82
16. My job made me feel furious.	.29	.81
7. My job made me feel depressed.	.38	.80
8. My job made me feel discouraged.	.34	.78
15. My job made me feel frightened.	.14	.76
9. My job made me feel disgusted.	.21	.73
2. My job made me feel anxious.	.33	.72
1. My job made me feel angry.	.37	.71
4. My job made me feel bored.	.43	.68
14. My job made me feel fatigued.	.38	.64
Percentage of explained variance (%)	57.17	9.89
Eigenvalues	11.43	1.98

3.3.5. Instigated Incivility

The Cronbach's alpha reliability coefficient of the 7-item instigated incivility towards coworker scale was found as .71.

3.3.6. Organizational Citizenship Behaviors

20-items OCB-C includes 2 dimensions. The Cronbach's alpha reliability coefficients of the OCBO (OCBs directed towards the organization) and OCBP (OCBs directed towards people) subscales were at acceptable levels ($\alpha = .78$, $\alpha = .78$, respectively). The Cronbach's alpha reliability coefficient of the total scale was found as .91.

3.3.7. Counterproductive Work Behaviors

32-item Turkish CWBs scale included 4 dimensions. The Cronbach's alpha reliability coefficients of abuse, sabotage, theft and withdrawal subscales were found as .85, .55, .63, and .64, respectively. The Cronbach's alpha reliability coefficient of the total scale was found as .86.

3.3.8. Multidimensional Work Motivations

19-item multidimensional work motivations scale (MWMS) included 5 dimensions. The Cronbach's alpha reliability coefficients of amotivation (3 items), external regulation (6 items), introjected motivation (4 items), identified regulation (3 items) and intrinsic motivation (3 items) subscales were found as .78, .80, .74, .80, and .83, respectively. However, item-total correlation of one item (Because I have to prove to myself that I can) of the introjected motivation subscale was relatively low (.38) and it was found that the Cronbach's alpha reliability coefficient of the subscale which was .74 would increase to .78 after excluding this item. Therefore, a decision was made to remove this item from this subscale and the final introjected motivation score was calculated by using three items.

3.4. DESCRIPTIVE STATISTICS, BIVARIATE AND PARTIAL CORRELATIONS AMONG THE STUDY VARIABLES

The means, standard deviations, minimum and maximum values of study variables are presented in Table 3. Bivariate correlations among the study variables and the reliability coefficients of the measures are presented in Table 4.

Table 3

Means, Standard Deviations; Minimum and Maximum Values of Study Variables

Variable	Mean	SD	Min.	Max.	Rating Scale
Age	35.39	10.88	19.0	62.0	-
Education Level	3.92	0.91	1.00	6.00	-
Tenure (year)	9.52	12.05	1.00	36.00	-
Tenure with Supervisor (year)	4.92	5.56	1.00	27.00	-
Supervisor's Age	46.70	9.29	24.00	70.00	-
Size of the Workgroup	887.71	17060.40	2.00	350000.00	-
Abusive Supervision	1.46	0.58	1.00	4.13	1-5
Organizational Identification	3.59	0.87	1.00	5.00	1-5
Identification with the Workgroup	3.91	0.81	1.00	5.00	1-5
JAWS	3.38	0.81	1.00	5.00	1-5
Instigated incivility	1.63	.045	1.00	3.14	1-5
CWBs	1.17	0.20	1.00	2.41	1-5
OCBs	2.95	0.68	1.00	4.70	1-5
Intrinsic Motivation	4.65	1.61	1.00	7.00	1-7
Identified Regulation	5.47	1.44	1.00	7.00	1-7
Introjected Motivation	4.97	1.41	1.00	7.00	1-7
External Regulation	3.10	1.38	1.00	6.17	1-7
Amotivation	2.17	1.36	1.00	7.00	1-7

Table 4
Bivariate Correlations between Study Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Age	-														
2. Gender	-.15**	-													
3. Education	-.10*	-.07	-												
4. Tenure with Supervisor	.22**	-.05	-.09	-											
5. Tenure at the Current Job	.51**	.00	-.04	.28**	-										
6. Supervisor's Gender	-.02	.16**	-.03	-.03	.03	-									
7. Supervisor's Age	.05	-.06	.00	.00	.08	-.03	-								
8. Size of the Work Group	-.02	-.06	.00	-.04	-.03	-.03	-.00	-							
9. Abusive Supervision	-.19*	.06	.04	-.10	-.14**	-.02	.09	.21**	-						
10. Organizational Identification	.10*	-.09	.01	.21**	.09	-.02	-.04	-.06	-.19**	-					
11. Identification with the Work Group	-.02	.04	.05	.02	-.01	.03	-.10*	-.03	-.07	.45**	-				
12. JAWS	.21**	-.14**	.09	.19**	.15**	-.00	-.06	-.06	-.54**	.36**	.13*	-			
13. Instigated Incivility	-.10*	.05	.03	-.12	-.11*	-.05	-.01	.13**	.37**	-.21**	-.09	-.32**	-		
14. CWBs	-.18**	.04	.01*	-.09	-.13*	-.05	-.02	.16**	.40**	-.21**	-.07	-.33**	.54**	-	
15. OCBs	.02	-.07	-.03	.07	-.01	-.05	.07	-.00	.12*	.21**	.16**	.04	.13**	.01	-

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
16. Intrinsic Motivation	.12*	-.08	.02	.11	.06	.02	.02	-.07	-.33**	.41**	.13**	.68**	-.20**	-.23**	.11*
17. Identified Regulation	.04	.02	.05	.06	.02	.03	.04	-.07	-.14**	.39**	.16**	.40**	-.11**	-.21**	.12*
18. Introjected Motivation	-.04	.03	.07	-.01	-.02	.01	.07	-.10*	-.06	.40**	.17**	.21**	-.08	-.17**	.14**
19. External Regulation	-.17**	.03	.00	-.06	-.18**	-.11*	.00	-.04	.13**	.08	.03	-.18**	.08	.13**	-.04
20. Amotivation	-.17**	.05	.10	-.13*	-.09	-.04	-.04	.13**	.41**	-.35**	-.06	-.59**	.22**	.35**	-.07

Note. Numbers on the diagonal are Cronbach's alpha coefficients.

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 4
Continued

	16	17	18	19	20
16. Intrinsic Motivation	-				
17. Identified Regulation	.67**	-			
18. Introjected Motivation	.49*	.76**	-		
19. External Regulation	-.08	.01	.21**	-	
20. Amotivation	-.57**	-.50**	-.32**	.21**	-

Note. Numbers on the diagonal are Cronbach's alpha coefficients.

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Bivariate correlations among the study variables revealed that age was positively correlated with organizational identification and intrinsic motivation ($r = .10, p < .05$; $r = .12, p < .05$; respectively), meaning that as the age increased, organizational identification and intrinsic motivation levels of the participants also increased. On the other hand, age was negatively correlated with abusive supervision, instigated incivility, CWBs, external regulation and amotivation ($r = -.19, p < .05$; $r = -.10, p < .05$; $r = -.18, p < .01$; $r = -.17, p < .01$; $r = -.17, p < .01$; respectively), meaning that as the age increased odds of becoming a victim of abusive supervision, performing incivil acts towards coworkers and CWBs, as well as the levels of external regulation and amotivation of the participants decreased.

Gender was negatively correlated with job-related affective well-being ($r = -.14, p < .01$), meaning that women reported less job-related affective well-being scores than men that has participated in the study.

Tenure with the current supervisor was positively correlated with organizational identification and JAWS ($r = .21, p < .01$; $r = .19, p < .01$; respectively) meaning that as the time worked with the same supervisor increased, organizational identification and JAWS scores of the participants also increased. Tenure with the current supervisor was negatively correlated with amotivation ($r = -.13, p < .05$), meaning that as the time worked with the same supervisor increased, amotivation levels of the participants decreased.

Tenure at the current job was positively correlated with JAWS ($r = .15, p < .01$), and it was negatively correlated with abusive supervision, instigated incivility, CWBs, and external regulation ($r = -.14, p < .01$; $r = -.11, p < .05$; $r = -.13, p < .05$; $r = -.18, p < .01$; respectively), meaning that as the tenure at the current job increased, odds of becoming the victim of abusive supervision, instigated incivility towards coworkers, CWBs and levels of external regulation of the participants decreased.

Size of the work group was positively correlated with abusive supervision, instigated incivility, CWBs and amotivation ($r = .21, p < .01$; $r = .13, p < .01$; $r = .16, p < .01$; $r = .13, p < .01$; respectively), meaning that as the size of the work group increased, odds of becoming the victim of abusive supervision, instigated incivility towards coworkers, CWBs and levels of amotivation of the participants

also increased. On the other hand, size of the work group was negatively correlated with introjected motivation ($r = -.10, p < .05$).

As expected, abusive supervision was positively correlated with instigated incivility, CWBs, external regulation and amotivation ($r = .37, p < .01; r = .40, p < .01; r = .13, p < .01; r = .41, p < .01$; respectively); whereas, it was negatively correlated with organizational identification, job-related affective well-being, intrinsic motivation, and identified regulation ($r = -.19, p < .01; r = -.54, p < .01; r = -.33, p < .01; r = -.14, p < .01$; respectively). In addition, abusive supervision was not significantly associated with introjected motivation. However, negative correlation between abusive supervision and identification with the work group was not significant. Surprisingly, abusive supervision was found to be positively correlated with OCBs ($r = .12, p < .05$).

Organizational identification was positively correlated with identification with the work group, job-related affective well-being, OCBs, intrinsic motivation, identified regulation and introjected motivation ($r = .45, p < .01; r = .36, p < .01; r = .21, p < .01; r = .41, p < .01; r = .39, p < .01; r = .40, p < .01$; respectively) and it was negatively correlated with instigated incivility, CWBs and amotivation ($r = -.21, p < .01; r = -.21, p < .01; r = -.35, p < .01$; respectively).

Identification with the work group was positively correlated with job-related affective well-being, OCBs, intrinsic motivation, identified regulation and introjected motivation ($r = .13, p < .05; r = .16, p < .01; r = .13, p < .01; r = .16, p < .01; r = .17, p < .01$; respectively). However, the relationships of identification with the work group with instigated incivility and CWBs were found to be insignificant.

Job-related affective well-being was positively correlated with intrinsic motivation, identified regulation and introjected motivation ($r = .68, p < .01; r = .40, p < .01; r = .21, p < .01$; respectively) and it was negatively correlated with instigated incivility, CWBs, external regulation and amotivation ($r = -.32, p < .01; r = -.33, p < .01; r = -.18, p < .01; r = -.59, p < .01$; respectively).

Instigated incivility was positively correlated with CWBs, and amotivation ($r = .54, p < .01; r = .22, p < .01$; respectively) and it was negatively correlated with intrinsic motivation and identified regulation ($r = -.20, p < .01; r = -.11, p < .01$; respectively). Unexpectedly, instigated incivility towards coworkers was found to be positively correlated with OCBs ($r = .13, p < .01$).

In line with the previous findings and the propositions of the SDT (Deci & Ryan, 2000) intrinsic motivation was found to be positively correlated with identified regulation and introjected motivation ($r = .67, p < .01$; $r = .49, p < .01$; respectively) and it was negatively correlated with amotivation ($r = -.57, p < .01$). In addition, identified regulation was positively correlated with introjected motivation ($r = .76, p < .01$) and it was negatively correlated with amotivation ($r = -.50, p < .01$). Introjected motivation was positively correlated with external regulation ($r = .21, p < .01$) and it was negatively correlated with amotivation ($r = -.32, p < .01$). Finally, external regulation was positively correlated with amotivation ($r = .21, p < .01$).

Since age, gender, tenure with the current supervisor, tenure at the current job and work group size were significantly associated with the main study variables, partial correlations were calculated by controlling for these variables and presented in Table 5. As can be seen in this table, after controlling for the above-mentioned demographic variables, the correlations between the study variables were similar to the bivariate correlations. However, the only exception was that, in the bivariate correlation analysis abusive supervision was negatively correlated with organizational identification ($r = -.19, p < .01$); however, in the partial correlation analysis it was found that this relationship was found to be insignificant.

Table 5

Partial Correlations between Study Variables Controlling for Demographic Variables

	1	2	3	4	5	6	7	8	9	10	11	12
1. Abusive Supervision	-											
2. Organizational Identification	-.11	-										
3. Identification with the Work Group	.00	.42**	-									
4. JAWS	-.43**	.31**	.07	-								
5. Instigated Incivility	.34**	-.21**	-.07	-.34**	-							
6. CWBs	.26**	-.26**	-.10	-.29**	.42**	-						
7. OCBs	.16*	.21**	.17**	.03	.18**	.01	-					
8. Intrinsic Motivation	-.28**	.38**	.13*	.67**	-.28**	-.33**	.14*	-				
9. Identified Regulation	-.08	.38**	.20**	.35**	-.17**	-.35**	.14*	.62**	-			
10. Introjected Motivation	.01	.42**	.19**	.14*	-.06	-.23**	.16*	.43**	.74**	-		
11. External Regulation	.08	.08	.01	-.19**	.04	.13*	-.08	-.11	-.00	.17**	-	
12. Amotivation	.34**	-.28**	-.02	-.55**	.17**	.30**	-.09	-.50**	-.38**	-.20**	.29**	-

Note. Numbers on the diagonal are Cronbach's alpha coefficients.

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Correlations are controlled for age, gender, tenure with supervisor, tenure at current job, and size of the work group

3.5. HYPOTHESES TESTING

The primary goal of the current study was to investigate the effects of abusive supervision on instigated incivility, OCBs, CWBs, and multidimensional work motivations. In the proposed conceptual model, identification with the workgroup was suggested as a moderator in the relationship between abusive supervision and instigated incivility. Furthermore, mediating effects of organizational identification was investigated in the relationships between abusive supervision with CWBs and OCBs. Finally, mediating role of JAWS in the relationship between abusive supervision and multidimensional work motivations were examined. The conceptual mediated model was tested by using Structural Equation Modeling (SEM) with AMOS 23.0 software. The results of the SEM analysis revealed that the proposed model (M1) provided acceptable fit to the data (χ^2 (N = 425, df = 25) = 4.45, TLI = .89, CFI = .95, NFI = .94, RMSEA = .09; $p < .001$) (Figure 2).

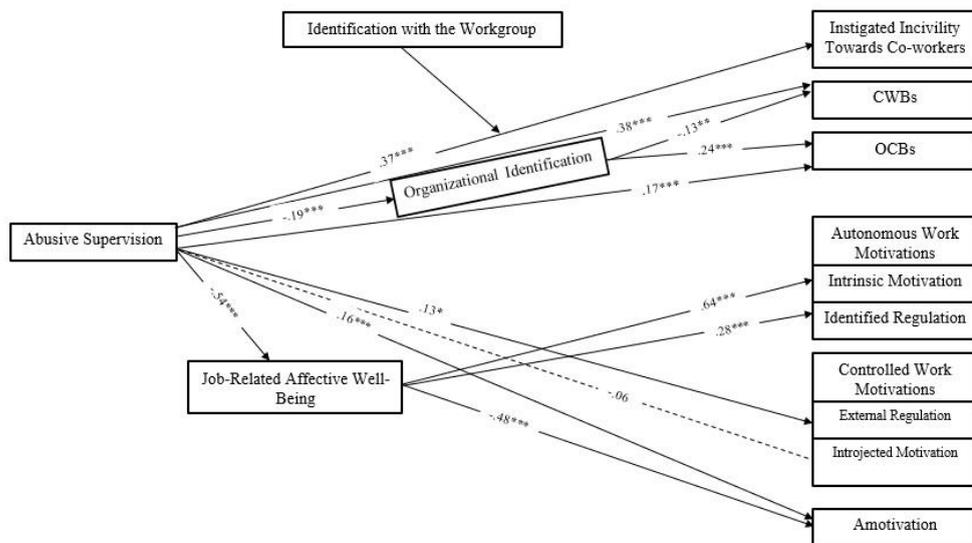


Figure 2. Standardized Parameter Estimations of the Proposed Model

Abusive supervision was found to be significantly and positively associated with instigated incivility towards coworkers ($\beta = .37$, $p < .001$). Thus, Hypothesis

1 which proposed that abusive supervision would predict instigated incivility was supported.

Hypothesis 2 proposed that the relationship between abusive supervision and instigated incivility towards coworkers would be moderated by identification with work group in such a way that, employees' level of identification with their work group would weaken the relationship between abusive supervision and instigated incivility towards coworkers. This hypothesis was tested by conducting Hayes' Process Macro analysis and the results showed that moderating role of identification with work group in the relationship between abusive supervision and instigated incivility towards coworkers was insignificant ($R = .001$, $p = .55$). Therefore, Hypothesis 2 was rejected.

Abusive supervision was found to be significantly and negatively associated with organizational identification ($\beta = -.19$, $p < .001$). Therefore, Hypothesis 3 which proposed that abusive supervision would be negatively associated with employees' organizational identification was supported.

As expected, abusive supervision was found to be significantly and positively associated with CWBs ($\beta = .38$, $p < .001$). Therefore, Hypothesis 4a which proposed that abusive supervision would be positively related to employees' CWBs was also supported.

Organizational identification was found to be significantly and negatively associated with CWBs ($\beta = -.13$, $p < .005$). Hence, Hypothesis 4b which proposed that high levels of organizational identification in workers would be associated with low levels of CWBs performed by employees was supported.

Hereby, Hypothesis 4c which proposed that the relationship between abusive supervision and CWBs would be partially mediated by organizational identification was supported since abusive supervision was negatively associated with organizational identification ($\beta = -.19$, $p < .001$); which in turn, was found to be negatively related to CWBs ($\beta = -.13$, $p < .005$).

Contrary to Hypothesis 5a which proposed that abusive supervision would be negatively related to employees' OCBs, abusive supervision was found to be significantly and positively associated with OCBs ($\beta = .17$, $p < .001$). Hence, Hypothesis 5a was not supported.

In line with the expectations, organizational identification was found to be significantly and positively associated with OCBs ($\beta = .24, p < .001$). Therefore, Hypothesis 5b which proposed that employees' organizational identification would be positively related to their OCBs was supported.

Hypothesis 5c which proposed that organizational identification would partially mediate the relationship between abusive supervision and OCBs was also supported since abusive supervision was negatively associated with organizational identification ($\beta = -.19, p < .001$); which in turn, was found to be positively related to employees' OCBs ($\beta = .24, p < .001$).

Abusive supervision is found to be significantly and positively associated with external regulation ($\beta = .13, p < .005$). Therefore, Hypothesis 6a which proposed that abusive supervision would be positively related to employees' external regulation was supported.

Supporting the Hypothesis 6b which suggested that the relationship between abusive supervision and introjected work motivations would be insignificant, SEM analysis revealed that the path between abusive supervision and introjected motivation was insignificant.

In Hypothesis 7 it was proposed that abusive supervision would be significantly and negatively associated with employees' autonomous work motivations through its negative effects on employees' job-related affective well-being. The findings revealed that abusive supervision was negatively associated with employees' job-related affective well-being ($\beta = -.54, p < .001$); which in turn, was positively related to both intrinsic motivation and identified regulation ($\beta = .64, p < .001$; $\beta = .28, p < .001$, respectively).

Abusive supervision was found to be significantly and positively associated with employees' amotivation both directly and via its negative effects on JAWS ($\beta = .16, p < .001$; $\beta = -.54, p < .001$, respectively). Therefore, Hypothesis 8 which suggested that abusive supervision was both directly and indirectly associated with employees' amotivations via its negative effects on JAWS was also supported. Summary of the hypotheses and the results are presented in Table 6.

Table 6
 Summary Table for the Hypotheses

Hypothesis #	Hypothesized Relationships	
1	Abusive supervision is significantly and positively associated with instigated incivility towards coworkers.	S
2	The relationship between abusive supervision and instigated incivility towards coworkers is moderated by identification with work group in such a way that, employees' level of identification with their work group weakens the relationship between abusive supervision and instigated incivility towards coworkers.	NS
3	Abusive supervision is significantly and negatively associated with organizational identification.	S
4a	Abusive supervision is significantly and positively associated with CWBs.	S
4b	Organizational identification is significantly and negatively associated with CWBs.	S
4c	The relationship between abusive supervision and CWBs is partially mediated by organizational identification.	S
5a	Abusive supervision is significantly and negatively associated with OCBs.	NS
5b	Organizational identification is significantly and positively associated with OCBs.	S
5c	The relationship between abusive supervision and OCBs are partially mediated by organizational identification.	S
6a	Abusive supervision is significantly and positively associated with external regulation.	S

6b	Abusive supervision is not significantly associated with introjected motivation.	S
7	Abusive supervision is significantly and negatively associated with autonomous work motivations through its negative effects on job-related affective well-being.	S
8	Abusive supervision is positively associated with employees' amotivation both directly and via its negative effects on job-related affective well-being.	S

Note. S = Supported, NS = Not supported

3.6. TEST OF AN ALTERNATIVE MODEL

Although the proposed model of the study provided acceptable fit to the data, modification indices revealed that the model fit could have been improved by adding number of paths in the model. More specifically, modification indices suggested that organizational identification was associated with multidimensional work motivations. In addition, job-related affective well-being is proposed to be associated with introjected motivation. Since these suggestions were evaluated as theoretically valid propositions, the above-mentioned paths were added in the model and this model is named as Model 2 (M2). The findings revealed that M2 provided good fit to the data (χ^2 (N = 425, df = 19) = 1.49, TLI = .99, CFI = .99, NFI = .99, RMSEA = .03; $p > .05$) (Figure 3). It was found that organizational identification was significantly and positively associated with intrinsic motivation ($\beta = .19$, $p < .001$). Additionally, this association revealed that organizational identification fully mediated the relationship between abusive supervision and intrinsic motivation since abusive supervision was negatively associated with organizational identification ($\beta = -.19$, $p < .001$); which in turn, was found to be positively related to intrinsic motivation ($\beta = .19$, $p < .001$).

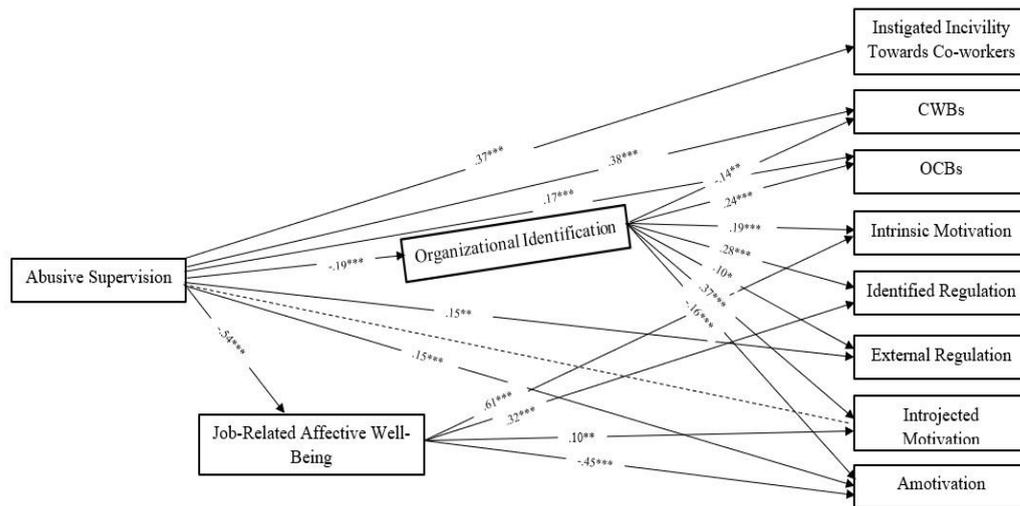


Figure 3. Standardized Parameter Estimations of the Alternative Model

Organizational identification was also found to be significantly and positively associated with identified regulation ($\beta = .28, p < .001$). Therefore, organizational identification was found to fully mediate the relationship between abusive supervision and identified regulation since abusive supervision was negatively associated with organizational identification ($\beta = -.19, p < .001$); which in turn, was positively related to identified regulation ($\beta = .28, p < .001$).

In addition, organizational identification was found to be significantly and positively associated with external regulation ($\beta = .11, p < .005$) which meant that organizational identification partially mediated the relationship between abusive supervision and external regulation since abusive supervision was associated with external regulation both directly ($\beta = .15, p < .01$), and indirectly via its effect on organizational identification ($\beta = -.19, p < .001$).

Organizational identification was also found to be significantly and positively associated with introjected motivation ($\beta = .37, p < .001$). This path revealed that organizational identification fully mediated the relationship between abusive supervision and introjected motivation since abusive supervision was negatively associated with organizational identification ($\beta = -.19, p < .001$); which in turn, was positively related to introjected motivation ($\beta = .37, p < .001$).

In addition, organizational identification was significantly and negatively associated with amotivation ($\beta = -.16, p < .001$) and this path revealed that

organizational identification partially mediated the relationship between abusive supervision and amotivation since abusive supervision was significantly associated with amotivation both directly ($\beta = .15, p < .001$), and indirectly via its negative effect on organizational identification ($\beta = -.19, p < .001$).

Finally, job-related affective well-being was found to be significantly and positively associated with introjected motivation ($\beta = .10, p < .005$) and this path revealed that job-related affective well-being fully mediated the relationship between abusive supervision and introjected motivation since abusive supervision was negatively associated with job-related affective well-being ($\beta = -.54, p < .001$); which in turn, was positively related to introjected motivation ($\beta = .10, p < .005$).



CHAPTER IV

DISCUSSION

The essential goal of the present study was to develop a process model to investigate the impact of abusive supervision on instigated incivility, OCBs, CWBs and multidimensional work motivations. It was proposed that abusive supervision would be positively related to instigated incivility towards coworkers. In addition, the relationship between abusive supervision and instigated incivility towards coworkers was suggested to be moderated by identification with the work group. In addition, it was proposed that abusive supervision would be positively related to CWBs and would be negatively associated with OCBs both directly and indirectly via its negative effects on organizational identification. Finally, the last but maybe the most important contribution of the study was to investigate multidimensional work motivations in the presence of abusive supervision. In line with the propositions of Self-Determination Theory (Ryan & Deci, 2000), association of abusive supervision with multidimensional work motivations as well as mediating role of job-related affective well-being were investigated for the first time in the relevant literature.

4.1. THE KEY FINDINGS, THEORETICAL CONTRIBUTIONS, AND SUGGESTIONS FOR FUTURE RESEARCH

The present study has revealed that age was significantly correlated with a number of key variables in the present study and this finding may be one of the theoretical contributions which may also guide further research. More specifically, as age of the participants increased their levels of organizational identification, job-related affective well-being and intrinsic motivation levels also increased. On the other side though, older participants reported low levels of CWBs, instigated incivility behaviors, abusive behaviors from their supervisors and they had low levels of amotivation. Age was also positively associated with both tenure at the

current job and tenure with the immediate supervisors. By taking these associations into consideration, it can be argued that older individuals are working in their organizations for a long time because they are satisfied with their supervisors or they have high levels of job satisfaction at their current organizations. Consistently, Wang and Yang's study (2016) revealed that employee happiness was negatively associated with turnover intentions. On the other hand, Bedeian, Ferris and Kacmar's study (1992) revealed that tenure with supervisor is positively associated with job satisfaction. However, since the present study employed a cross-sectional design, precise cause-effect relationships can't be inferred. Yet, by taking these studies and the present study's findings into consideration it can be speculated that age is positively associated with desired outcomes (i.e., organizational identification, job-related affective well-being, intrinsic motivation) and negatively associated with aversive outcomes (abusive supervision, instigated incivility, CWBs, amotivation), possibly because older individuals are mostly working in their organizations for long periods of time and with same supervisors and they are satisfied and happy with their jobs and their supervisors. Another reasoning can be that Turkish culture may unconsciously prevent abuse towards elderly. Due to this cultural norm, relatively older employees may be exposed to lower levels of abusive supervisory behaviors than their younger coworkers and in turn, they may report higher levels of organizational identification, job-related affective well-being and intrinsic motivations and as well as lower levels of abusive supervision, instigated incivility and amotivation than their younger colleagues. Yet, these propositions should be investigated in future studies which would include employee samples from different age groups and that would conduct comparative analyses for the outcome variables of the present study.

Another theoretical contribution of the study was that women were likely to report low levels of job-related affective well-being scores compared to men. In order to infer from this finding reliably, genders significance was tested with t-test and it was found that both genders differentiate from each other significantly ($p < .01$). This outcome can be attributed to gender discrimination at workplace. More specifically, previous literature proposed that women were facing different types of discriminations and inequalities at workplace (DiTomaso, 1989). To illustrate, women who are in positions that are previously considered as a male domain, or in

positions with a great possibility in career advancement have faced with promotional discrimination (Snizek & Neil, 1992). Another study revealed that, women who work in organizations in which the majority of employees are men have lower wages than women with similar qualifications and job demands and work in organizations with equal gender distribution (Hultin & Szulkin, 1999). All these past and present discriminations and negative events that women are facing might lead them to score lower on job-related affective well-being compared to men. Also, Wilks and Neto's (2013) study revealed similar results in terms of gender differences found in this study and the authors argued that women reported lower levels of job-related affective well-being than men. These results may guide future research attempts for replicating the results with employees from diverse sectors and organizational structures as well as for investigating the underlying reasons of lower job-related affective well-being scores reported by women employees.

Another finding related to the demographic variables was that size of the workgroup was found to be positively associated with abusive supervision, instigated incivility, CWBs and amotivation. On the other side, it was negatively associated with employees' introjected motivation. To summarize, when work groups include high number of employees, negative organizational outcomes (i.e., abusive supervision, instigated incivility, CWBs, and amotivation) may be more common and employees in such large work groups are likely to report low levels of introjected work motivation. Positive association between abusive supervision and work-group size can be explained by propositions of job demands-resources model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). Crowded workgroups might prevent supervisors to use their job resources efficiently and equally in order to meet the required demands of their employees. Hence, they might get exhausted to meet those demands. In order to meet employees' demands and control the workgroup, this possible exhaustion can lead supervisors to grasp a more authoritarian leadership style. In this process, abusive supervision could be the only way out for supervisors. Since abusive supervision was found to be both positively associated with instigated incivility and CWBs, the positive association between size of the work group with instigated incivility and CWBs also makes sense. That is, an individual who experience abusive supervision from his/her supervisor might

want to retaliate against the organization. In the eyes of the employees, supervisors represent the organization. In order to retaliate against the organization, they might engage in instigated incivility and CWBs. On the other hand, another reasoning might be that some of the individuals tend to procrastinate more than others and as the size of the workgroup increase the diffusion of responsibility also increase which gives them more opportunities to procrastinate or to engage in other withdrawal behaviors. Diffusion of responsibility also might have an effect on introjected motivation of the participants since the size of the workgroup was negatively associated with it. Introjected motivation results from inward forces such as embarrassment, guiltiness, or ego-involvement. In other words, employees who have high levels of introjected motivation put effort to their jobs in order to avoid inner feelings of shame or to gain feeling of self-worth. In work groups which consist of large numbers of employees, individual mistakes or failures are hard to detect and responsibility is more likely to be diffused than small-sized work groups. Therefore, it is plausible to suggest that in such crowded work groups employees' introjected motivations are likely to decrease. Although, the relationships of the size of the work group with the main study variables were not the main focus of the study, these findings revealed interesting results and propositions which can be subject to future investigations by researchers.

As expected, the results showed that abusive supervision was positively correlated with instigated incivility, CWBs, external regulation and amotivation. On the other hand, it was negatively correlated with organizational identification, job-related affective well-being, intrinsic motivation, and identified regulation. In addition, supporting the expectations, abusive supervision was not significantly and directly associated with introjected motivation.

One of the explanations of the association between abusive supervision and instigated incivility can be derived from social distance theory of power (Magee & Smith, 2013) which suggests that power creates psychological distance between the powerful and powerless. This distance allows powerful to engage in harmful behaviors and negative evaluations of powerless individuals. Consistent with these propositions, it might be the case that employees who are abused by their immediate supervisors direct their aggression towards their coworkers (i.e., those who have equal power with them) and engage in incivility towards them in return, because

they can not show such aggressive or negative responses to their supervisors who are in the powerful position. Another explanation can be derived from job demands-resources model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). Employees who got exposed to abusive supervision are likely to experience decrease in their job-related resources such as feedback, rewards, feelings of control, sense of participation, perceived job security and supervisor support (Demerouti, Bakker, Nachreiner & Schaufeli, 2001), which would prevent them to meet required job-demands in return. This lack of job-related resources might create some sort of frustration and anger that possibly lead to instigated incivility. On the other hand, incivility is a contagious concept (Rosen, Koopman, Gabriel, & Johnson, 2017) and experiencing incivil behaviors like those performed by abusive supervisors is likely to decrease individuals' level of self-control and capability of emotional regulation, which in turn, results in increased instigated incivility later in the day. The last reason of this association can be related to organizational culture and climate. An uncivil environment in an organization might legitimize such behaviors in the eyes of employees, especially in a work organization where abusive supervision is common and not punished. In such work environments, employees might adopt incivility behaviors towards each other as well which would contribute to establishment of a hostile organizational culture. Previous studies (Foulek, Lanaj, Tu, Erez, & Archaibeau, 2018) showed consistent results with the proposition of social distance theory of power (Magee & Smith, 2013) and revealed that leaders enact more abusive behavior towards their subordinates when they perceive incivility from others. Also, the present study showed some consistent results by revealing that experiencing abusive supervision was positively associated with instigated incivility towards coworkers. However, incivility towards to immediate supervisor wasn't measured. In order to fully grasp the power and powerlessness concept of social distance theory of power, this relationship is suggested to be investigated in future studies.

Positive association between abusive supervision and CWBs can be explained with three reasonings. First, negative affectivity which is possibly caused by experiencing abusive supervision is likely to trigger a variety of negative mood states (Watson & Clark, 1984). Individuals who experience high levels of negative affectivity are fragile against minor frustrations and irritations which leads them to

experience anxiety, guilt, anger, sadness and distress (Chen & Spector, 1991; Jex & Beehr, 1991). When individuals experience such emotions due to abusive supervision, they may retaliate with CWBs (Mitchell & Ambrose, 2007). The second reasoning is related to the principle of reciprocity, Gouldner (1960) argued that victims of abusive supervision usually reciprocate by engaging in negative behaviors and in this case one cluster of those negative behaviors might be CWBs. Social exchange theory suggests a similar path to principle of reciprocity which involves a series of interactions that generate mutual obligations (Emerson, 1976). As the social exchange theory suggests, negative treatment can be repaid with negative outcomes such as CWBs in the face of abusive supervision. The third and the last reasoning can be derived from job demands-resources model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). Employees are expected to meet required job demands and in order to do so they need job-related resources. However, abusive supervision is a major resource draining mechanism and the possible deficit that abusive supervision might create a big gap between job resources and demands. This gap may lead employees to feel frustration and anger and these feelings, in return, may lead to a desire to retaliate against the supervisor by engaging in CWBs.

As expected, abusive supervision and external regulation was found to be positively associated. People who have high levels of external regulation act with purpose of obtaining desired outcomes or act with purpose of avoiding undesired or aversive outcomes. In the presence of abusive supervision, positive feelings towards work and organization as well as intrinsic motivations seem to diminish, and employees are likely to focus on short-term gains and relationships characterized by economic exchange. Future research is suggested to focus on other extrinsic motivation types that may be positively associated with abusive supervision. To illustrate, abusive supervisors are likely to elicit to motivations to manage impressions among employees. Moreover, abusive supervision may lead to increased levels of impression management among employees which, in turn, may be related to positive outcomes. To illustrate, in a study conducted in Turkey (Göncü, Aycan, & Johnson, 2014) revealed that impression management was positively associated with OCBs. Indeed, impression management may be the mediating process between the positive and unexpected direct relationship between abusive supervision and OCBs in the present study. Therefore, future research is

recommended to investigate the effects of abusive supervision on other extrinsic employee motivations as well as their relationships with both negative and positive job-related and organizational outcomes.

In addition to the explanation provided above, this unexpected relationship may have another reason which may be related to how participants view OCBs. That is, some participants might have viewed OCBs as in-role behaviors and some participants might have perceived OCBs as extra-role behaviors. A similar study was conducted on the negative association between abusive supervision and OCBs, and it was found that the relationship between abusive supervision and OCBs was stronger among participants who viewed OCBs as extra-role behaviors (Zellars, Tepper, & Duffy, 2002). In fact, participants who see or is made to perceive OCBs as in-role behaviors have to perform OCBs regardless of their will under abusive supervision.

Another explanation could be that individuals who experience abusive behaviors from their supervisors and possess high levels of identification with the work group could prevent their colleagues to experience the same abusive behaviors. In order to do that they might engage in various OCBs towards individuals (e.g., taking time to advise, coach, or mentor a co-worker; finishing a task for a coworker who had to leave early, etc.). However, since the relationship between abusive supervision and workgroup identification was found to be insignificant, this justification failed to be validated. On the other hand, this unexpected finding can be explained by avoiding punishment and external regulation. Abusive supervision was found to be positively associated with external regulation. This finding might be the key to explain the relationship between abusive supervision and OCBs. Externally regulated people engage in activities in order to acquire rewards or to avoid punishments (Deci & Ryan, 2000). Therefore, individuals may show extra-role performance which includes OCBs to avoid possible punishments from their abusive supervisors.

One of the expected positive associations was found between abusive supervision and amotivation. As mentioned before, negative affectivities cause harmful effects on individuals and abusive supervision is definitely one of them. Proposed negative affectivity in the present study was the lack of intention to act due to abusive supervision. Abusive supervision consists of ridiculing, undermining

employees (Ashforth, 1994) and displaying hostile verbal and nonverbal behaviors (Tepper, 2000). Under such circumstances, talking about high levels of motivation or lack of amotivation is way too optimistic to be fair.

On the other hand, abusive supervision was found to be negatively associated with organizational identification. According to Mael and Ashforth's (1992) definition of organizational identification, it is a perceived oneness with an organization and those who score high on organizational identification embrace the organization's successes and failures as their own. Since abusive supervision is a negative and discouraging aspect of work experience that weakens the relationship between members of the organization and organization itself, it is not surprising that these two terms are found to be negatively associated. Yet, although supervisors are the closest agency to employees that represent the whole organization, organizations should have many other characteristics that may buffer the negative effects of abusive supervision performed by a few managers. Therefore, future research is strongly recommended to investigate the moderating effects of organizational characteristics such as distributive and/or procedural justice, perceived organizational support, and organizational culture and climate in the relationship between abusive supervision and organizational identification.

In line with the propositions, abusive supervision was found to be negatively associated with intrinsic motivation and identified regulation. Identified regulation and intrinsic motivation are both autonomous work motivations. On the one hand, when people are intrinsically motivated, they perform activities simply due to the positive feelings they get from those activities. On the other hand, individuals who score high on identified regulation acknowledge the importance of the behavior for themselves and embrace it as their own. As mentioned before, abusive supervision creates high levels of negative affectivity and cause harmful effects on individuals and their internal or autonomous motives. Yet, abusive supervision may not have the same negative effect on employees' autonomous work motivations under some circumstances. To illustrate, intrinsic motivation and identified regulation levels of employees who perform jobs that are highly internally rewarding (e.g., actors, singers, dancers) or those who hold jobs that have vital importance (e.g., doctors) may be less to be negatively influenced by abusive behaviors of their supervisors. Therefore, another line of research for future studies is suggested to investigate the

moderating effects of job characteristics and/or job types in the links of abusive supervision with autonomous work motivations.

As expected, abusive supervision was not significantly associated with introjected motivation. According to Ryan and Deci (2000) introjected motivation is the type of regulation that controls the individual in order to fulfill a desired outcome. It can be speculated that individuals who score high on introjected motivation may not be affected by extrinsic negative affectivities like abusive supervision since their main source of motivation is related with internal forces that regulate their attitudes regarding what is right or wrong to do.

Contrary to the present study's proposition, the association between abusive supervision and identification with the work group was found to be insignificant. It seems that abusive supervision is not an appropriate predictor of identification with the work group. On the other hand, identification with the work group was found to be positively associated with job-related affective well-being, OCBs, intrinsic motivation, identified regulation and introjected motivation. That is to say, individual's work-group identification levels are associated with how well a person feels in his/her organization and generally how good he/she feels in that particular job (e.g., my job made me feel inspired. etc.). The reason behind the positive association between identification with the work group and job-related affective well-being may be the individual's work group itself. People that compose the individual's work group may constitute the possible reason why individuals feel well in the first place.

Contrary to the expectations, identification with the work group was not found to be significantly associated with instigated incivility towards coworkers. One plausible explanation may be that, identification with the work group scale used in the present study included questions that involved the phrase "...this work group" which may lead participants to perceive it as refers to their particular small work group. Nevertheless, instigated incivility scale used in the present study included questions that involved the term "coworkers". This might have created a methodological error and led to two different representations in the minds of the participants. While participants were filling out the questionnaire and they saw the word "work group", the specific small group they work in might have come to their mind; but when they saw the word "coworkers", it might have created a thought of

all others in the organization. In other words, as the word “coworkers” might naturally sounded as referring to a larger group of individuals than the words “work group”, the participants might have given their answers by thinking about a bigger group of “coworkers” when they report their incivility behaviors.

In the organizational psychology literature, the relationship of emotions with organizational behaviors were relatively ignored (Arvey, Renz, & Watson, 1998; Putnam & Mumby, 1993). To say the least, emotions were not even considered as explanations for organizational workplace behaviors sometimes (Grandey, 2000). In the beginning of 2000s researchers began to explore organizational outcomes of emotions at workplace. To be more specific, researchers began to explore how workers regulate their emotions in order to meet desired work outcomes (Grandey, 2000). Today, it cannot be said that emotions at workplace are still ignored but it can be argued that emotions at workplace as a concept is still undervalued. However, it reveals significant relationships with main organizational outcomes every time it is investigated. The present study aimed to contribute to the literature by focusing on job-related affective well-being as an emotional aspect and by revealing its mediating effect in the link between abusive supervision and multidimensional work motivations.

In line with the propositions of the present study, job-related affective well-being was found to be positively associated with autonomous work motivations (intrinsic motivation, identified regulation). Even though it wasn't proposed, the analyses of the second model revealed that job-related affective well-being was found to be positively associated with introjected motivations. Furthermore, the strength of the relationships between job-related affective well-being and multidimensional work motivations were just as expected. That is, intrinsic motivations had the highest correlation with job-related affective well-being, followed by identified regulation and introjected motivation, respectively. Since intrinsic motivation tempts individuals to engage in activities simply with the purpose of joy, the greatest association level with job-related affective well-being was expected. Another autonomous motivation which is identified regulation was expected to have the second strongest association level with job-related affective well-being since, individuals who are high on identified regulation acknowledges the importance of the behavior for themselves and embrace it as their own. Then

again, just as expected, job-related affective well-being was negatively related to external regulation and amotivation. Amotivation had the highest negative correlation with job-related affective well-being followed by external regulation. Finally, even though it wasn't proposed in the model, job-related affective well-being was found to be negatively associated with instigated incivility towards coworkers and CWBs, showing that individuals who possess high levels of well-being and relatively feel happy in their workplaces may not have intentions to harm their organizations as well as interpersonal relationships with their peers by engaging in CWBs and instigated incivility. On the other hand, job-related affective well-being was not significantly associated with OCBs. Taken together, these findings seem to indicate that individuals do not necessarily engage in OCBs because they feel good at their workplace but that decreases in affective well-being may significantly affect the likelihood of aversive and/or harmful behaviors.

As expected, abusive supervision was found to be significantly and positively associated with CWBs and organizational identification was found to be significantly and negatively associated with CWBs. Therefore, in line with the propositions of the current study, the relationship between abusive supervision and CWBs were partially mediated by organizational identification.

Examination of the alternative model showed how a crucial role organizational identification plays in the relationship between abusive supervision and multidimensional work motivation. The alternative or second model showed that, organizational identification was found to be associated with autonomous work motivations, controlled work motivations and amotivation. Indeed, organizational identification was not proposed as a mediator in the relationships between abusive supervision and multidimensional work motivations in the first model since organizational identification represents a psychological state closely tied to the organization itself and it was thought to be more likely to predict organizational attitudes and behaviors rather than relatively more personal outcomes such as work motivations. Therefore, organizational identification was proposed as a mediator in the relationships of abusive supervision with OCBs and CWBs. On the other hand, job-related affective well-being which reflects individuals' personal states that determines their emotional well-being was proposed to mediate the links between abusive supervision and multidimensional work motivations. However,

surprisingly the alternative model revealed that organizational identification was an important mediating psychological variable in the associations of abusive supervision with all dimensions of work motivations (i.e., autonomous and controlled motivations, amotivation). In addition, even though these relationships were not proposed in the first model of the study, the associations were in the expected directions. Organizational identification was positively associated with intrinsic motivation and identified regulation whereas it was negatively associated with external regulation and amotivation. The only exception was the positive association of organizational identification with introjected motivation. In the first model, abusive supervision was proposed to not be associated with introjected motivation. Even though the alternative model showed that there were no direct association between abusive supervision and introjected motivation, it revealed an indirect association. That is, the positive association between organizational identification and introjected motivation revealed that abusive supervision was indirectly associated with introjected motivation via its negative effect on organizational identification. This finding regarding the alternative model revealed that, negative effects of abusive supervision on organizational identification might predict significant decrease in introjected motivation. In other words, individuals' organizational identification levels may decrease because of being exposed to abusive supervision and they may no longer feel identified with their organizations. Then, they may be more likely to feel that they should not feel guilty or ashamed for not putting effort in their jobs. Yet, these findings need to be replicated in future studies with different samples in order to draw more confident conclusions.

Although the present study revealed that abusive supervision was positively associated with CWBs and that organizational identification mediated the relationships of abusive supervision with CWBs, these relationships should not be misjudged. That is, there could be a moderating variable in the links between abusive supervision and CWBs which can change the whole situation. No matter how abusive the supervisor behaves towards his/her subordinates, they might not engage in CWBs when they perceive high levels of organizational support. Even though the results of the present study showed that abusive supervision decreased organizational identification, some organizational practices still may neutralize the negative relationship between them. Interactional justice may not be one of those

practices, but distributive justice and procedural justice should be investigated in future studies which aim to guide practice. Therefore, in future, possible moderators like perceived organizational support should be investigated in the links between abusive supervision and CWBs.

To summarize, the present study investigated the transmitted effects on instigated incivility towards coworkers. Incivility at work context has been widely investigated throughout the organizational literature. However, there are only few studies that focused on the transmitted effects which may have caused individuals to engage in incivility behaviors. Also, at least to our knowledge, there is only one study that have focused on the transmitted (spillover) effects of instigated incivility at work in Turkey (Karanfil, 2019). Moreover, the study contributed to the existing body of research by revealing the mediating effects of organizational identification in the relationships of abusive supervision with CWBs and multidimensional work motivations. Other important theoretical contributions of the present study were that it was the first study to investigate the relationship between abusive supervision and multidimensional work motivations and yet again, it was the first study to investigate job-related affective well-being as a mediator in the relationship between abusive supervision and autonomous work motivations.

4.2. PRACTICAL IMPLICATIONS

Although the present study had number of theoretical contributions as one of the few attempts to investigate the mediated associations between abusive supervision, instigated incivility, CWBs, OCBs, and multidimensional work motivations within a comprehensive model, it has also several number of contributions for practice. First, the findings of the present study showed that abusive supervision was directly and positively associated with undesirable negative organizational outcomes such as instigated incivility, CWBs, external regulation and amotivation whereas it was directly and negatively associated with desirable positive organizational outcomes such as intrinsic work motivations and job-related affective well-being. On the other hand, the alternative model revealed that abusive supervision was found to be negatively associated with organizational identification which is another desirable state that abusive supervision deteriorates. To conclude, the previous studies that focused on abusive supervision and also with

newly investigated links in the present study showed that abusive supervision has devastating effects for both organizations and their employees. In order to prevent or avoid abusive supervision, organizations should keep track of abusive supervision and accordingly come up with immediate plans to stop it. Intervention programs should be investigated and executed primarily by HRM departments. These intervention programs may include trainings for supervisors to support their subordinates, stress-reduction trainings for supervisors and so on. As mentioned above, specific intervention programs should be executed depending on occurrence and prevalence levels of abusive supervision at organizations. Such training programs should aim to prevent supervisors to engage in abusive behaviors and to support both their subordinates and supervisors (Gonzalez-Morales, Kernan, Becker, & Eisenberger, 2018). To illustrate, some training programs aim not only to stop abusive supervision but also to enhance supervisors' job-related affective well-being (Lam, 2016). According to Lam's study (2016), stress-reduction intervention programs reduced supervisors' emotional exhaustion and their tendency to engage in abusive supervision.

The present study not only revealed that emotions at workplace were crucial in predicting organizational behaviors but also how they influenced workplace motivations. Overall, the results showed that organizations should accept the fact that emotions at workplace are crucial and in order to use work place emotions in their favor, organizations should strive for enhancing their workers well-being by executing appropriate intervention programs and organizational leaders should come up with ideas that aim to elicit positive emotions among employees. Planning efficient and enjoyable trainings, intervention programs, and social programs such as happy hours may constitute some examples for activities that may improve employee morale and increase positive emotions. In order to discover which program works best for particular organizations, human resources management (HRM) specialists may construct detailed analyses regarding employees' well-being, motivations, perceptions of justice and support and also their unique personal thoughts about the organization on a regular basis.

In addition, the present study, revealed that women employees reported lower well-being scores than men employees. This difference could be associated with women's views about procedural justice, discrimination or even a third

unknown variable. Practitioners, especially HRM specialists are recommended to take this information into account while designing intervention and training programs that target employees whose motivation and/or affective well-being scores are low and female employees should be treated as the highest target group. In addition, not only researchers but also practitioners should spend effort on finding the various reasons of negative affective experiences reported by women in work life and design specific intervention programs targeting specific causes such as sexual harassment and/or gender discrimination.

Another practical implication of the present study is related to methodology and measurement. It was revealed that the subdimensions of MWMS showed consistent correlation patterns with each other and this finding confirmed the results of both Gagne and her colleagues' (2015) and Göncü Köse and Metin's studies (2019). This finding as well as the findings related to the associations of multidimensional work motivations present evidence for the validity and reliability of the Turkish version of MWMS. The scale is recommended not only by researchers but also by practitioners in their attempts to measure and interpret employee motivations.

Even though it wasn't proposed, organizational identification was significantly associated with each of the multidimensional work motivations and in the proposed model, it was significantly associated with abusive supervision, CWBs and OCBs. Every single one of these associations were on the desired directions which indicated that organizational identification was both organizationally and individually beneficial and desired concept. Even though the present study predicted the importance of organizational identification on the main organizational outcomes (CWBs and OCBs), it has failed to value its' importance on individual outcomes (i.e., multidimensional work motivations) which played crucial roles in the organizational context. Therefore, HRM specialists should strive for enhancing and improving their employees' organizational identification by offering interventions to enhance perceived organizational support, to built a positive organizational culture, and by encouraging employee participation and improving work-life balance. In order to create a perceived organizational support, organizations can support their employees by acknowledging their contributions, praising their successes and caring about their well-beings (Eisenberger,

Huntington, Hutchison, & Sowa, 1986). Building a positive culture is positively associated with organizational identification (Vijayakumar, & Padma, 2014). In order to build a positive culture, organizations should encourage employee interactions by organizing events outside the work (e.g., picnics, theater nights etc.) which would also encourage coworkers to create social bonds with each other. Also, employee participation which is positively associated with organizational identification should be enhanced through different practices (Kpakol, Obiora, Jaja, 2016). In order to encourage employee participation, organizations may allow employees to participate in meetings, create quality circles and even may allow them to invest in the organization. Improving employees' work-life balance may also be associated with organizational identification. Creating flexible work schedules, allowing employees to leave work for the important events on their personal life might help them to identify themselves with their organization. Being able to leave the work for important things like health issues, specific events and working with a desirable schedule create an image in the employees' eyes that their organization is caring for them, which in turn, may contribute to improvement of their organizational identification levels.

4.3. LIMITATIONS

No study is without limitations and the present study has also a few. First, the present study employed cross-sectional design and the data were collected at a single point in time. In order to investigate the variables included in the present study more precisely, future studies are strongly encouraged to employ longitudinal design. In addition, the sample size was relatively moderate (N = 519) and future studies should obtain larger sample sizes to improve external validity.

Second, the present study investigated instigated incivility by focusing on only towards coworkers, that is, incivility towards supervisors was not examined. In other words, transmitted (spillover) effects of abusive supervision was measured on instigated incivility towards coworkers but instigated incivility towards supervisors were ignored. Even though this proposition is justified by the social distance theory of power (Magee & Smith, 2013) which suggests that power distance creates psychological distance between the powerful (supervisor) and powerless (subordinate) so that it prevents powerless others to engage in harmful

behaviors towards powerful others, still it might not be the case since the devastating effects of abusive supervision are out of chart. Therefore, future studies may replicate this study by examining instigated incivility towards supervisors as an outcome of abusive supervision.

Even though the present study aimed to contribute to the literature by investigating the relationship between abusive supervision and multidimensional work motivations, the findings shouldn't be taken as precise conclusions. The present study was conducted with white-collar employees and future studies are suggested to take job sectors, professions and designation of workers (white-collar vs blue-collar) into account while investigating the relationship between abusive supervision and multidimensional work motivations. To illustrate, in some extraordinary jobs, emotional well-being might not play an important role, or it may even be very hard to achieve (e.g., police department, military, nuclear power plant etc.). That is, in such jobs, affective well-being might not be high or even achievable and effects of abusive supervision can be more crucial, harsh and long-lasting. Therefore, job-related affective well-being may not work as a valid mediator in such jobs. In order to prevent such possible validity errors, future studies may benefit from including samples from various job sectors and professions in their attempts to investigate the relationships between abusive supervision, job-related affective well-being and multidimensional work motivations accordingly.

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APPENDICES

APPENDIX A

APPROVAL OF THE SOCIAL AND HUMANITIES ETHICS COMMITTEE OF ÇANKAYA UNIVERSITY

	ÇANKAYA ÜNİVERSİTESİ REKTÖRLÜK	<small>Çankaya Üniversitesi - ÇANKAYA ÜNİVERSİTESİ REKTÖRLÜĞÜ Tarih: 17.08.2019 Sayı: 31115241-050.99.01.0000044539</small>  E.0000044539
Sayı : 31115241-050.99 Konu : Etik Kurul Raporu		
FEN EDEBİYAT FAKÜLTESİ DEKANLIĞINA		
İlgi : 23.08.2019 tarihli ve 76373453-605.01/00000043305 sayılı yazınız.		
Fakülteniz Psikoloji Bölümü öğretim elemanlarından Doç. Dr. Aslı GÖNCÜ KÖSE'nin danışmanı olduğu "İstismarcı Yöneticiliğin İşyeri Nezaketsizliğine ve Görev Performansına Etkileri" ve Çok Boyutlu İş Motivasyonunun ve Çalışma Grubu ile Özdeşleşmenin Düzenleyici Rollerini" başlıklı yüksek lisans tez araştırmasının etik ilkelere olan uygunluğunun değerlendirilmesi talebi, Üniversitemiz Bilimsel Araştırma ve Yayın Etiği Kurulu tarafından değerlendirilmiş ve uygun görülmüştür.		
Bilgilerinizi ve ilgiliye bilgi verilmesini rica ederim.		
e-İmzalıdır Prof. Dr. Can ÇOĞUN Rektör		
Ek: 30.07.2019 tarih ve 200 sayılı Araştırma ve Yayın Etiği Kurulu Proje Onay Formu		
<small>Evrakın elektronik imzalı suretine https://e-belge.cankaya.edu.tr adresinden b4f95377-910-4f26-83ba-53f029eb73d kodu ile erişebilirsiniz. Bu belge 5070 sayılı Elektronik İmza Kanunu'na uygun olarak Güvenli Elektronik İmza ile imzalanmıştır.</small>		
<hr/> <small>Eskişehir Yolu 29. Km, Yukarıyurtçu Mahallesi Mimar Sinan Caddesi No:4 06790, Etilmesgut/ANKARA Tel:0 (312) 233 1000 Faks:0 (312) 233 1000 E-Posta:www.cankaya.edu.tr</small>		

APPENDIX B

THE STUDY SURVEY Ön Çalışma Bilgi Formu



Sayın katılımcı,

- Bu anket Çankaya Üniversitesi Psikoloji Bölümü Öğretim Üyesi Doç. Dr. Aslı GÖNCÜ KÖSE danışmanlığında, Çankaya Üniversitesi Sosyal ve Örgütsel Psikoloji Yüksek Lisans Programı Öğrencisi Psk. Sami Okan ONARAN tarafından yürütülen tez araştırması kapsamındadır. Söz konusu çalışmanın amacı, çalışanların, belirli yönetici davranışları karşısında verdiği psikolojik, motivasyonel ve eylemsel tepkileri araştırmaktır.
- Bu araştırmaya katılım tamamen gönüllülük esasına dayanmaktadır.
- Anketin cevaplanmasında süre sınırlaması yoktur; ancak anketin doldurulması, yaklaşık 9-12 dakika sürmektedir.
- Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtızsız bırakmayınız. Boş bırakılan maddelerin olduğu anketler geçersiz sayılacaktır.
- Hiçbir sorunun doğru veya yanlış cevabı yoktur. Sizin içtenlikle vereceğiniz cevaplar bizim için en yararlı olanlardır.
- Anketten elde edilecek bilgiler, yalnızca bilimsel amaçlarla kullanılacak, kesinlikle hiçbir kişi veya kurumla paylaşılmayacaktır.
- Çalışmamıza katılımınız ve yaptığımız katkı bizim için çok değerlidir. Bu anketteki soruları yanıtlamak üzere zaman ayırdığınız için teşekkür ederiz.

Saygılarımızla,

Psk. Sami Okan Onaran

Çankaya Üniversitesi Psikoloji Bölümü

Eskisehir Yolu 29. Km

DEMOGRAFİK BİLGİ FORMU

Cinsiyetiniz: Erkek Kadın

Yaşınız: _____

Eğitim düzeyiniz: İlköğretim Lise Yüksekokul

Üniversite Yüksek Lisans Doktora

Kaç yıldır mevcut görevinizde çalışıyorsunuz? (1 yıldan az ise lütfen

ay olarak belirtiniz) _____

Şu anda bağlı olduğunuz yöneticinizle kaç yıldır birlikte

çalışıyorsunuz? (1 yıldan az ise lütfen ay olarak belirtiniz)

Yöneticinizin Cinsiyeti: Erkek Kadın

Yöneticinizin Yaşı: _____

Şu anki çalışma grubunuzda (siz dahil) yaklaşık kaç kişi

çalışmaktadır? _____ kişi

İşiniz: Yarı zamanlı (Part-time) Tam zamanlı (Full-time)

Kontrat türünüz: Sözleşmeli Kadrolu

BÖLÜM 1: İSTİSMARCI YÖNETİCİLİK ÖLÇEĞİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. Sizden, bu maddelerde yansıtılan düşüncelere ne ölçüde katıldığınızı ifade etmeniz istenmektedir. Bunun için, her maddeyi dikkatle okuyunuz ve o maddede ifade edilen düşüncenin sizin düşüncelerinize uygunluk derecesini belirtiniz. Lütfen her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Bana karşı böyle bir davranış sergilediğini hatırlamıyorum				Bana karşı sık sık böyle davranışlar sergiler
1. Yöneticim benimle alay eder.				
2. Yöneticim duygu ve düşüncelerimi aptalca bulur.				
3. Yöneticim bana küser				
4. Yöneticim beni başkalarının önünde aşağılar.				
5. Yöneticim özel hayatımı ihlal eder.				
6. Yöneticim geçmişteki hatalarımı yüzüme vurur				
7. Yöneticim işteki çabalarımı takdir etmez.				
8. Yöneticim beni kendini utandırmakla suçlar				
9. Yöneticim sözünde durmaz.				
10. Yöneticim başkasına olan hıncını benden çıkarır.				
11. Yöneticim benim hakkımda başkalarına olumsuz yorumlarda bulunur.				
12. Yöneticim bana karşı kabadır.				
13. Yöneticim iş arkadaşlarımla etkileşim halinde olmama izin vermez.				
14. Yöneticim beceriksiz olduğumu söyler.				

15. Yöneticim bana yalan söyler.

BÖLÜM 2: ÇALIŞMA GRUBU İLE ÖZDEŞLEŞME ÖLÇEĞİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. Sizden, bu maddelerde yansıtılan düşüncelere ne ölçüde katıldığınızı ifade etmeniz istenmektedir. Bunun için, her maddeyi dikkatle okuyunuz ve o maddede ifade edilen düşüncenin sizin düşüncelerinize uygunluk derecesini belirtiniz. Lütfen her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Hiç Katılmıyorum	Kısmen Katılmıyorum	Kararsızım	Kısmen Katılıyorum	Tümüyle Katılıyorum
1. Başkalarının bu çalışma grubu hakkında ne düşündüğü ile çok ilgilenirim.				
2. Bu çalışma grubu hakkında konuşulurken genellikle “onlar” yerine “biz” derim.				
3. Birisi bu çalışma grubunu övdüğünde, bana iltifat edilmiş gibi hissederim.				
4. Birisi bu çalışma grubunu eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algılarıım.				
5. Bu çalışma grubunun başarıları benim başarılarıımdır.				

BÖLÜM 3: İŞ İLE ALAKALI DUYGUSAL SAĞLIK ÖLÇEĞİ

Aşağıda, bir işin bir insanın hissetmesine neden olabileceği farklı duyguları tanımlayan birkaç ifade bulunmaktadır. Lütfen son 30 gün içerisinde iş yerinizde, işinizin hangi yönleri olursa olsun (örn., iş, çalışma arkadaşları, süpervizör, müşteriler, ödemeler) yaşadığınız bu duygulara sebebiyet verdiği sıklık miktarını belirtiniz.

Lütfen son 30 gün içerisinde iş yerinizde deneyimlemiş olduğunuz duyguları her bir madde için ne sıklıkla yaşadığınızı belirten en uygun seçeneği işaretleyiniz	Asla	Nadiren	Bazen	Oldukça sık	Çok sık
1. İşim beni sinirli hissettirdi.					
2. İşim beni kaygılı hissettirdi.					
3. İşim beni hafiflemiş hissettirdi.					
4. İşim beni sıkılmış hissettirdi.					
5. İşim beni sakin hissettirdi.					
6. İşim beni memnun hissettirdi.					
7. İşim beni bunalımda hissettirdi.					
8. İşim beni cesareti kırılmış hissettirdi.					
9. İşim beni iğrenmiş hissettirdi.					
10. İşim beni çok mutlu hissettirdi.					
11. İşim beni enerjik hissettirdi.					
12. İşim beni hevesli hissettirdi.					
13. İşim beni heyecanlı hissettirdi.					
14. İşim beni yorgun hissettirdi.					
15. İşim beni ürkek hissettirdi.					
16. İşim beni öfkeli hissettirdi.					
17. İşim beni kasvetli hissettirdi.					

18. İşim beni yaratıcı hissettirdi.					
19. İşim beni rahatlamış hissettirdi.					
20. İşim beni tatminkar hissettirdi.					

BÖLÜM 4: İŞYERİ NEZAKETSİZLİĞİ ÖLÇEĞİ

Aşağıdaki maddelerde bazı iş davranışları yer almaktadır. Lütfen bu maddeleri dikkatlice okuyunuz ve iş yerinde bu davranışların size ne sıklıkla uygulandığını aşağıdaki ölçeği kullanarak belirtiniz.

ŞU ANDA ÇALIŞTIĞINIZ İŞYERİNİZDE “SON 6 AY” İÇERİSİNDE...

1	2	3	4
Asla	Nadiren	Bazen	Sıklıkla
1.	Çalışma arkadaşlarınızı, istemedikleri halde kişisel meseleleriyle ilgili bir tartışmaya sokmaya çalıştınız mı?		
2.	Çalışma arkadaşlarınızın sorumluluğunuzda olan bir konuyla ilgili kararlarını sorgulayıp, kararlarının doğruluğundan şüphe ettiğiniz oldu mu?		
3.	Çalışma arkadaşlarınızı profesyonel arkadaş grubundan dışladığınız oldu mu?		
4.	Çalışma arkadaşlarınızı küçümsediğiniz veya onlara tepeden baktığınız oldu mu?		
5.	Çalışma arkadaşlarınız hakkınızda haddini aşan ya da küçük düşürücü yorumlar yaptınız mı?		
6.	Çalışma arkadaşlarınızın söylediklerini veya düşündüklerini önemsemediğiniz oldu mu?		
7.	Herkesin önünde veya baş başayken çalışma arkadaşlarınız hakkında profesyonel iş hayatında kullanılan terimlerin dışındaki terimler kullanarak bahsettiniz mi?		

BÖLÜM 5: ÜRETKENLİK KARŞITI İŞ DAVRANIŞLARI ÖLÇEĞİ

Aşağıda, kurumlarda gözlemlenen iş davranışlarına yönelik bazı ifadeler yer almaktadır. Lütfen bu ifadeleri dikkatlice okuyunuz. Mevcut işinizde aşağıdaki maddelerin her birini ne sıklıkla yaptınız ? Cevaplarınızı verirken 5-basamaklı derecelendirme ölçeğini kullanınız.

1	2	3	4	5
Hiçbir Zaman	Çok Seyrek	Ayda bir ya da iki kez	Haftada bir ya da iki kez	Her gün
1.	İşyerindeki biriyle dalga geçme ya da ona hakaret etme			
2.	Dışarıdaki insanlara çalıştığımız yer hakkında kötü şeyler söyleme			
3.	İşyerindeki insanları sözel olarak tehdit etme			
4.	İşyerindeki diğer çalışanları yok sayma			
5.	İşi bilerek yanlış yapma			
6.	İşyerindeki insanlarla tartışma çıkarma			
7.	Kendi yaptığımız bir hatadan dolayı bir başkasını suçlama			
8.	İşyerindeki birine ait bir şeyi izinsiz alma/yürütme			
9.	İşyerine zarar verici söylentiler çıkarma			
10.	Çalışma ortamınızı bilerek kirletme			
11.	İnsanların özel hayatlarıyla alay etme			
12.	İşyerindeki birine uygunsuz el kol hareketleri yapma			

13.	İzin almadan işvereninize ait parayı alma	
14.	Müşterilere ya da tüketicilere karşı kaba ya da çirkin davranma	
15.	İşyerindeki insanları itip kakarak korkutma	
16.	Mesai bitiminden önce işten ayrılma	
17.	İşyerindekileri performanslarından dolayı aşağılama	
18.	İşyerindeki birini itme ya da vurma	
19.	Örgüt mallarına bilerek zarar verme	
20.	İşyerindeki herhangi birini sözel olarak aşağılama	
21.	İzin almadan herhangi birinin özel eşyalarını (mektup, çekmece) karıştırma	
22.	İşverenimize ait olan bazı şeyleri yürütme	
23.	İzin almadan işe geç gelme	
24.	İşyerindeki birine onu utandıracak eşek şakaları yapma	
25.	Verilen yönergelere bilerek uymama	
26.	İşyerindeki herhangi birine kendisini kötü hissettirecek açık saçık şeyler söyleme	
27.	İşyerine ait bazı araç-gereçleri izin almadan eve götürme	
28.	İşyerindeki birinin kötü duruma düşmesine yol açacak bir şeyler yapma	

1	2	3	4	5	6	7
Kesinlikle Katılmıyorum	Katılmıyorum	Biraz Katılmıyorum	Kararsızım	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
9. İşimde yeterince çaba gösterirsem işverenim, yöneticim, vb. tarafından işimi kaybetmemem garanti altına alınacağı için.						
10. Çünkü böyle yapmak kendimle gurur duymamı sağlıyor.						
11. Çünkü bu işe çaba harcamak, benim kişisel değerlerimle örtüşüyor.						
12. Çünkü işimde yaptıklarım heyecan vericidir.						
13. Bu işi neden yaptığımı bilmiyorum, manasız bir iş.						
14. Başkaları (örneğin, amirim/yöneticim, meslektaşlarım, ailem, müşteriler) tarafından eleştirilmekten kaçınmak için.						
15. İşimde yeterince çaba göstermezsem, işimi kaybetme riskine gireceğim için.						
16. Çünkü aksi takdirde kendimden utanırdım.						
17. Çünkü bu işe çaba harcamak bana anlamlı geliyor.						
18. Çünkü yaptığım iş ilginçtir.						
19. Çünkü aksi takdirde kendimi kötü hissederdim.						

BÖLÜM 7: ÖRGÜTSEL VATANDAŞLIK DAVRANIŞLARI ÖLÇEĞİ

Mevcut işinizde aşağıdaki maddelerin her birini ne sıklıkla yaptınız ? Cevaplarınızı verirken 5-basamaklı derecelendirme ölçeğini kullanınız.

1	2	3	4	5
Hiçbir Zaman	Bir ya da iki kez	Ayda bir ya da iki kez	Haftada bir ya da iki kez	Her gün
1.	Diğer çalışanlar için yemek aldım			
2.	Bir iş arkadaşına tavsiyelerde bulunmak, koçluk veya akıl hocalığı yapmak için zaman ayırdım			
3.	Bir iş arkadaşına yeni beceriler edinmesi için yardım ettim veya işle ilgili bilgi paylaşımında bulundum			

4.	İşe yeni başlayanların işe alışmalarına yardımcı oldum	
5.	İşle ilgili bir problemi olan birinin derdini samimi bir şekilde dinledim	
6.	Kişisel bir problemi olan birini samimi bir şekilde dinledim	
7.	Bir iş arkadaşımın ihtiyaçları doğrultusunda tatil programımı, çalışma günlerimi ya da vardiyamı değiştirdim	
8.	İşin daha iyi yapılmasını sağlayacak önerilerde bulundum	
9.	Çalışma ortamını iyileştirecek önerilerde bulundum	
10.	Erken çıkmak zorunda olan bir iş arkadaşımın işini tamamladım	
11.	Benden daha güçsüz bir iş arkadaşım için ağır bir kutu veya benzeri bir eşyayı taşıdım	
12.	Yapacak çok fazla işi olan bir iş arkadaşıma yardım ettim	
13.	Fazladan iş veya görevler almak için gönüllü oldum	
14.	O anda yerinde olmayan veya meşgul olan bir iş arkadaşım için telefon mesajları aldım	
15.	İşverenim hakkında yabancıların veya başka insanların yanında iyi şeyler söyledim	
16.	Elimdeki işi tamamlamak için öğle yemeği veya diğer molalardan vazgeçtim	
17.	Bir iş arkadaşıma zor bir müşteri, bayi veya iş arkadaşıyla baş etmesinde yardımcı oldum	
18.	Bir iş arkadaşımı cesaretlendirmek veya minnettarlığımı göstermek için sıra dışı bir şeyler yaptım	
19.	Ortak çalışma alanını dekore ettim/süsledim, düzenledim veya başka bir şekilde güzelleştirdim	

20.	Diğer iş arkadaşlarım ya da yöneticim tarafından küçük düşürülen veya aleyhinde konuşulan bir iş arkadaşımı savundum	
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BÖLÜM 8: KURUMLA ÖZDEŞLEŞME ÖLÇEĞİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. Sizden, bu maddelerde yansıtılan düşüncelere ne ölçüde katıldığınızı ifade etmeniz istenmektedir. Bunun için, her maddeyi dikkatle okuyunuz ve o maddede ifade edilen düşüncenin sizin düşüncelerinize uygunluk derecesini belirtiniz. Lütfen her bir madde için, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1	2	3	4	5
Hiç Katılmıyorum	Kısmen Katılmıyorum	Kararsızım	Kısmen Katılıyorum	Tümüyle Katılıyorum
1. Birisi bu <u>kurumu</u> övdüğünde, bana iltifat edilmiş gibi hissedirim.				
2. Birisi bu <u>kurumu</u> eleştirdiğinde, bunu şahsıma yapılmış bir saldırı olarak algıları.				
3. Bu <u>kurumun</u> başarıları benim başarılarımdır.				
4. Bu <u>kurum</u> hakkında konuşurken genellikle “onlar” yerine “biz” derim.				
5. Başkalarının bu <u>kurum</u> hakkında ne düşündüğü ile çok ilgilenirim.				
6. Eğer medyada çıkan bir haberde bu <u>kurum</u> eleştirilirse, bundan utanç duyarım.				

APPENDIX C
CURRICULUM VITAE

PERSONAL INFORMATION

Last name, Name: Onaran, Sami Okan

Nationality: T.C.

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EDUCATION

Degree	Institution	Graduation year
Double-Major	Çankaya University	2017
Undergraduate	Çankaya University	2016
Highschool	Ayrancı Highschool	2011

CAREER

Year	Institution	Position
2016-2016	Andritz Hydro Ltd. Şti.	HRM - Project Assistant

Foreign Languages

Advanced English