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MODERATING EFFECTS OF EMOTION REGULATION AND RESPONSIBILITY ATTRIBUTIONS IN THE RELATIONSHIPS BETWEEN WORKPLACE INCIVILITY AND WORK-RELATED OUTCOMES

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ABSTRACT

MODERATING EFFECTS OF EMOTION REGULATION AND RESPONSIBILITY ATTRIBUTIONS IN THE RELATIONSHIPS BETWEEN WORKPLACE INCIVILITY AND WORK-RELATED OUTCOMES

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The present study aimed to investigate the positive effects of experienced workplace incivility on counterproductive work behaviors, depressive symptoms and silencing-the-self behaviors and the negative effects of experienced workplace incivility on co-worker satisfaction, satisfaction with the supervisor, and psychological well-being. In addition, the moderating effects of emotion regulation strategies (i.e., cognitive reappraisal and expressive suppression) and of responsibility attributions for negative behaviors performed by different agents (i.e., self, supervisor, and co-workers) in the links of experienced workplace incivility with the psychological and behavioral outcome variables were examined. Data were collected from 409 workers who volunteered to complete the survey packages. The model was analyzed using Structural Equation Modeling (SEM) and provided a good fit to the data. The results revealed that, as hypothesized, both supervisor and co-worker incivility were directly related to counterproductive work behaviors. Furthermore, while supervisor incivility was associated with employees'satisfaction with the supervisor and depression symptoms; coworker incivility was associated with co-worker satisfaction. Responsibility attributions for negative co-worker behaviors moderated the association of co-worker incivility and counterproductive behaviors. In addition, cognitive reappraisal moderated the relationships of both supervisor and co-worker

incivility with CWBs as well as the relationship between co-worker incivility and co-worker satisfaction. The findings are discussed regarding their theoretical contributions and implications for practice along with suggestions for future research.

Keywords: Incivility, responsibility attributions, emotion regulation, counterproductive work behaviors, silencing-the-self behaviors, depressive symptoms.

ÖZET

DUYGU DÜZENLEME VE SORUMLULUK ATIFLARININ İŞYERİ NEZAKETSİZLİĞİ VE İŞ İLE İLGİLİ DEĞİŞKENLER ARASINDAKİ İLİŞKİLERDE DÜZENLEYİCİ ETKİLERİ

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Sosyal ve Örgütsel Psikoloji
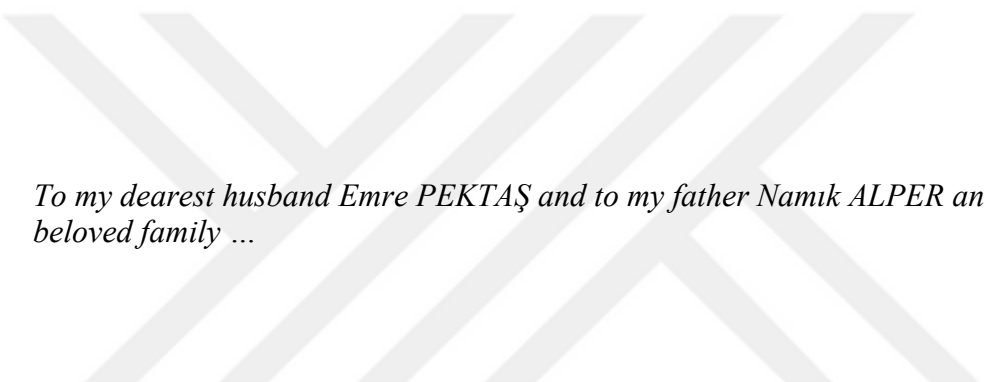
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Bu çalışma, işyeri nezaketsizliğinin üretim karşıtı iş davranışları, depresif belirtiler ve kendini susturma davranışı üzerindeki pozitif yönlü etkisini ve iş arkadaşı memnuniyeti, yönetici memnuniyeti ve psikolojik iyi olma hali üzerindeki negatif yönlü etkisini ortaya çıkarmayı amaçlamaktadır. Ek olarak, duygu düzenleme stratejileri (bilişsel yeniden değerlendirme ve ifade edici bastırma) ve farklı kişiler (öz, yönetici ve meslektaşlar) tarafından gerçekleştirilen olumsuz davranışlar için yapılan sorumluluk atıflarının, yaşanan işyeri nezaketsizliği ile psikolojik ve davranışsal sonuç değişkenleri arasındaki ilişkideki düzenleyici etkileri incelenmiştir. Veriler, çalışmaya gönüllü olarak katılan 409 çalışandan toplanmıştır. Önerilen kuramsal model Yapısal Eşitlik Modellemesi (YEM) kullanılarak analiz edilmiştir. Sonuçlar, varsayıldığı gibi hem yönetici hem de iş arkadaşı tarafından sergilenen iş yeri nezaketsizliğinin üretim karşıtı iş davranışları ile doğrudan ilişkili olduğunu ortaya çıkarmıştır. Ayrıca, yönetici nezaketsizliğinin çalışanların yönetici memnuniyeti ve depresyon belirtileri ile ilişkili olduğu görülürken; iş arkadaşı nezaketsizliğinin iş arkadaşı memnuniyeti ile ilişkili olduğu bulunmuştur. İş arkadaşının olumsuz davranışları için yapılan sorumluluk atıfları, iş arkadaşları tarafından sergilenen nezaketsizlik ile üretim karşıtı iş davranışları arasındaki ilişkide düzenleyici rol oynamaktadır. Ayrıca, bilişsel yeniden

değerlendirme hem yönetici hem de iş arkadaşı nezaketsizliği ile üretim karşıtı davranış arasındaki ilişkilerde, hem de iş arkadaşı nezaketsizliği ile iş arkadaşı memnuyeti arasındaki ilişkide düzenleyici değişkendir. Bulgular, kuramsal ve uygulamaya yönelik çıkarımlar ile gelecekteki çalışmalara yönelik önerilerle birlikte tartışılmıştır.

Anahtar Kelimeler: Nezaketsizlik, sorumluluk atıfları, duygu düzenleme, üretim karşıtı iş davranışları, kendini susturma davranışı, depresif belirtiler.

To my dearest husband Emre PEKTAŞ and to my father Namık ALPER and to my beloved family …

ACKNOWLEDGEMENTS

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JD-R   : Job-Demand Resources

CWB   : Counterproductive Work Behavior

STS   : Silencing-the-Self

MMR   : Moderated Multiple Regression

CHAPTER I

INTRODUCTION

Workplace incivility is defined as low intensity deviant behaviors that emerge as an outcome of the violation of respect rules at the workplace and even though some of these behaviors may be unintentional, they give harm to the target (Andersson & Pearson, 1999). The three main characteristics of workplace incivility are violation of norms, uncertainty of intention, and low severity (Lim, Cortina, & Magley, 2008; Pearson, Andersson, & Wegner, 2001). These behaviors may be harmful for individuals and for organizational processes and outcomes and, more importantly, they may be the initial point of destructive workplace behaviors by building an environment for these behaviors to occur and to become the norms (Kanten, 2014). Even though, the intention of the person performing workplace incivility may be uncertain, the effects of it may be very powerful. In the literature the concept of "incivility" is mainly discussed along with concepts such as job satisfaction, turnover intentions, harassment, organizational commitment, emotional labor, organizational support, and work stress (Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013; Cortina, Magley, Williams, & Langhout, 2001; Diefendorff & Croyle, 2008; Lim, & Cortina, 2005; Lim, & Teo, 2009; Miner, Settles, Pratt-Hyatt, & Brady, 2012). Employees who encounter incivility often report high levels of work stress, distractibility, dissatisfaction, and psychological distress (Meier, & Semmer, 2012). At the same time, incivility has been found to be associated with burnout (Blau, & Andersson, 2005). Especially, discourteous behavior of managers has been shown to have negative impacts on employees' job satisfaction, work stress, organizational commitment, and intentions to quit (Laschinger, Leiter, Day, & Gilin, 2009). Majority of the research on incivility examined the concept by combining incivility performed by supervisors and incivility performed by co-workers together (Schilpzand, De Pater, & Erez, 2016) and scientific knowledge regarding the differential effects of incivility performed by various agents on outcome variables is very limited. In addition, effects of experienced incivility at work may differ in intensity depending on the moderating processes involved in these

relationships (Sakurai & Jex, 2012; Zhou, Che & Meier, 2015). Therefore, examining the moderating roles of specific psychological mechanisms in the links of workplace incivility with its aversive consequences would significantly contribute to our understanding of both the processes in organizational settings where incivility exist and the implications for practice.

The first aim of the present study was to contribute to the existing body of research by investigating the differential relationships of incivility performed by supervisors and co-workers with co-worker satisfaction, satisfaction with the supervisor, Counterproductive Work Behaviors (CWBs), depressive symptoms, psychological well-being, and Silencing-the-Self (STS) behaviors in a comprehensive heuristic model. Secondly, moderating effects of responsibility attributions for negative self and others' behaviors in the links of incivility performed by different agents (i.e., supervisor and co-workers) with the outcome variables (i.e., CWBs, depressive symptoms, psychological well-being, and silencing-the-self behaviors) were examined. Thirdly, moderating effects of emotion regulation strategies in the relationships of workplace incivility and outcome variables were investigated. To our knowledge, the present study is the first attempt to examine the effects of incivility on the above mentioned work-related and employee-related outcome variables in a comprehensive model (Figure 1).
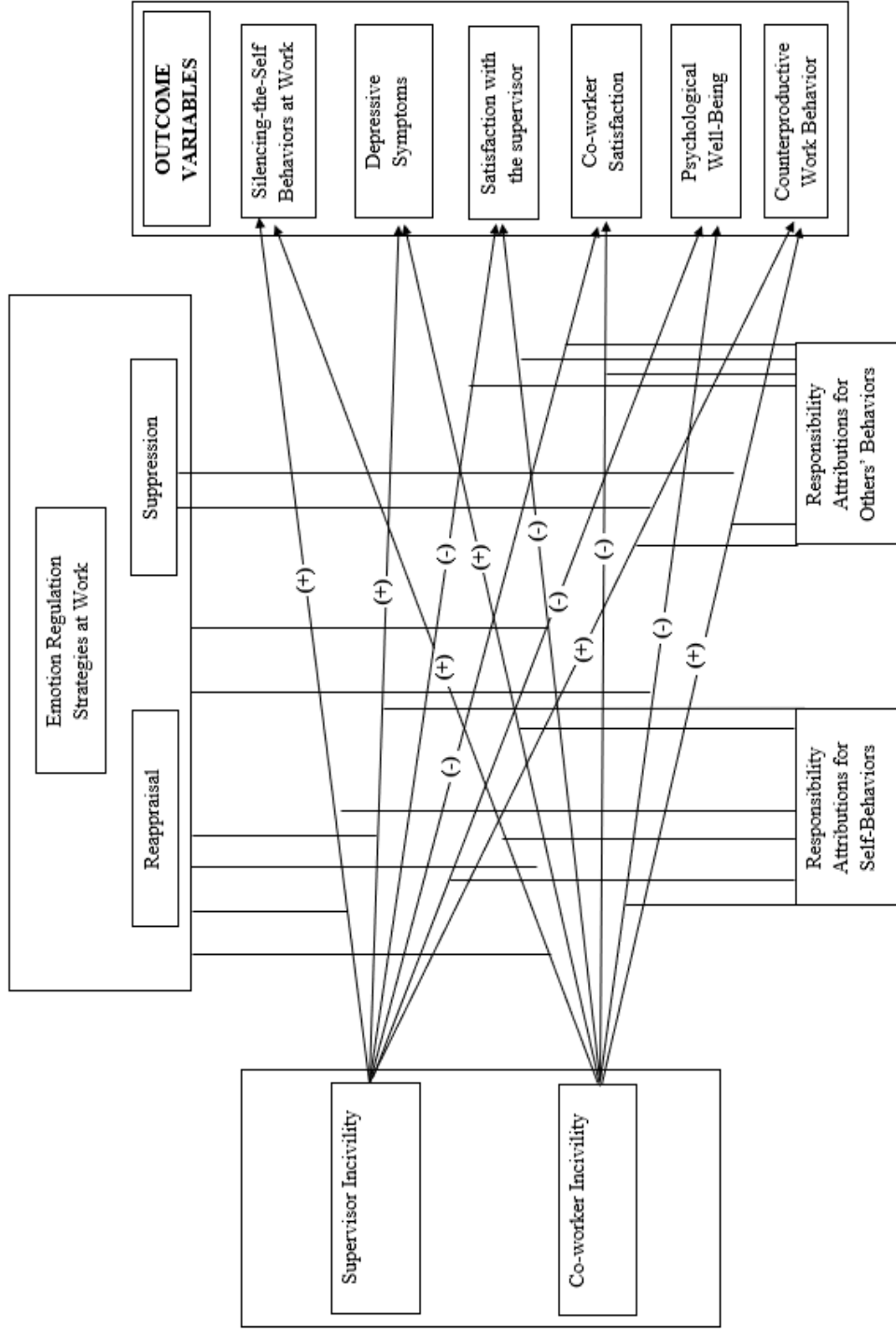
Figure 1. Proposed Model of the Study

In addition, the proposed study is the first research attempt to reveal the moderating roles of responsibility attributions for negative work-related behaviors of different agents in the proposed relationships. By revealing differential effects of incivility performed by different agents, the present research aims to provide guidance to organizational leaders and Human Resources Management (HRM) professionals. By focusing on moderating roles of attributions and emotion regulation strategies in the links of incivility and negative outcomes, the study is also inclined to provide useful information for prevention and intervention strategies for practitioners.

1.1 CONSEQUENCES OF WORKPLACE INCIVILITY

1.1.1 Two Types of Incivility and Psychological Well-Being

As a term, well-being has also been used to define physical, emotional, and psychological health of individuals. In the broadest sense, it is related to general health, identity development, reaching personal goals, seeking spiritual meaning, prevention of incompatible behaviors, and improving competencies and skills (Doyle & Gough, 1984, 1991; Kagan, 2007). According to Ryff (1995), the key dimensions of psychological well-being are self-acceptance, positive relations with other people, autonomy, environmental dominance, individual development, and to have a purpose in life. It may vary depending on the factors such as gender, age, marital status, personality traits and culture (Batz & Tay, 2018). In general, psychological well-being is related to positive self-perception; being able to evaluate oneself in a positive way despite of one's limitations, to communicate with others to create an effective social environment; being autonomous and independent, understanding the purpose and meaning of life, and being aware of one's own skills (Gürel, 2009; Keyes, Shmotkin, & Ryff, 2002). Considering that adults spend most of their time at their workplaces, it is obvious that positive and negative experiences in work life will be reflected in general psychological well-being. Workplace incivility is likely to decrease morale, to negatively affect one's mood during the day and to create a negative work environment in which decreases in motivation and morale escalates over time. In addition, employees who were exposed to workplace incivility were found to suffer from damaged psychological well-being along with anxiety and depression which contributes to decreased job satisfaction. Supervisor incivility may have more detrimental effects on employees' psychological health than co-worker incivility because of supervisors' power to evaluate, reward and punish employees (Reico Jr.,

2011). In addition, employees tend to respond more negatively to uncivil supervisor behaviors (Cortina, & Magley, 2009). Therefore, in the present study it is suggested that workplace incivility performed by both supervisors and co-workers negatively affects psychological well-being of individuals but it is expected that the negative relationship between supervisor incivility and pscyhological well-being would be stronger than the negative relationship between co-worker incivlity and psychological well-being.

Hypothesis 1a: Supervisor incivility is negatively associated with psychological well-being.

Hypothesis 1b: Co-worker incivility is negatively associated with psychological well-being.

Hypothesis 1c: The negative relationship between supervisor incivility and pscyhological well-being is stronger than the negative relationship between co-worker incivlity and psychological well-being.

1.1.2. Two Types of Incivility and Different Facets of Job Satisfaction

According to the two most common definitions, job satisfaction is defined as a pleasurable emotional state that results from the person's ability to achieve the benefits of his or her profession (Locke, 1976) and it is the degree of the individual's passion for their job (i.e., satisfaction) or disliking their job (i.e., dissatisfaction) (Spector, 1997). The degree to which employees feel comfortable and peaceful in the work environment also affects their levels of job satisfaction. The outcome of the expectations for the job can determine the level of job satisfaction (Luthans, 1992). Taber and Alliger (1995) found that when they evaluated how much people enjoyed individual tasks in their roles, the scores were moderately correlated with the job satisfaction and weakly associated with global job satisfaction. Therefore, how much individual likes his or her job is not the only factor to determine employees' job satisfaction. Indeed, some scholars suggest that different facets of job satisfaction (e.g., pay satisfaction, co-worker satisfaction, satisfaction with the supervisor) should be investigated and evaluated as indicators of general job satisfaction (Chen,1977; Watland, 1988).

The antecedents and consequences of job satisfaction have been examined in many studies. In general, job satisfaction is found to be affected mainly by factors such as dysfunctional or toxic interpersonal relationships at workplace (Dalal, Lam, Weiss,

Welch, & Hulin, 2009; Johnson, Tolentino, Rodopman, & Cho, 2010; Judge & Larsen, 2001; Niklas & Dormann, 2005; Kaplan, Bradley, Luchman, & Haynes, 2009; Thoresen, Kaplan, Barsky, Warren, & de Chermont, 2003). Consistently, Vickers (2006) suggested that feelings of isolation and alienation are related to job dissatisfaction and that these feelings are intensified by workplace incivility. In addition, high frequency of exposure to workplace incivility was found to be negatively related to job satisfaction (Cortina, Magley, Williams, & Langhout, 2001).

Although there are many factors affecting job satisfaction, two main elements can be mentioned in the general framework (Blegen, 1993). The first includes person-related factors such as personality, emotions, thoughts, desires, needs, hereditary characteristics, education level, value judgments, working history, social environment (Bouckenooghe, Raja, & Butt, 2013). The second includes organizational factors such as social opportunities and physical conditions, wages, job characteristics, job discipline, participation in decisions, rewards, human relations, management style, and promotion opportunities (Bruk-Lee, Khoury, Nixon, Goh, & Spector, 2009; Connolly & Viswesvaran, 2000).

As mentioned above, job satisfaction is related to many work- and non-work-related attitudes and behaviors and is affected by various factors. In this study, job satisfaction is divided into two facets (i.e., satisfaction with the supervisor and co-worker satisfaction) and it is suggested that both supervisor and co-worker incivility are negatively related to the two facets of job satisfaction. More specifically, supervisor incivility is expected to be negatively associated with satisfaction with the supervisor whereas co-worker incivility is suggested to be negatively related to co-worker satisfaction.

Hypothesis 2a: Supervisor incivility is negatively associated with satisfaction with the supervisor.

Hypothesis 2b: Co-worker incivility is negatively associated with co-worker satisfaction.

1.1.3. Two Types of Incivility and Counterproductive Work Behaviors

In the workplace context, counterproductive work behaviors (CWBs), which is one of the most commonly investigated behaviors, are defined as behaviors displayed intentionally by individuals or groups that harm the organization itself and/or its workers (Spector, & Fox, 2002). They include behaviors such as theft, sabotage, verbal

abuse, withdrawal, lying, denial of cooperation, and physical assault. Robinson and Bennett (1995) categorized CWBs into four categories which were productivity deviation, property deviation, political deviation, and personal aggression. These components are further divided into categories such as resource waste, recoil etc. In the upcoming years, several different studies analyzed CWBs in various dimensions. Spector, Fox, Penney, Bruursema and Kessler (2006) suggested that CWBs involve five main dimensions, and these were abuse, productivity deviation, sabotage, theft, and withdrawal. Sabotage behaviors include intentional behaviors that disrupt the production of other employees and harm the organization (Crino, 1994). Production deviance is defined as deliberately failing to do job tasks, or purposefully doing them wrong (Spector et. al, 2006). Withdrawal includes behaviors such as failure to come to work, being late and leaving the job early without a valid reason and the aim of such acts are suggested to be moving away from negative work-related emotions and situations (Fox, & Spector, 2000). Theft is taking someone else's or the organization's goods without permission and it has also been defined as an aggressive behavior (Spector, & Fox, 2002; Spector et al., 2006). Abuse is a form of harmful behavior that creates physical or psychological threat to others (Spector, & Fox, 2002; Spector et al., 2006).

Incivility creates some costs for both individuals and organizations; organizations need to take negative consequences that are resulted from incivility into consideration and CWBs are likely to be among these negative consequences. According to stressor-strain (Spector, 1998; Spector & Jex, 1998) and coping (Lazarus & Folkman, 1984) frameworks, incivility is a kind of stress factor, and CWBs are among the behavioral strain factors for dealing with stress of incivility. More specifically, workplace incivility causes significant levels of stress in working environments and stressed employees are likely to exhibit negative behaviors as a coping mechanism. Previous research found that especially co-worker incivility was the most important stressor factor that caused decrease in positive work outcomes, such as job performance, job satisfaction and increase in work-related negative consequences like intentions to quit and distress (Lim et al., 2008; Rhee et al., 2017; Sakurai, & Jex, 2012; Laschinger et al., 2010). Consistently, Krischer, Penney, and Hunter (2010) found that CWBs were developed as an emotion-oriented coping mechanism and they were likely to enable employees to respond to or escape from their negative experiences in stressful work environments. Therefore, both supervisor and co-worker incivility are suggested to be

positively associated with employees' CWBs which are performed in attempts to deal with such negative treatments. In addition, positive association between co-worker incivility and CWBs is expected to be more stronger than positive association between supervisor incivility and CWBs.

In line with the theoretical background and the findings of the previous studies (Andersson & Pearson, 1999; Greco et. al., 2019; Pearson et al., 2000; Penney& Spector, 2005; Pearson, Andersson, & Wegner, 2001; Slitter, Slitter & Jex, 2012; Welbourne & Sariol, 2016), the next two hypotheses are generated as follows:

Hypothesis 3a: Supervisor incivility is positively associated with CWBs.

Hypothesis 3b: Co-worker incivility is positively associated with CWBs.

Hypothesis 3c: The positive relationship between co-worker incivility and CWBs is stronger than the positive relationship between supervisor incivility and CWBs.

1.1.4. Two Types of Incivility and Employees' Depressive Symptoms

Another negative consequence of incivility, which is indirectly harmful to the workplace, but which may have direct damage and much more negative and severe effects for individuals, is employees' depressive symptoms. One of the most important contributions of this study is to investigate the effects of supervisor and co-worker incivility on employees' depressive symptoms because very limited number of studies have focused on these relationships so far. According to the American Psychiatry Association (2013), depression is a common and a serious medical disease, which negatively effects how we feel, think and act. Depression causes loss of pleasure and/or loss of interest for activities that have previously been enjoyed. It can lead to various emotional and physical problems and reduce the ability of a person to work at workplace and home. Depression symptoms range from mild to severe and the symptoms for depression can vary from sadness, loss of interest and/or loss of pleasure from previously enjoyed activities, difficulty in thinking and focusing, energy loss and increased fatigue.

Demerouti, Bakker, Nachreiner, and Schaufeli (2001) categorized the working conditions in the workplace into two groups as job demadends and job resources. Job demands include work overloads, work environments with no supportive behaviors and emotional demands (Bakker, Demerouti & Verbeke, 2004). Demerouti and colleagues (2001) found that job demands are related with negative work outcomes

like disrupted health (e.g., burnout) and aberrant behavior. On the other hand, job resources are associated with positive work outcomes. Bakker and Demerouti (2007) proposed that serious job demands were likely to consume employees' physical and mental resources and they might cause serious health problems. Incivility exerted by managers is likely to affect employees' depressive symptoms since the job demands are usually conveyed to the employee by managers. Consistently, Hornstein (1996) found that supervisory deviant behaviors were positively related to employees' anxiety, depression, and decreased levels of self-esteem. At least to our knowledge, the relationship between co-worker incivility and employees' depressive symptoms has not been investigated in the literature yet. However, similar to supervisor incivility, co-worker incivility is likely to increase job demands for exposed employees, negatively affect workplace harmony, and to put additional emotional burden for those who are exposed. Therefore, although it has not been extensively investigated in literature, it is suggested here that both supervisor and co-worker incivility are likely to be positively related to employees' depressive symptoms.

Hypothesis 4a: Supervisor incivility is positively associated with employees' depressive symptoms.

Hypothesis 4b: Co-worker incivility is positively associated with employees' depressive symptoms.

1.1.5. Two Types of Incivility and Silencing-The-Self Behaviors

Employees' silencing-the-self (STS) behaviors are another outcome variable that examined in the present study. They were first described by Jack and Dill (1992) and categorized under four dimensions: 1) self-judgment according to external standards (e.g., externalized self-perception); 2) prioritizing the needs of others more than theirs' (e.g., self-sacrifice); 3) decrease in self- expression behavior to prevent loss of the relationship, and 4) a harmonious attitude towards important individuals despite of feelings of anger and hostility (e.g., divided self). Similar to the link between workplace incivility and depressive symptoms, it is suggested that both supervisor and co-worker incivility are likely to be positively related to employees' STS behaviors since, at least for some individuals, incivility is likely to lead an individual to suppress his or her voice, to spend more effort to be accepted by others in the workplace, and to try to avoid further uncivil acts by silencing himself or herself and by trying to get along with others. So far, STS behaviors are not investigated in the workplace context.

The present study is intended to contribute to the incivility literature by investigating the relationships of incivility behaviors performed by different agents with employees' STS behaviors and the next set of hypotheses of the present study is generated as follows:

Hypothesis 5a: Supervisor incivility is positively associated with STS behaviors.

Hypothesis 5b: Co-worker incivility is positively associated with STS behaviors.

1.2 MODERATING ROLES OF EMOTIONAL REGULATION STRATEGIES IN THE PROPOSED RELATIONSHIPS

Exposure of employees to negative acts (e.g., incivility) in the workplace is likely to activate cognitive appraisal process in order to cope with these stressful situations. Stress assessments that become active cause workers to be alerted, causing both physical and psychological detrimental consequences. Previous studies found that the negative interpersonal situations such as being exposed to hostile acts in the organization were associated with serious impacts on employees' health and well-being (Bowling & Beehr, 2006; Kivimaki et. al., 2003; Leymann, 1996; Mikkelsen & Einarsen, 2002). Negative events in the workplace are affected by various factors such as organizational support or individual factors and they also create stress on employees. Emotional regulation is a way of dealing with stress by controlling emotions (Gross, 2014; Lazarus, 1966). Such internal control is one of the most prominent management resources (Hobfoll, 2002).

Emotion regulation refers to deliberate attempts ''the process by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions'' (Gross, 1998b, p. 275). According to Gross (1998b), there are two types of regulation strategies which are antecedent-focused and response-focused. Antecedent-focused regulation changes the input to regulate emotions. It includes situation selection, situation modification, attentional deployment, and cognitive change. In situation selection, a person intentionally chooses to enter or avoid a situation in order to avoid emotional effect and in situation modification, a person actively changes the situation to reduce effect of emotions. However, these two strategies neutralize the emotion regulation mechanism because these two regulation strategies are difficult to employ in the workplace especially for

those in service sector. In attentional deployment, attention is changed by thinking of events that evoke positive emotions (e.g., thinking funny things). Also, using attentional deployment is difficult to regulate emotions because in workplace, employees have to face all kind of situations. Finally, in cognitive change, how an event is interpreted is changed by reappraisal in a different context to reduce emotional impact. Contrary to antecedent-focused regulation that focuses on input, response-focused regulation manipulates output to regulate emotions. Suppression is a type of response-focused strategy which includes inhibition of emotion expression. However, suppression does not change experience of emotions. It is also a common emotion regulation strategy in the workplace.

Based on Gross' (1998b) model, expressive suppression should be less effective in altering negative emotions compared to reappraisal and also associated with psychopathology, social dysfunction, and depressed mood. On the other hand, cognitive reappraisal appears to be vastly divergent. Generally, expressive suppression is associated with reduced positive affect and life satisfaction, greater depression and social anxiety, and greater negative emotion in response to negative affective stimuli (e.g., Kashdan, Barrios, Forsyth, & Steger, 2006; Sperberg & Stabb, 1998). Suppression of thoughts and emotion is thought to contribute to depression and anxiety disorders (Campbell-Sills, Barlow, Brown, & Hoffman, 2006a, 2006b; Kashdan et al., 2006; Lynch, Robins, Morse, & Krause, 2001; Mennin, 2006). Also, Haga, Kraft and Corby (2009) found that suppression was positively correlated with depressed mood and cognitive reappraisal had a small negative correlation with depressed mood. On the other hand, reappraisal is related with low levels of depression, negative affect, and with increased life satisfaction (Garnefski & Kraaij, 2006; Kashdan et al., 2006). Reappraisal also decreases negative emotion. In the literature, there is little evidence for the positive relationships between suppression and STS behaviors; however, at least to our knowledge, there is no research that has focused on the relationship between reappraisal and STS behaviors. In addition, Rutter and Fielding (1988) reported that suppressing emotions was related with lower job satisfaction whereas Adelmann (1995) reported that reappraisal at work was positively associated with job satisfaction. Kafetsios and Loumakou (2007) found that two emotion regulation strategies (i.e., reappraisal and suppression) were consistent predictors of job satisfaction. Based on the theoretical background and the findings of the previous research, the following hypotheses are generated:

Hypothesis 6a: Expressive suppression moderates the relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors in such a way that expressive suppression strengthens the positive relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors.

Hypothesis 6b: Expressive suppression moderates the relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction, and psychological well-being in such a way that expressive suppression strengthens the negative relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction, and psychological well-being.

Hypothesis 6c: Cognitive reappraisal moderates the relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors in such a way that cognitive reappraisal weakens the positive relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors.

Hypothesis 6d: Cognitive reappraisal moderates the relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction, and psychological well-being in such a way that cognitive reappraisal weakens the negative relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction and psychological well-being.

1.3 MODERATING ROLES OF RESPONSIBILITY ATTRIBUTIONS IN THE PROPOSED RELATIONSHIPS

Attributions refer to interpretations of the reasons and sources of behaviors. Fiske and Tailor (1991) state that attribution is related to how the social sensor uses information to reach casual explanations for the events. Attribution theory focuses on information individuals collect when they try to make sense of others' and their own behaviors and on how they are combined to create casual judgments. According to Heider (1958) when individuals make internal references, they attribute the cause of specific behavior to some internal characteristics of the person performing the behavior rather than external forces. When individuals make situational or external attributions, the reason of specific behavior is seen as a situation or an event beyond the control of the conductor rather than internal characteristics. In general, when individuals try to explain their own behaviors, they tend to make situational or external references. When people try to explain behaviors of other individuals, they tend to

make internal attributions. However, some personality characteristics may cause people to make internal attributions for their own behaviors as well (Göncü & Sümer, 2011). To illustrate, in a study conducted in Turkey, it was found that one of the major antecedents of STS behaviors was rejection sensitivity and that responsibility attributions for self-behaviors mediated the relationship between rejection sensitivity and STS behaviors (Göncü & Sümer, 2011). Effects of responsibility attributions are widely studied in social psychology, especially in close relationships contexts. However, their influences in organizational settings are relatively ignored up to now (Göncü, 2013). However, workplaces are social contexts where psychological processes involved in all interpersonal relationships exist and can be observed. Therefore, it is reasonable to suggest to that, just like in close relationships contexts, individuals who tend to make internal responsibility attributions for their own negative acts and blame themselves for such behaviors are more likely to show internalizing symptoms (e.g., STS, depressive symptoms); whereas, those who tend to make internal responsibility attributions for others' negative acts and blame others for such behaviors (rather than attributing the cause of these behaviors to situational factors which are not under control of the performing agent) are more likely to show externalizing behaviors (e.g., CWBs) in organizational contexts and work life. In this study it is proposed that, experienced workplace incivility is more likely to be associated with co-worker (dis)satisfaction, (dis)satisfaction with the supervisor, (low level of) psychological well-being, depressive symptoms, and STS behaviors among employees who have tendencies to make internal responsibility references for their own behaviors. On the other hand, employees who tend to make responsibility attributions for others' negative behaviors are expected to be more likely to engage in CWBs when they are exposed to workplace incivility. Therefore, the final set of hypotheses is generated as follows:

Hypothesis 7a: Responsibility attributions for others' (i.e., supervisor and co-workers) negative behaviors moderate the relationships of supervisor and co-worker incivility with CWBs in such a way that responsibility attributions for others' (i.e., supervisor and co-workers) negative behaviors strengthen the positive relationships of supervisor and co-worker incivility with CWBs.

Hypothesis 7b: Responsibility attributions for negative supervisor behaviors moderate the relationships of supervisor incivility with satisfaction with the supervisor in such a way that responsibility attributions for negative supervisor behaviors

strengthen the negative relationships of supervisor incivility with satisfaction with the supervisor.

Hypothesis 7c: Responsibility attributions for negative co-worker behaviors moderate the relationships of co-worker incivility with co-worker satisfaction in such a way that responsibility attributions for negative co-workers' behaviors strengthen the negative relationships of co-worker incivility with co-worker satisfaction.

Hypothesis 7d: Responsibility attributions for negative self-behaviors moderate the relationships of supervisor and co-worker incivility with psychological well-being in such a way that responsibility attributions for negative self-behaviors strengthen the negative relationships of supervisor and co-worker incivility with psychological well-being.

Hypothesis 7e: Responsibility attributions for negative self-behaviors moderate the relationships of supervisor and co-worker incivility with depressive symptoms in such a way that responsibility attributions for self-behaviors strengthen the positive relationships of supervisor and co-worker incivility with depressive symptoms.

Hypothesis 7f: Responsibility attributions for negative self-behaviors moderate the relationships of supervisor and co-worker incivility with STS behaviors in such a way that responsibility attributions for self-behaviors strengthen the positive relationships of supervisor and co-worker incivility with STS behaviors.

CHAPTER II

METHOD

2.1 PARTICIPANTS AND THE PROCEDURE

The data were collected from 409 employees working at various organizations operating in different sectors in Turkey. The inclusion criterion was working in the same organization and with the same manager for at least 6 months. Participants were informed about the aim of the study before starting the survey and the inform consents were taken. After approving the inform consents, participants filled out the survey package which included measures of workplace incivility, responsibility attributions for negative self and others' behaviors, CWBs, co-worker satisfaction, satisfaction with the supervisor, depressive symptoms, STS behaviors, psychological well-being, and a demographics section (Appendix B).

2.2 MEASURES

2.2.1. Demographic Information Form

Demographic information form contained information regarding gender, age, education level, tenure at the current job, tenure with the current supervisor, total duration of work, number of people working in the current work group, sector, contract type (tenured vs. non-tenured/contracted), and the type of organization.

2.2.2. Workplace Incivility Scale

The Turkish form (Kaya, 2015) of 14-item Workplace Incivility Scale (Cortina, Magley, Williams & Langhout, 2001) was used to measure workplace incivility. Participants gave their responses by using a 4-point Likert type scale ranging from (1 = Never) to (4 = Almost Every day). In order to investigate the differential effects of supervisor and co-worker incivility, the items were reworded in such a way that they assessed the two forms of incivility and the questions were shuffled. The sample items were "Did your current supervisor / manager make humiliating comments about you?" and "Did your colleagues exclude you from a group of professional friends?".

2.2.3. Counterproductive Work Behavior Scale

The Counterproductive Work Behavior Scale was developed by Spector and colleagues (2006). There are 5 sub-dimensions in the 32-item scale: Abuse, productivity deviation, sabotage, theft, and withdrawal. Spector and colleagues (2006) reported the internal consistency coefficients for sub-dimensions as .81 for abuse, .82 for productivity, .42 for sabotage, .58 for theft, .63 for retraction, .87 for withdrawal, and as .87 for all items. The scale was adapted to Turkish by Öcel (2010) and the author concluded that the Turkish version of the scale was valid and reliable with 32 items representing four dimensions: Sabotage, withdrawal, theft, and abuse. The sample items were "Verbally abused someone at work" and "Purposely damaged a piece of equipment or property.".

2.2.4. Job Satisfaction Scales

The reworded versions of the one-item faces scale which was developed by Kunin (1955) were used to measure the participants' co-worker satisfaction and satisfaction with the supervisor. Scale was divided into two facets to measure co-worker and supervisor satisfaction independently and the participants were asked to choose the facial expression that best reflected their state in terms of their satisfaction with their co-workers and with their immediate supervisors among the seven facial expressions presented to them. Participants were provided with both female and male facial expressions. In a study conducted in Turkey, Erol (2010) reported that faces scale was applied in two-week intervals and that the test-retest reliability of the scale was .79. The scale was positively associated with positive emotional states in the workplace and it was negatively associated with turnover intentions.

2.2.5. Beck Depression Inventory

Beck Depression Inventory (BDI) was developed by Beck (1967) and is one of the most commonly used scales to measure the intensity of depression experienced by individuals. The scale defines depressive symptoms with 21 items (mood, pessimism, sense of failure, lack of satisfaction, guilt feelings, sense of punishment, self-dislike, self-accusation, suicidal wishes, crying, irritability, social withdrawal, indecisiveness, distortion of body image, work inhibition, sleep disturbance, fatigability, loss of appetite, weight loss, somatic preoccupation and loss of libido) and it is used as a symptom and attitude check list. Participants make their

valuations by choosing from 4 different options that are specific to each statement. According to Beck (1967), the mean BDI scores of the classifications of minimal, mild, moderate, and severe depression were 10.9, 18.7, 25.4, and 30.0, respectively. The scale was adapted to Turkish by Hisli (1989).

2.2.6. Silencing-the-Self Behaviors at Work Scale

The 9-item Silencing-the-Self Scale (Jack & Dill, 1992) was used to assess STS behaviors. The scale consists of 4 sub-dimensions which are external self-perception, sacrifice, self-silencing, and split self. The internal consistency coefficients of the sub-dimensions of the original scale ranged from .86 to .94. The scale was adapted to Turkish by Göncü and Sümer (2011). The original form of the scale includes self-silencing behaviors of individuals in close relationships. In accordance with the purpose of the study, the items in the scale were reworded so that they covered the behaviors in an organizational setting. Participants made their evaluations by using a 7-point Likert scale ranging from "1 = Strongly disagree" to "7 = Strongly agree". A sample item was "I prefer to remain silent rather than taking the risk of having a discussion in my *business* relationship".

2.2.7. Psychological Well-Being Scale

To determine the levels of psychological well-being, 18-items Psychological Well-Being Scale developed by Ryff (1989) were used. The scale consists of 6 dimensions and 18 items, including autonomy, environmental dominance, individual development, positive relations with others, life goals and self-acceptance. Sample items were "I like many aspects of my personality" and "I have had many friendly and trustworthy relationships with other people". Participants gave their responses by using a 7-point Likert scale ranging from "1 = Strongly disagree" to "7 = Strongly agree". The scale was adapted to Turkish by Akın, Demirci, Yıldız, Gediksiz, and Eroglu (2012) and the authors reported that the Cronbach's alpha coefficient of scale was .66.

2.2.8. Responsibility Attribution Scales

Responsibility attributions were measured with two modified versions of the Relationship Attribution Measure (RAM) developed by Fincham and Bradbury (1992) and with 4 additional items developed by Göncü (2013) to measure responsibility

attributions for negative leader behaviors. In the original forms, each of the six items on the scale consisted of six attribution sub-dimensions. Three statements in the scale are used to measure three types of causality (position, stability, sphericity) and other three statements in the scale are used to measure three types of responsibility (intention, selfish motivation, blame) attributions (Sümer & Cozzarelli, 2004). In the present study, only responsibility subdimensions were used. The participants were asked to evaluate the six items designed to assess their responsibility attributions for each hypothetical behavior using a 5-point Likert-type scale ranging from (1 = Strongly disagree) to (5 = Strongly agree). For the purposes of the present study, four different versions of the scale were created: 1) Scale of responsibility attributions for negative supervisor behaviors; 2) Scale of responsibility attributions for negative co-worker behaviors; 3) Scale of responsibility attributions for negative self-behaviors directed towards the supervisor; 4) Scale of responsibility attributions for negative self-behaviors directed towards co-workers. The sample items were "Your supervisor / manager negatively criticizes a job you do", "Your co-worker is negatively criticizes a job you do", "You are negatively criticizing a job done by your supervisor / manager", and "You are negatively criticizing a co-worker's work", respectively.

2.2.9. Emotion Regulation Questionnaire

10-item Emotion Regulation Questionnaire (Gross, & John, 2003) was used to measure emotion regulation strategies. Participants made their evaluations on a 7-point Likert type scale ranging from "1 = strongly disagree" to "7 = strongly agree". The scale consists of 2 sub-dimensions: Expressive suppression and cognitive reappraisal. 6 items represent cognitive reappraisal, and a sample item is "I control my emotions by changing the way I think about the situation I'm in". 4 items represent expressive suppression, and a sample item is "I control my emotions by not expressing them". The internal consistency coefficient for cognitive reappraisal is .79, and for expressive suppression is .73 while 3-month test-retest reliability was found as .69 for both subscales (Gross & John, 2003). Scores range of cognitive reappraisal is between 6 and 42, whereas scores range of suppression is between 4 and 28. The scale was adapted to Turkish by Yurtsever (2004) and the Cronbach's alpha coefficient for the cognitive reappraisal subscale was .88 and for the expressive suppression subscale was .82. Some of the items in the scale were reworded (e.g., I control my emotions by not

expressing them in the workplace) so that they represent the situations in workplace and the items were shuffled.

CHAPTER III

RESULTS

3.1. OVERVIEW

Analyses conducted in this study are presented in five sections. In the first section data cleaning and data screening processes are presented. The second section includes reliability analyses of the study measures. The third section consists of descriptive statistics, bivariate, and partial correlations among the study variables. The fourth section includes hypothesis testing results.

Data were analyzed by using Statistical Package of Social Sciences (SPSS), version 22.0 (IBM Corp, 2015). The hypothesized heuristic model was tested with Structural Equation Modeling technique by using AMOS 25.0 (Arbuckle, 2013). In order to conduct the moderation analyses of the study, PROCESS Macro 3.3. for SPSS which was developed by Hayes (2017) was used.

3.2. DATA SCREENING AND DATA CLEANING

Out of 460 participants, 6 participants who did not meet inclusion criterion of working with the current supervisor at least for six months were excluded. 12 participants did not fill at least one of the scales. Therefore, 18 participants were eliminated at the beginning of the data screening process. The remaining data did not include any missing data points.

Next, outlier analysis was performed and to detect multivariate outliers in the data, Mahalonobis distance was used. These analyses revealed that 33 participants were multivariate outliers, and they were excluded from the data set. Therefore, the final sample included 409 participants.

3.3. FACTOR STRUCTURES AND/OR RELIABILITY ANALYSES OF THE STUDY MEASURES

Before further analyses, reliability analyses of the scales and subscales were conducted. Since all the scales used in the present study were validated scales and there

were no translated/back-translated measures in the present study, the Cronbach's alpha coefficients were used as the estimates of internal reliabilities of the scales except for incivility measures. Exploratory factor analysis (EFA) was performed to understand whether the supervisor and co-worker incivility scales measure different constructs.

3.3.1. Workplace Incivility Scale

Principal component analysis was conducted on the 14 items of the Workplace Incivility Scale. Bartlett's test of sphericity was significant ($\chi^2(91) = 2803.60, p < .001$) and The Kaiser-Meyer-Olkin measure of sampling adequacy was high (KMO = .92). EFA results revealed that 14 items were loaded on two factors which explained 57.1 % of variance; however, these two factors did not clearly represent supervisor and co-worker incivility. In addition, eight items were cross loaded. Next, confirmatory factor analysis (CFA) in which number of factors was fixed to two was conducted. Two-factor solution explained again 57.1 % of variance and nine items were cross-loaded. Item loadings, eigenvalues, and the proportions of explained variance are presented in Appendix C.

Both EFA and CFA revealed that most of the items were cross loaded. It seems that the same behaviors performed by different targets (i.e., supervisors and co-workers) were loaded on the same factors. In addition, as explained below, bivariate correlation between supervisor incivility and co-worker incivility was .78 (p < .01). Therefore, in line with the aim of the study, a decision was made to calculate the scale scores of supervisor and co-worker incivility separately. In the present study, the reliability coefficient of the supervisor incivility scale was found as .85 and the reliability coefficient of the co-worker incivility scale was found as .86.

3.3.2. CWBs Scale

The CWB scale consists of 32-items representing five dimensions. Abuse dimension of the scale includes 17 items and the Cronbach's alpha coefficient was .91. Production deviance dimension of the scale includes 3 items and the Cronbach's alpha was .68. Sabotage dimension of the scale includes 3 items and the Cronbach's alpha coefficient was .89. Theft dimension of the scale includes 5 items and the Cronbach's alpha was .88. Withdrawal dimension of the scale includes 4 items and the Cronbach's alpha coefficient was .74. The Cronbach's alpha coefficient of the overall CWB scale was .94.

3.3.3. Beck Depression Inventory

21-items Beck Depression Inventory (BDI) was used to measure the intensity of depression experienced by individuals. Participants make their evaluations by choosing from 4 different options that are specific to each statement. In the present study, the Cronbach's alpha coefficient of the scale was found as .88.

3.3.4. Silencing-the-Self Behavior at Work Scale

The Cronbach's alpha coefficient of the 9-item STS subscale was .81.

3.3.5. Psychological Well-Being Scale

The scale consists of 6 dimensions and 18 items, including autonomy (2 items), environmental dominance (4 items), individual development (3 items), positive relations with others (3 items), life goals (3 items) and self-acceptance (3 items). Initial reliability analysis revealed that the Cronbach's alpha coefficient of the overall scale was .68 and all of the reverse-coded items (8 items) had item-total correlations lower than .30. After excluding these eight items, the Cronbach's alpha coefficient of the 10-item scale was .83. Therefore, the scale score for psychological well-being was calculated by using ten items.

3.3.6. Responsbility Attribution Scales

In the original forms, each of the six items on the scale consisted of six attribution sub-dimensions. 3 statements out of 6 items are used to measure three types of causality and other 3 statements are used to measure three types of responsibility. For the purposes of the present study, four different versions of the scale were created: Scale of responsibility attributions for negative supervisor behaviors; scale of responsibility attributions for negative co-worker behaviors; scale of responsibility attributions for negative self-behaviors directed towards the supervisor; scale of responsibility attributions for negative self-behaviors directed towards co-workers. In the present study, each subscale consisted of 18 items and 3 dimensions, including intent (6 items), selfishness (6 items), and blame (6 items). The Cronbach's alpha coefficient of the responsibility attributions for negative supervisor behaviors scale was .96. The Cronbach's alpha coefficient of the responsibility attributions for negative co-worker behaviors scale was .97. The Cronbach's alpha coefficient of the responsibility attributions for negative self-behaviors directed towards the supervisor

scale were.88. The Cronbach's alpha coefficient of the responsibility attributions for negative self-behaviors directed towards co-workers were found to be .88.

3.3.7. Emotion Regulation Questionnaire

Emotion Regulation Questionnaire consists of ten items representing two dimensions. These dimensions were expressive suppression (4 items) and cognitive reappraisal (6 items). The Cronbach's alpha coefficient of expressive suppression subscale was .73 and the Cronbach's alpha coefficient of cognitive reappraisal subscale was .83.

3.4 DESCRIPTIVE STATISTICS AND BIVARIATE CORRELATIONS

Means, standard deviations, minimum and maximum values of study variables and reliabilities are presented in Table 1.

Table 1

Means, Standard Deviations, Minimum and Maximum Scores, Skewness and Kurtosis Values of Study Variables

Variables	Mean	SD	Min.	Max.	Skewness	Kurtosis
Supervisor Incivility	1.71	0.61	1.00	3.86	0.87	0.04
Co-worker Incivility	1.64	0.58	1.00	3.86	1.10	0.94
Co-worker Satisfaction	4.88	1.31	1.00	7.00	-0.60	0.55
Satisfaction with the Supervisor	4.59	1.70	1.00	7.00	-0.41	-0.54
Psychological Well-Being	5.37	0.83	1.00	7.00	-1.39	3.83
Depressive Symptoms	.46	0.37	0	2.14	1.11	1.61
STS Behaviors	3.35	1.00	1.00	6.44	0.35	0.00
CWBs	1.20	0.31	1.00	3.78	4.46	25.72
Resp. Attribu.s form Negative Supervisor Behaviors	2.88	0.93	1.00	5.00	-0.01	-0.51
Resp. Attribu.s for Negative Co-worker Behaviors	2.77	0.93	1.00	5.00	0.06	-0.50
Resp. Attribu.s for Negative Self-Behaviors tow. Supervisor	2.17	0.62	1.00	4.11	0.19	-0.36
Resp. Attribu.s for Negative Self-Behaviors tow. Co-workers	2.19	0.63	1.00	4.22	0.29	-0.17
Cognitive Reappraisal	4.40	1.14	1.00	7.00	-0.61	0.54
Expressive Suppression	3.73	1.18	1.00	7.00	0.01	-0.26
Valid N (listwise)	409					

Note. Depressive Symptoms are rated on a 3-point Likert type scale. Incivility is rated on a 4-point Likert type scale. CWBs and both types of responsibility attributions for self and others' behaviors are rated on 5-point Likert type scale. Psychological well-being, silencing-the-self-behaviors and emotion regulation strategies are rated on 7-point Likert type scale. Co-worker satisfaction and satisfaction with the supervisor are rated on 7-point Likert type scale.

Bivariate correlations among the study variables are presented in Table 2. As expected, age was found to be positively correlated with education level, tenure, tenure

at the current job, and tenure with current supervisor ($r = .16, p < .01; r = .46, p < .01; r = .38\ p < .01; r = .18\ p < .01$; respectively). In addition, age was negatively correlated with co-worker satisfaction ($r = -.12, p < .05$).

Gender was positively correlated with tenure, tenure at the current job, tenure with supervisor and number of co-workers ($r = .16, p < .01; r = .11, p < .05; r = .11, p < .05; r = .11, p < .05$; respectively). That is, males reported higher levels of tenure, tenure at the current job, tenure with supervisor and number of co-workers, than females. On the other hand, gender was negatively associated with depressive symptoms ($r = -.13, p < .01$) meaning that females reported higher levels of depressive symptoms than males.

Education level was found to be positively correlated with tenure ($r = .10, p < .05$). That is, as the education level increase, rate of yenure also increase. On the other hand, education level was negatively linked to co-worker incivility ($r = -.10, p < .05$). In addition, education level of employees was negatively related with responsibility attributions for negative co-worker behaviors, responsibility attributions for self-behaviors towards supervisor, and responsibility attributions for self-behaviors towards co-workers ($r = -.11, p < .05; r = -.13, p < .05; r = -.12, p < .05$; respectively).

Table 2.

Bivariate Correlations between Study Variables

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Age	-														
2. Gender	.05	-													
3. Education Level	.16**	-.06	-												
4. Tenure	.46**	.16**	.10*	-											
5. Tenure at the Current Job	.38**	.11*	.08	.69**	-										
6. Tenure with Supervisor	.18**	.11*	-.05	.41**	.49**	-									
7. Number of Co-workers	.03	.11*	-.02	.07	.14**	.03	-								
8. Supervisor Incivility	-.07	-.09	-.04	-.06	-.05	-.04	-.11*	-							
9. Co-worker Incivility	-.00	-.08	-.10*	.03	.00	-.04	-.05	.78**	-						
10. Depressive Symptoms	-.05	-.13**	-.07	-.12*	-.07	-.01	-.03	.24**	.19**	-					
11. STS Behaviors	.03	.04	-.01	-.03	-.07	-.01	-.14**	.17**	.16**	.21**	-				
12. Psychological Well-Being	-.04	-.08	.09	-.07	-.09	-.14**	.09	-.22**	-.23**	-.23**	-.16**	-			
13. Co-worker Satisfaction	-.12*	.05	.02	.05	.04	.00	.01	-.32**	-.33**	-.26**	-.07	.11*	-		
14. Satisfaction with the Supervisor	.07	.01	.03	.05	.04	.07	.05	-.38**	-.20**	-.15**	-.06	.05	.39**	-	
15. CWBs	-.01	-.05	-.05	-.09	-.06	.02	-.01	.39**	.39**	.16**	.12*	-.30**	-.16**	-.10*	-

Note. * $p < .05$. **. $p < .01$. Gender was coded as "0" for females and "1" for males. Education level ranges from 1 (Primary school) to 5 (Doctoral Degree).

Table 2

Continued

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
16. Cognitive Reappraisal	.02	-.07	.02	-.04	-.09	-.09	.09	-.09	-.05	-.04	-.04	.36**	.02	.05	-.12*
17. Expressive Suppression	.05	.04	-.04	-.06	-.03	-.06	.01	.01	.04	.04	.18**	.20**	-.09	-.04	-.07
18. Resp. Attribu.s for Negative Supervisor Behaviors	-.05	-.07	-.07	-.14**	-.08	-.06	-.10*	.39**	.22**	.18**	.12*	.03	-.21**	-.44**	.12*
19. Resp. Attribu.s for Negative Co-worker Behaviors	-.03	.01	-.11*	-.06	-.03	-.00	-.03	.25**	.30**	.18**	.20**	.01	-.25**	-.12*	.06
20. Resp. Attribu.s for Negative Self- Behaviors tow. Supervisor	-.01	-.02	-.13*	-.14**	-.09	.02	-.08	.23**	.21**	.12*	.18**	-.04	-.08	-.09	.21**
21. Resp. Attribu.s for Negative Self- Behaviors tow. Co-workers	-.02	.00	-.12*	-.18**	-.14**	-.01	-.05	.17**	.18**	.12*	.17**	-.06	-.12*	.01	.21**

Note. * $p < .05$. ** $p < .01$. Gender was coded as "0" for females and "1" for males. Education level ranges from 1 (Primary school) to 5 (Doctoral Degree).

Table 2

Continued

Variables	16	17	18	19	20	21
16. Cognitive Reappraisal	-					
17. Expressive Suppression	.59**	-				
18. Resp. Attribu.s for Negative Supervisor Behaviors	.01	.11*	-			
19. Resp. Attribu.s for Negative Co-worker Behaviors	.11*	.20**	.58**	-		
20. Resp. Attribu.s for Negative Self- Behaviors tow. Supervisor	.06	.09	.39**	.41**	-	
21. Resp. Attribu.s for Negative Self- Behaviors tow. Co-worker	.03	.06	.26**	.37**	.78**	-

Note. * p < .05. **. p < .01. Gender was coded as "0" for females and "1" for males. Education level ranges from 1 (Primary school) to 5 (Doctoral Degree).

Tenure was positively correlated with tenure at current job, and tenure with current supervisor (r = .69, *p* < .01; r = .41, *p* < .01; respectively). On the other hand, tenure was negatively related with depressive symptoms, responsibility attributions for negative supervisor behaviors, responsibility attributions for self-behaviors towards supervisor, and responsibility attributions for self-behaviors towards co-workers (r = -.12, *p* < .05; r = -.14, *p* < .01; r = -.14, *p* < .01; r = -.18, *p* < .01; respectively). Tenure at the current job was positively related with tenure with supervisor, number of co-worker (r = .49, *p* < .01; r = .14, *p* < .01; respectively). Furthermore, tenure at the current job was also negatively related with responsibility attributions for self-behaviors towards co-workers (r = -.14, *p* < .01).

Tenure with current supervisor was only negatively correlated with psychological well-being (r = -.14 , *p* < .05).

Number of co-worker was negatively correlated with supervisor incivility, employees' STS behaviors, and responsibility attributions for negative supervisor behaviors (r = -.11, *p* < .05; r = -.14, *p* < .01; r = -.10, *p* < .05; respectively) meaning that as the number of co-worker increases, supervisor incivility, STS behaviors, and responsibility attributions for negative supervisor behaviors were decrease.

Supervisor incivility was significantly correlated with all of the study variables except reappraisal and suppression which were emotion regulation strategies. Specifically, as expected, supervisor incivility was positively correlated with co-worker incivility, depressive symptoms, STS behaviors of employees, CWBs, and additionally, responsibility attributions for negative supervisor behaviors, responsibility attributions for negative co-worker behaviors, responsibility attributions for negative self-behaviors towards supervisor and towards co-workers (r = .78, *p* < .01; r = .24, *p* < .01; r = .17, *p* < .01; r = .39, *p* < .01; r = .39, *p* < .01; r = .25, *p* < .01; r = .23, *p* < .01; r = .17, *p* < .01; respectively). On the other hand, as expected, supervisor incivility was negatively related with psychological well-being, co-worker satisfaction, and satisfaction with the supervisor (r = -.22, *p* < .01; r = -.32, *p* < .01; r = -.38, *p* < .01; respectively).

Similarly, co-worker incivility was also significantly correlated with all of the study variables except cognitive reappraisal and expressive suppression. Specifically, as expected, co-worker incivility was positively correlated with depressive symptoms, STS behaviors of employees, CWBs, and additionally, responsibility attributions for negative supervisor behaviors, responsibility attributions for negative co-worker

behaviors, responsibility attributions for negative self-behaviors towards supervisor and towards co-workers (r = .19, $p < .01$; r = .16, $p < .01$; r = .39, $p < .01$; r = .22, $p < .01$; r = .30, $p < .01$; r = .21, $p < .01$; r = .18, $p < .01$; respectively). As expected, co-worker incivility was also negatively correlated with psychological well-being (r = -.22, $p < .01$). Same with supervisor incivility, as expected, co-worker incivility was negatively related to co-worker satisfaction and satisfaction with the supervisor (r = -.32, $p < .01$; r = -.38, $p < .01$; respectively).

Depressive symptoms were positively correlated with STS behaviors of employees' CWBs, responsibility attributions for negative supervisor behaviors, responsibility attributions for negative co-worker behaviors, responsibility attributions for negative self-behaviors towards supervisor and towards co-workers (r = .21, $p < .05$; r = .16, $p < .01$; r = .18, $p < .01$; r = .18, $p < .01$; r = .12, $p < .05$; r = .12, $p < .05$; respectively). As expected, depressive symptoms were negatively correlated with psychological well-being, co-worker satisfaction and satisfaction with the supervisor (r = -.23, $p < .01$; r = -.26, $p < .01$; r = -.15, $p < .01$; respectively). However, depressive symptoms were not found to be significantly correlated with emotion regulation strategies.

As expected, STS behaviors were found to be negatively correlated with psychological well-being (r = -.16, $p < .01$). On the other hand, STS behaviors of employees were positively related to CWBs, expressive suppression, responsibility attributions for negative supervisor behaviors, responsibility attributions for negative co-worker behaviors, responsibility attributions for negative self-behaviors towards supervisor and towards co-workers (r = .12, $p < .05$; r = .18, $p < .01$; r = .12, $p < .05$; r = .20, $p < .01$; r = .18, $p < .01$; r = .17, $p < .01$; respectively). However, the relationships of STS behaviors with cognitive reappraisal, co-worker satisfaction, and satisfaction with the supervisor were not significant.

Psychological well-being was also significantly correlated with all the study variables except responsibility attributions for both self and others' negative behaviors, and satisfaction with the supervisor. As expected, psychological well-being was negatively related to CWBs (r = -.30, $p < .01$). Furthermore, it was positively associated with co-worker satisfaction, cognitive reappraisal and expressive suppression (r = .11, $p < .05$; r = .36, $p < .01$; r = .20, $p < .01$; respectively).

As expected, co-worker satisfaction was positively correlated with satisfaction with the supervisor (r = .39, $p < .01$). In addition, co-worker satisfaction was negatively

correlated with responsibility attributions for negative supervisor behaviors, responsibility attributions for negative co-worker behaviors, responsibility attributions for self-behaviors towards co-workers as well as with CWBs (r = -.21, *p* < .01; r = -.25, *p* < .01; = -.12, *p* < .05; r = -.16, *p* < .01; respectively). On the other hand, co-worker satisfaction was significantly associated neither with cognitive reappraisal nor with expressive suppression.

As similar with co-worker satisfaction, satisfaction with the supervisor was negatively correlated with CWBs and responsibility attributions for others' behaviors (r = -.10, *p* < .05; r = -.44, *p* < .01; r = -.12, *p* < .05; respectively). However, the relationships between satisfaction with the supervisor and both types of emotion regulation strategies, and responsibility attributions for self-behaviors towards supervisor and towards co-workers were not significant.

CWBs was positively correlated with responsibility attributions for negative supervisor behaviors, responsibility attributions for self-behaviors towards supervisor and towards co-workers (r = .12, *p* < .05; r = .21, *p* < .01; r = .21, *p* < .01; respectively). On the other hand, CWBs was negatively related with cognitive reappraisal (r = -.12, *p* < .05).

Cognitive reappraisal was positively related with expressive suppression (r = .59, *p* < .05). Additionally, expressive suppression was also positively correlated with responsibility attributions for negative supervisor behaviors and responsibility attributions for negative co-worker behaviors (r = .11, *p* < .05; r = .20, *p* < .01; respectively).

As expected, responsibility attributions for negative supervisor behaviors was positively related with responsibility attributions for negative co-worker behaviors, responsibility attributions for self-behaviors towards supervisor and towards co-workers (r = .58, *p* < .01; r = .39, *p* < .05; r = .26, *p* < .01; respectively). In addition, responsibility attributions for negative co-worker behaviors was also positively correlated with responsibility attributions for self-behaviors towards supervisor and towards co-workers (r = .41, *p* < .01; r = .37, *p* < .01; respectively).

Finally, responsibility attributions for self-behaviors towards supervisor were positively related to responsibility attributions for self-behaviors towards co-workers (r = .78, *p* < .01).

3.5 HYPOTHESIS TESTING

3.5.1. SEM Results of the Proposed Regression Model

Structural equation modeling was used to test the hypothesized heuristic model (M_1) by AMOS 24.0 (Arbuckle, 2013). According to the proposed model, both supervisor and co-worker incivility are directly related to CWBs, co-worker satisfaction, satisfaction with the supervisor, depressive symptoms, psychological well-being and STS behaviors. The results of the SEM analysis revealed that the proposed model (M1) provided acceptable fit to the data ($\chi 2(N = 409, df = 11) = 3.72$, CFI = .96, TLI = .90, NFI = .95, RMSEA = .08). However, modification indices suggested that error terms of co-worker satisfaction and depressive symptoms, and those of psychological well-being and CWBs should be allowed to covary in the model testing. Since co-worker satisfaction and depressive symptoms are likely to covary, in the second analysis (M_2) error terms of these variables are allowed to covary. The results revealed that the second model provided better fit to the data ($\chi 2(N = 409, df = 28) = 27.57$, CFI = .98, TLI = .94, NFI = .97, RMSEA = .06) (Figure 2).

The analysis of the standardized estimates revealed that both supervisor and co-worker incivility were not significantly associated with psychological well-being. Therefore, Hypothesis 1a, which suggested that supervisor incivility would be negatively related to psychological well-being ($\beta = -.10, p = .22$)., and Hypotheses 1b, which proposed negative links between co-worker incivility and psychological well-being ($\beta = -.16, p = .04$) was not supported by the data. In addition, consistent with the results of correlation analyses, the SEM results showed that the negative relationship between supervisor incivility and psychological well-being was not significantly stronger than negative relationship between co-worker incivility and psychological well-being. Therefore, Hypothesis 1c, which suggested that the negative relationship between supervisor incivility and pscyhological well-being would be stronger than the negative relationship between co-worker incivlity and psychological well-being was not supported.

As expected, Hypothesis 2a which proposed that supervisor incivility would be negatively associated with satisfaction with the supervisor was supported ($\beta = -.59, p < .001$). Additionally, Hypothesis 2b which proposed that co-worker incivility would be negatively related to co-worker satisfaction was supported by the data ($\beta = -.20, p < .01$).

Supervisor incivility was significantly and positively associated with CWBs (β = .20, p < .01). Therefore, Hypothesis 3a which suggested a positive link between supervisor incivility and CWBs was supported. As expected, co-worker incivility was significantly and positively associated with CWBs (β = .23, p < .01). Thus, Hypothesis 3b was also supported. Additionally, even though the relationships between them were the same in the correlation analyses results, the SEM results showed that the positive association between co-worker incivility and CWBs was stronger than the positive link between supervisor incivility and CWBs. Therefore, Hypothesis 3c, which proposed that the positive relationship between co-worker incivility and CWBs would be stronger than the positive relationship between supervisor incivility and CWBs was supported.

Supporting Hypothesis 4a, co-worker incivility was found to be significantly and positively associated with depressive symptoms (β = .23, p < .005). On the other hand, Hypothesis 4b which proposed a positive association between co-worker incivility and depressive symptoms was not supported by the data.

Unexpectedly, the relationships of both supervisor and co-worker incivility with STS behaviors were insignificant. Therefore, Hypothesis 5a and 5b were not supported.
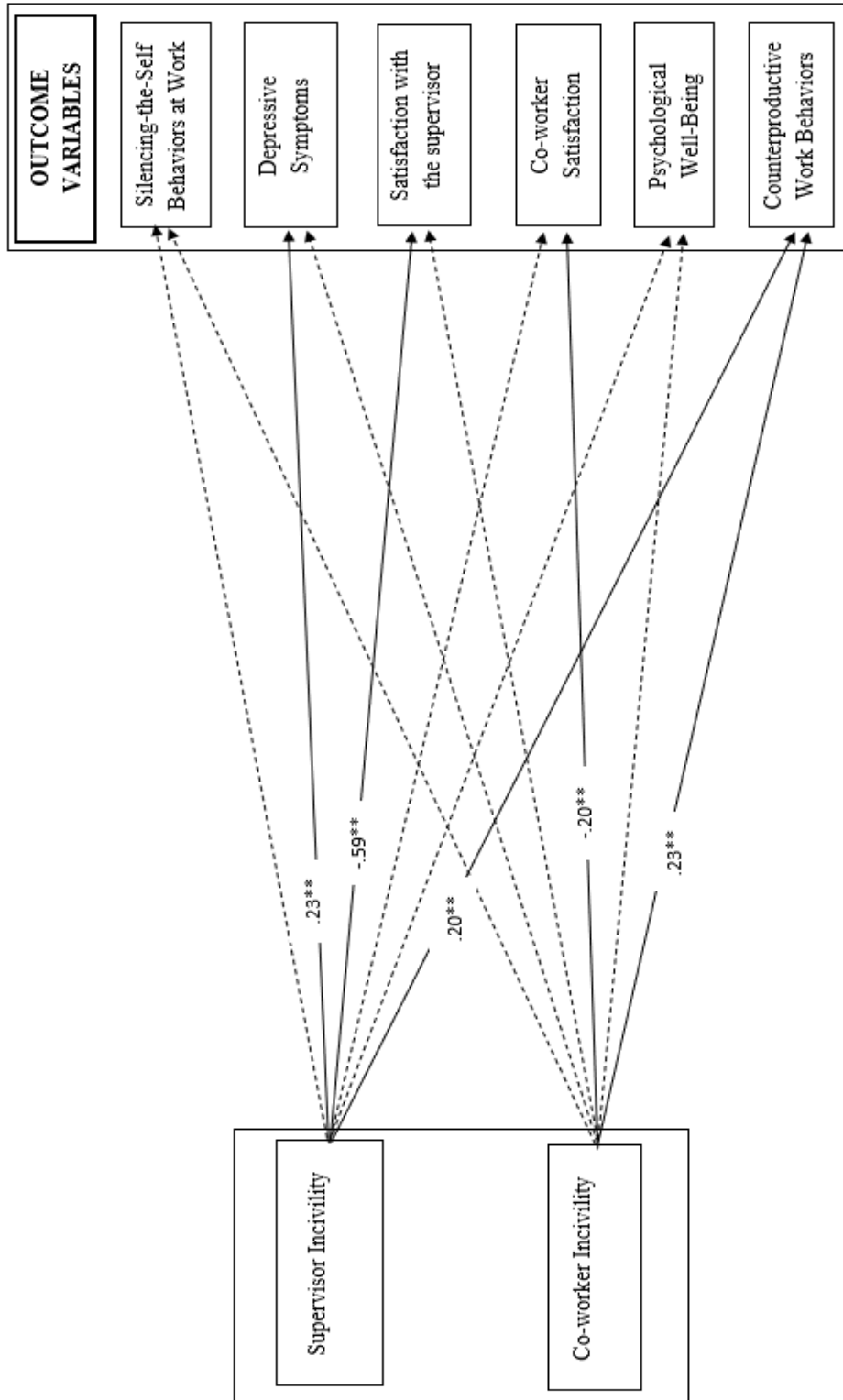
Figure 2. The Standardized Parameter Estimates of The Analayzed Model

Note. * p < .05. ** p< .01.

3.5.2 Moderated Multiple Regression (MMR) Analyses of Emotion Regulation Strategies

To investigate the moderating roles of emotion regulation strategies (i.e., cognitive reappraisal and expressive suppression) in the relationships of supervisor and coworker incivility with outcome variables, a series of MMR analyzes were conducted.

MMR analysis consists of three steps (Baron & Kenny, 1986). In the first step, criterion variable is regressed on the predictor variable. In the second step, criterion variable is regressed on the moderator. In the final step, criterion variable is regressed on the interaction of predictor and moderator variables.

MMR analyses of emotion regulation strategies revealed that the interaction effects of expressive suppresion and both supervisor and co-worker incivility on CWBs, depressive symptoms and STS behaviors were not significant ($\Delta R^2 = .00$, $B = -.03$, 95%, CI [-.06, .01], $p = .16$; $\Delta R^2 = -.00$, $B = -.02$, 95%, CI [-.06, .02], $p = .37$; $\Delta R^2 = .00$, $B = .01$, 95%, CI [-.04, .06], $p = .64$; $\Delta R^2 = .00$, $B = .00$, 95%, CI [-.05, .06], $p = .81$; $\Delta R^2 = .00$, $B = .03$, 95%, CI [-.09, .16], $p = .63$; $\Delta R^2 = .00$, $B = -.02$, 95%, CI [-.16, .12], $p = .77$; respectively). Therefore, Hypothesis 6a which suggested that expressive suppression would moderate the relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors in such a way that suppression strengthens the positive relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors were not supported. Additionally, interaction effects of expressive suppresion and both supervisor and co-worker incivility on satisfaction with the supervisor, co-worker satisfaction and psychological well-being were also not significant ($\Delta R^2 = .00$, $B = .00$, 95%, CI [-.20, .21], $p = .98$; $\Delta R^2 = .01$, $B = -.15$, 95%, CI [-.33, .03], $p = .01$; $\Delta R^2 = .00$, $B = -.01$, 95%, CI [-.12, .09], $p = .81$; $\Delta R^2 = .00$, $B = .02$, 95%, CI [-.10, .13], $p = .74$; respectively). Therefore, Hypothesis 6b which proposed that expressive suppression would moderate the relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction, and psychological well-being in such a way that suppression strengthens the negative relationships of supervisor and co-worker incivility with job satisfaction and psychological well-being were not supported.

The MMR analysis was employed for testing the moderation effect of cognitive reappraisal in the relationship between both supervisor and co-worker incivility and

CWBs, depressive symptoms, and STS behaviors. In this way, six MMR analyses were conducted. The scores were plotted (Figure 3). The findings revealed that, the interaction effects of cognitive reappraisal and both supervisor and co-worker incivility on depressive symptoms and STS behaviors were not significant. However, the interaction effects of cognitive reappraisal and both supervisor and coworker incivility on CWBs was significant ($F (1,405) = 4.28$, $\Delta R^2 = .01$, $p = .04$). Moreover, simple slopes t-tests were conducted to understand whether each slope differs from zero. The unstandardized simple slope for employees -1 SD below the mean of cognitive reappraisal was .23 ($t (405) = 7.78$, 95% CI [.17, .28], $p < .001$), and the unstandardized simple slope for employees +1 SD above the mean of cognitive reappraisal was .14 ($t (405) = 4.20$, 95%, CI [.07, .21], $p < .001$). More specifically, employees who scored high on cognitive reappraisal were significantly more likely to have low scores on CWBs when supervisors were rated high on incivility than those who scored low on cognitive reappraisal.
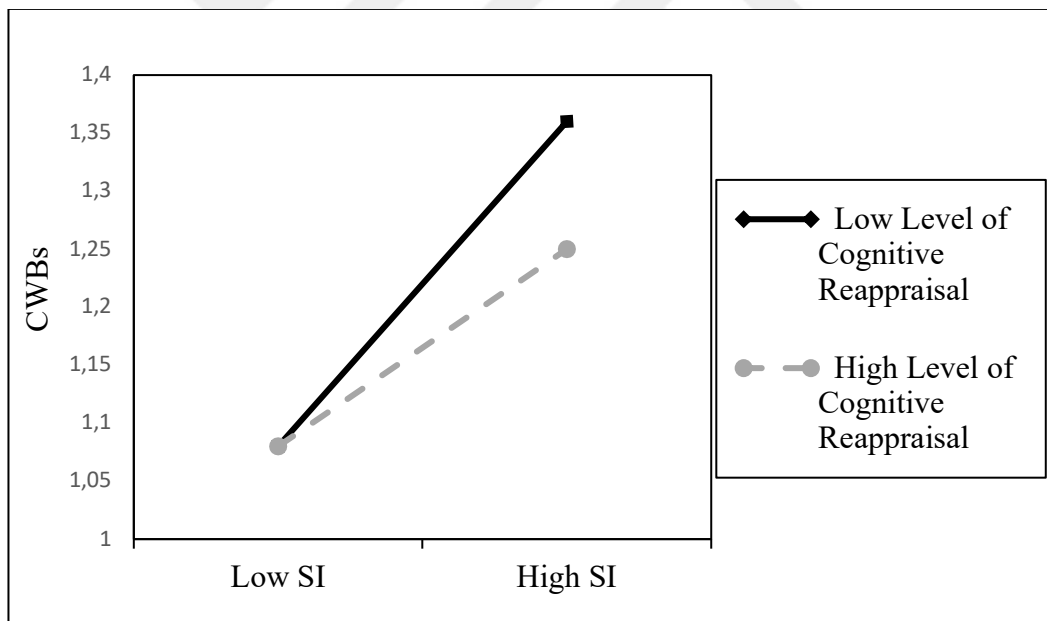
Figure 3. Moderating effect of cognitive reappraisal on the relationship between supervisor incivility and CWBs

The same analysis strategy was employed for testing the moderation effect of cognitive reappraisal in the relationship between co-worker incivility and employees' CWBs and the scores were plotted. The results revealed that, employees who scored high on cognitive reappraisal were significantly more likely to have low scores on

CWBs when co-workers were rated high on incivility than those who scored low cognitive reappraisal (F (1,405) = 3.63, ΔR^2 = .01, p = .06). The unstandardized simple slope for employees -1 SD below the mean of cognitive reappraisal was .24 (t (405) = 8.09, 95%, CI [.18, .30], p < .001), and the unstandardized simple slope for employees +1 SD above the mean of cognitive reappraisal was .16 (t (405) = 4.52, 95%, CI [.09, .23], p < .001) (Figure 4). Therefore, Hypothesis 6c which proposed that cognitive reappraisal would moderate the relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors was partially supported.
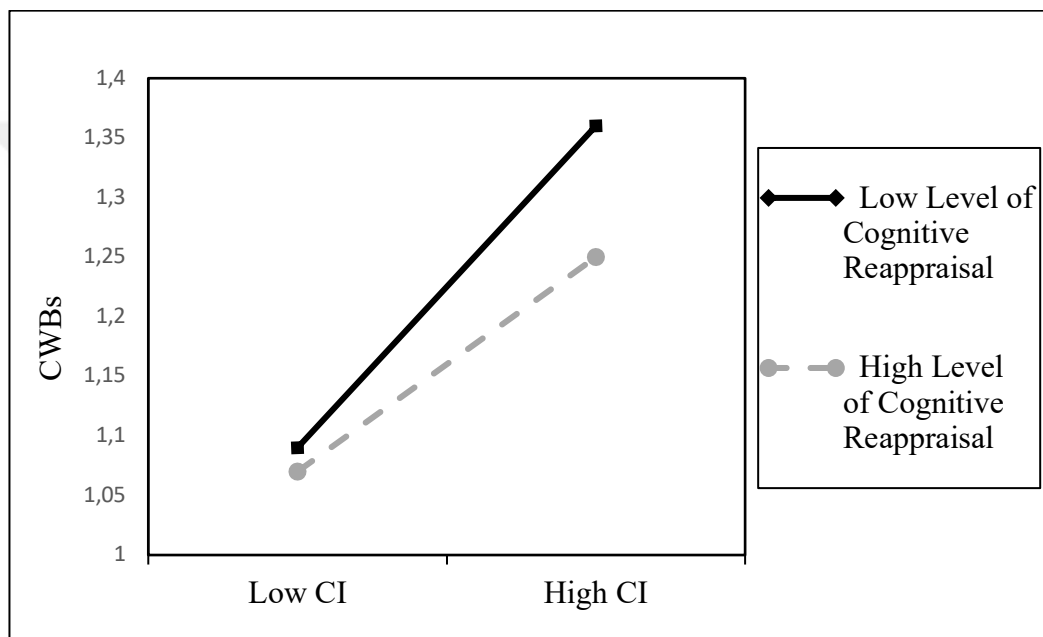
Figure 4. Moderating effect of cognitive reappraisal on the relationship between co-worker incivility and CWBs

The MMR findings revealed that, interaction effects of cognitive reappraisal and both supervisor and co-worker incivility on satisfaction with the supervisor, and psychological well-being were not significant. However, the interaction effect of co-worker incivility and cognitive reappraisal on employees' co-worker satisfaction was significant (F (1,405) = 3.30, ΔR^2 = .01, p = .07). The unstandardized simple slope for employees -1 SD below the mean of cognitive reappraisal was -.61 (t (405) = -4.71, 95%, CI [-.87, -.36], p < .001), and the unstandardized simple slope for employees +1 SD above the mean of cognitive reappraisal was -.95 (t (405) = -6.18, 95%, CI [-1.25, -.65], p < .001) (Figure 5). The results showed that, employees who scored high on cognitive reappraisal were less likely to have high scores on co-worker satisfaction

when co-worker incivility was high, and they were more likely to have high scores on co-worker satisfaction when co-worker incivility was low. In addition, employees who scored high on cognitive reappraisal were significantly more likely to have low scores on co-worker satisfaction when co-workers were rated high on incivility than those who scored low on cognitive reappraisal. Therefore, Hypothesis 6d which proposed that cognitive reappraisal would moderate the relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction, and psychological well-being in such a way that reappraisal would weaken the negative relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction and psychological well-being was partially supported.
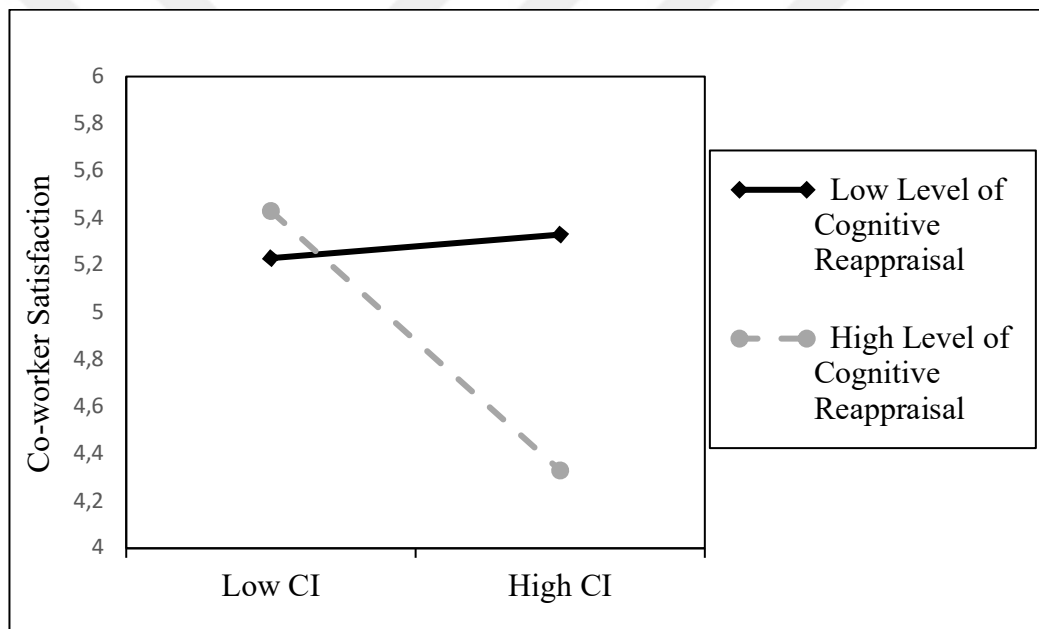
Figure 5. Moderating effect of cognitive reappraisal on the relationship between co-worker incivility and co-worker satisfaction

3.5.3 MMR Analyses of Responsibility Attributions

A series of MMR analyzes were also conducted to examine the moderating roles of responsibility attributions in the relationships of supervisor and coworker incivility with outcome variables.

First, the moderating effects of negative others' behaviors in the relationships between both supervisor and co-worker incivility and CWBs were analyzed. The results showed that, interaction effect of responsibility attributions for negative

supervisor behaviors and supervisor incivility on CWBs were not significant. The MMR in which co-worker incivility was the independent, responsibility attributions for negative co-worker behaviors were the moderating, and CWBs were the dependent variables was conducted. The results showed that, the interaction effect of co-worker incivility and attribution for negative co-worker behaviors on employees' CWBs was also significant ($F (1,405) = 5.72$, $\Delta R^2 = .01$, $p = .02$). The unstandardized simple slope for employees -1 SD below the mean of attributions for their negative co-worker behaviors was .29 ($t (405) = 7.49$, 95%, CI [.21, .36], $p < .001$), and the unstandardized simple slope for employees +1 SD above the mean of attributions for their negative co-workers' behaviors was .18 ($t (405) = 5.83$, 95%, CI [.12, .24], $p < .001$) (Figure 6). That is, as expected, employees who scored low on attribution for negative co-worker behaviors were significantly more likely to have low scores on CWBs when co-workers were rated both high and low on incivility than those who scored high on attributions for negative co-worker behaviors. However, employees who scored high on responsibility attributions for negative co-worker behaviors were also significantly more likely to have low scores on CWBs when co-workers were rated high on incivility and they were less likely to have low scores on CWBs when co-worker incivility was low. That is, the results showed the opposite of the proposition of the Hypothesis 7a. Therefore, Hypothesis 7a which suggested that responsibility attributions for others' negative behaviors would strengthen the positive relationships of supervisor and co-worker incivility with CWBs was not supported.
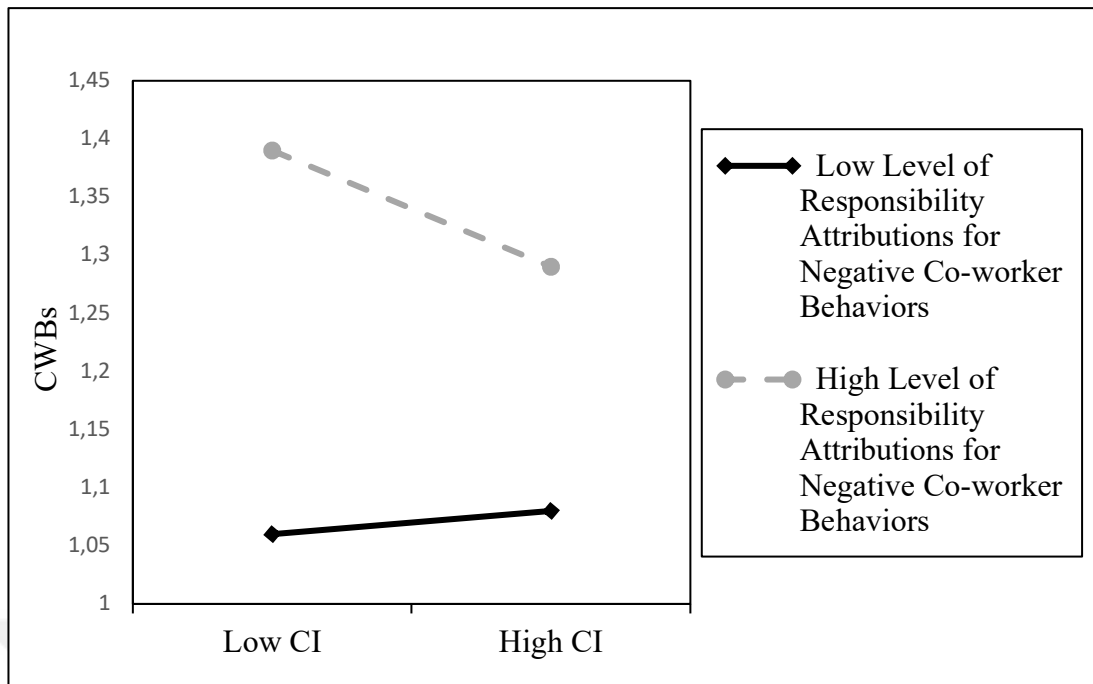
Figure 6. Moderating effect of responsibility attributions for negative co-worker behavior on the relationship between co-worker incivility and CWBs

On the other hand, MMR analyses of responsibility attributions also showed that the interaction effect of responsibility attributions for negative supervisor behaviors and supervisor incivility on satisfaction with the supervisor were not significant ($\Delta R^2 = .00$, $B = .10$, 95%, CI [-.14, .34], $p = .41$). Therefore, Hypothesis 7b which suggested that responsibility attributions for negative supervisor behaviors would moderate the relationships of supervisor incivility with satisfaction with the supervisor in such a way that responsibility attributions for negative supervisor behaviors strengthen the negative relationships of supervisor incivility with satisfaction with the supervisor was not supported. Additionally, the interaction effect of responsibility attributions for negative co-worker behaviors and co-worker incivility on co-worker satisfaction was not significant ($\Delta R^2 = .00$, $B = .03$, 95%, CI [-.18, .24], $p = .78$). Therefore, Hypothesis 7c which proposed that responsibility attributions for negative co-worker behaviors would moderate the relationships of co-worker incivility with co-worker satisfaction was not supported. The interaction effects of responsibility attributions for negative self-behaviors and both supervisor and co-worker incivility on psychological well-being were not significant ($\Delta R^2 = .00$, $B = -.14$, 95%, CI [-.38, .09], $p = .23$; $\Delta R^2 = .00$, $B = -.00$, 95%, CI [-.22, .22], $p = .99$; respectively). Therefore, Hypothesis 7d which proposed that responsibility attributions for negative self-

behaviors would moderate the relationships of supervisor and co-worker incivility with psychological well-being was also not supported. In addition, the interaction effects of responsibility attributions for negative self-behaviors and both supervisor and co-worker incivility on depressive symptoms were not significant ($\Delta R^2 = .00$, $B = -.02$, 95%, CI [-.12, .09], $p = .75$; $\Delta R^2 = .00$, $B = -.02$, 95%, CI [-.08, .11], $p = .76$; respectively). Therefore, Hypothesis 7e which proposed that responsibility attributions for self-behaviors would strengthen the positive relationships of supervisor and co-worker incivility with depressive symptoms was not supported. Finally, the interaction effects of responsibility attributions for negative self-behaviors and both supervisor and co-worker incivility on STS behaviors were not significant ($\Delta R^2 = .00$, $B = .20$, 95%, CI [-.08, .48], $p = .17$; $\Delta R^2 = .01$, $B = .24$, 95%, CI [-.02, .50], $p = .07$; respectively). Therefore, Hypothesis 7f which suggested that responsibility attributions for negative self-behaviors would strengthen the positive relationships of supervisor and co-worker incivility with STS behaviors was not supported.

Summary of the hypotheses and the results are presented in Table 3.

Table 3.

Summary of the hypotheses and the results

Hypothesis	Results
1a: Supervisor incivility is negatively associated with psychological well being.	NS
1b: Co-worker incivility is negatively associated with psychological well-being.	NS
1c: The negative relationship between supervisor incivility and pscyhological well-being is stronger than the negative relationship between co-worker incivlity and psychological well-being.	NS
2a: Supervisor incivility is negatively associated satisfaction with the supervisor.	NS
2b: Co-worker incivility is negatively associated with co-worker satisfaction.	S
3a: Supervisor incivility is positively associated with CWBs.	S
3b: Co-worker incivility is positively associated with CWBs.	S
3c: The positive relationship between co-worker incivility and CWBs is stronger than the positive relationship between supervisor incivility and CWBs.	S

|	
4a: Supervisor incivility is positively associated with employees' depressive symptoms.	S
4b: Co-worker incivility is positively associated with employees' depressive symptoms.	NS
5a: Supervisor incivility is positively associated with STS behaviors.	NS
5b: Co-worker incivility is positively associated with STS behaviors.	NS
6a: Suppression moderates the relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors in such a way that suppression strengthens the positive relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors.	NS
6b: Suppression moderates the relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction, and psychological well-being in such a way that suppression strengthens the negative relationships of supervisor and co-worker incivility with job satisfaction and psychological well-being.	NS
6c: Reappraisal moderates the relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors in such a way that reappraisal weakens the positive relationships of supervisor and co-worker incivility with CWBs, depressive symptoms and STS behaviors.	S~
6d: Reappraisal moderates the relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction, and psychological well-being in such a way that reappraisal weakens the negative relationships of supervisor and co-worker incivility with satisfaction with the supervisor, co-worker satisfaction and psychological well-being.	S~
7a: Responsibility attributions for others' (i.e., supervisor and co-workers) negative behaviors moderate the relationships of supervisor and co-worker incivility with CWBs in such a way that responsibility attributions for others' (i.e., supervisor and co-workers) negative behaviors strengthen the positive relationships of supervisor and co-worker incivility with CWBs.	NS
7b: Responsibility attributions for negative supervisor behaviors moderate the relationships of supervisor incivility with satisfaction with the supervisor in such a way that responsibility attributions for negative supervisor behaviors strengthen the negative relationships of supervisor incivility with satisfaction with the supervisor.	NS

7c: Responsibility attributions for negative co-workers behaviors moderate the relationships of co-worker incivility with co-worker satisfaction in such a way that responsibility attributions for negative co-workers behaviors strengthen the negative relationships of supervisor incivility with co-worker satisfaction.	NS
7d: Responsibility attributions for negative self-behaviors moderate the relationships of supervisor and co-worker incivility with psychological well-being in such a way that responsibility attributions for negative self-behaviors strengthen the negative relationships of supervisor and co-worker incivility with psychological well-being.	NS
7e: Responsibility attributions for negative self-behaviors moderate the relationships of supervisor and co-worker incivility with depressive symptoms in such a way that responsibility attributions for self-behaviors strengthen the positive relationships of supervisor and co-worker incivility with depressive symptoms.	NS
7f: Responsibility attributions for negative self-behaviors moderate the relationships of supervisor and co-worker incivility with STS behaviors in such a way that responsibility attributions for self-behaviors strengthen the positive relationships of supervisor and co-worker incivility with STS behaviors.	NS

CHAPTER IV

DISCUSSION

The present study aimed to investigate the effects of experienced workplace incivility on employees' CWBs, depressive symptoms and STS behaviors, co-worker satisfaction, satisfaction with the supervisor and psychological well-being. In addition, the moderating effects of responsibility attributions for negative self-behaviors directed towards different targets (i.e., supervisor and co-workers) as well as the moderating effects of responsibility attributions for negative behaviors performed by different agents (i.e., supervisor and co-workers) directed towards the self and moderating effects of emotion regulation strategies in the links of experienced workplace incivility with psychological and behavioral outcome variables were examined. By this way, the current study is aimed to contribute to the existing body of research by investigating the links of experienced workplace incivility with important outcome variables in a comprehensive heuristic model in which attributions for self and others' behaviors were included and examined in detail. One of the main contributions of the present study is to examine the effects of incivility exposed by different targets on the same outcome variables for the first time and to reveal the differential and similar effects of supervisor and co-worker incivility in a comprehensive model. The findings revealed that supervisor and co-worker incivility had differential effects on some of the outcome variables included in the present study. These findings showed the importance of studying workplace incivility by focusing on different agents performing such behaviors. In addition, the present study is the first attempt to reveal the moderating effects of employees' emotion regulation strategies in the relationships of workplace incivility exposed by different targets with the above-mentioned outcome variables and this is the second main contribution of the study. The third contribution is that, at least to our knowledge, the present study is the first research that examined the effects of both supervisor and co-worker incivility on two facets of job satisfaction (i.e., co-worker satisfaction and satisfaction with the supervisor).

4.1. MAIN FINDINGS OF THE STUDY AND SUGGESTIONS FOR FUTURE RESEARCH

Although both types of incivility were negatively related to psychological well-being in the bivariate correlation analysis, the results of the SEM analysis showed that the paths from supervisor incivility and co-worker incivility to psychological well-being were not significant. Again, this finding may be a result of strong negative effect of supervisor incivility on depressive symptoms. In other words, the path supervisor incivility to psychological well-being may be non-significant due to the effect of supervisor incivility on depressive symptoms which represent more specific aspect of psychological well-being.

As expected, supervisor incivility was negatively related to satisfaction with the supervisor and co-worker incivility was negatively associated with co-worker satisfaction in the SEM analysis. However, bivariate correlation analyses revealed that supervisor incivility was significantly and negatively associated with co-worker satisfaction and co-worker incivility was significantly and negatively related to satisfaction with the supervisor, as well. Although when analyzed in the SEM each type of incivility was associated only with its own facet of satisfaction, regarding the results of bivariate correlations it can be speculated that employees who are exposed to co-worker incivility may blame their supervisors for allowing these kinds of negative behaviors at workplace (Reio Jr & Sanders-Reio, 2011; Lim & Lee, 2011). Therefore, they may be reporting low levels of satisfaction with the supervisor. On the other hand, the negative relationship between supervisor incivility and co-worker satisfaction may be more complicated. Supervisors who perform uncivil acts are likely to create tense and stressful work environments for their subordinates. In such workplaces, stressed out subordinates are likely to engage in negative acts towards their colleagues which contribute to decreased levels of co-worker satisfaction. Also, they may show negative reactions that they cannot show towards their supervisors, and this situation may negatively affect the interpersonal relationships among subordinates (Lim & Lee, 2011). At least to our knowledge, the present study is the first to show these relationships and future studies should investigate the effects of both types of incivility on different facets of job satisfaction as well as other variables such as team harmony, interpersonal trust, and identification with the work group. In addition, potential moderating variables such as personality characteristics which may affect the

above-mentioned relationships and mediating variables such as knowledge sharing versus knowledge hiding should be investigated by future research.

As expected, the SEM results showed that both supervisor and co-worker incivility were significant predictors of CWBs. Furthermore, CWBs was the only work-related outcome in the analyzed model which was strongly predicted by both types of incivility. Employees who are exposed to uncivil behaviors of their supervisors and co-workers may retaliate against those by performing CWBs. These findings showed that although incivility is a mild form of hostile behaviors at workplace, they may result in destructive employee behaviors such as CWBs which may deteriorate organizational practices and processes. The previous studies revealed that mobbing, which consists of more severe forms of hostile acts, are positively associated with CWBs (Ayoko, Callan, & Härtel, 2003), Although it is a milder form of hostile behaviors at workplace, the present study also contributed the literature by showing that supervisor and co-worker incivility are also positively related to CWBs. As mentioned, CWBs consist of five dimensions and these dimensions do not include only interpersonal aggression. That is, CWBs include actions that would harm the organizational practices such as withdrawal, theft etc. As long as organizational practices and policies let or tolerate incivility in the workplace and do not take actions to prevent such behaviors in the organizational context, employees may develop negative feelings towards the organization itself especially in the long run. In other words, it is speculated that intensity of these negative feelings may increase overtime. Therefore, future studies should employ longitudinal design in order to reveal the effects of two types of incivility especially on CWBs and other negative employee attitudes and behaviors.

Although both supervisor and co-worker incivility were found to be positively and significantly associated with employees' STS behaviors in the bivariate correlation analyses, the SEM analyses showed that the paths from both types of incivility to STS behaviors were non-significant. One explanation may be that supervisor incivility had strong significant relationship with employees' depressive symptoms which were positively correlated with STS behaviors. The strong relationship of supervisor incivility with depressive symptoms might have canceled out the path from supervisor incivility to STS behaviors in the SEM analysis. Similarly, co-worker incivility had relatively strong relationships with employees' CWBs and co-worker satisfaction and when all variables were analyzed together in the

SEM analysis, the paths from co-worker incivility to STS behaviors might have turned out to be non-significant.

As stated above, depressive symptoms were positively predicted by supervisor incivility whereas, co-worker incivility was not found to be significantly related to employees' depressive symptoms in the SEM analysis. It can be speculated that supervisor incivility is a stronger predictor of employees' depressive symptoms than co-worker incivility. Therefore, although co-worker incivility negatively affects co-worker satisfaction, it is not a strong variable that causes depressive symptoms when compared to supervisor incivility. It is plausible to suggest that supervisors have much stronger influence on employee-related and organizational decision-making processes than co-workers (Wasti & Erdaş, 2019). Therefore, negative relationship patterns with supervisors, which are implied and amplified by supervisor incivility, are likely to convey information that employees are likely to face with adverse work-related consequences at any time and this situation is likely to contribute to an increase in depressive symptoms. As mentioned above, employees' depressive symptoms are likely to be positively associated with work-related stress and perceived organizational support may be a highly important factor to decrease these kinds of symptoms even among employees who are exposed to supervisor incivility (Kurtessis et al., 2017; Stinglhamber et al., 2016). Therefore, future studies are suggested to investigate moderating or buffering effects of perceived organizational support in the relationships between supervisor incivility and employees' depressive symptoms.

Moderation analyses revealed that, as expected, among employees exposed to high levels of both supervisor and co-worker incivility, those who used cognitive reappraisal as an emotional regulation strategy at low levels reported higher levels of CWBs than those who scored high on cognitive reappraisal. This finding shows that cognitive appraisal reduces the likelihood of responding to supervisor incivility with similarly negative or even worse behaviors. It is possible that other cognitive mechanisms or strategies may also buffer the detrimental effects of workplace incivility on employees' attitudes towards their organizations and, therefore, should be examined by future studies.

The findings revealed that, under both high and low levels of co-worker incivility, employees who scored low on cognitive reappraisal reported similarly high levels of co-worker satisfaction. It can be speculated that, employees who use

cognitive reappraisal less often may not be affected by uncivil behavior of their co-workers as much as those who make high levels of cognitive reappraisal. On the other hand, the lowest level of co-worker satisfaction was reported by employees who were exposed to high levels of co-worker incivility and reported to use high levels of cognitive reappraisal. These findings may imply that when employees who think too much about the causes of others' behavior or try to frequently reappraise the situation are exposed to high levels of uncivil behaviors by their co-workers, their exposure and (possibly) concurrent reappraisal efforts may exhaust them. Therefore, this situation may be causing their satisfaction to drop at high levels and this effect may escalate over time. However, these propositions need scientific investigation by future studies which especially employ longitudinal research design.

In line with the expectations, the current study showed that employees who scored low on responsibility attributions for negative co-worker behaviors were less likely to engage in CWBs regardless of the level of incivility they were exposed to by their co-workers. The interesting thing was thatthose who scored high on responsibility attributions for negative co-worker behaviors tended to engage in CWBs more often when their co-workers scored low on incivility. In other words, when these employees in the "high level of responsibility attributions for negative co-worker behaviors group" were more likely to engage in detrimental behaviors when their co-workers were kind rather than rude towards them. It is likely that although individuals who score high on responsibility attributions for others' behaviors are more likely to engage in aggressive acts such as CWBs in general, they are even more likely to do so when they are surrounded by others who are not likely to pay in kind. Rather, they may be withdrawing their negative acts (e.g., CWBs) when others around them are likely to make them pay back. As other original findings of the present study, these findings should be replicated by other studies and the suggestions regarding the underlying psychological mechanisms involved in the above-mentioned relationships also need to be tested by further research.

On the other hand, none of the other moderation hypotheses regarding responsibility attributions were supported by the data. Specifically, responsibility attribution of negative self-behaviors did not strengthen the relationships between two types of incivility and the outcome variables (i.e., CWBs, psychological well-being, depressive symptoms, co-worker satisfaction, satisfaction with the supervisor, and STS behaviors) and responsibility attributions for negative supervisor behaviors did

not strengthen the relationships of both supervisor and co-worker incivility with CWBs. Additionally, responsibility attributions for negative supervisor behaviors did not strengthen the relationships between supervisor incivility and satisfaction with the supervisor and also responsibility attributions for negative co-worker behaviors did not strengthen the relationships between co-worker incivility and co-worker satisfaction. Cultural differences might have affected the above-mentioned findings. Previous research revealed that in collectivistic cultures, people use external references for behaviors since mutual relationships and reciprocity are highly important especially in social interactions, whereas in individualistic cultural contexts people are likely to pay attention to personal needs such as expectations, desires, etc. and they make internal references for behaviors (Fletcher & Ward, 1988). In Turkish cultural context, which is characterized by moderate to high level of collectivism (Hofstede, 2001), employees may be more likely to make external references for both their self-behaviors as well as for their superiors' (in the present case, their immediate supervisors') behaviors. On the other hand, moderating effects of emotion regulation strategies (i.e., cognitive reappraisal and expressive suppression) were also not supported except for the moderating effects of cognitive reappraisal on the relationships of supervisor and co-worker incivility with CWBs and on the relationship between co-worker incivility and co-worker satisfaction. It is possible that cognitive reappraisal may be a more important moderator in these links rather than expressive suppression and expressive suppression may even be a norm in Turkish cultural context as well as in organizational settings (Niedenthal, 2006; (Butler et al. 2007). Effects of cultural tendencies on attributions made for negative behaviors at workplace and on emotion regulation strategies used while dealing with workplace mistreatment is a very new area of research for scholars and awaits for future investigation.

Although not hypothesized, some of the relationships revealed by the present study were also interesting and needs further exploration. To illustrate, the bivariate correlation analyses revealed that STS behaviors and CWBs were positively correlated. The relationship between STS behaviors and CWBs has not been investigated in the relevant literature before. However, it can be argued that employees who silence themselves may show their negative reactions by engaging in covert aggression and by doing behaviors that harm the organization more frequently than those who speak out their criticisms and concerns. Previous studies found that neuroticism had positive relationships with CWBs (Bowling, Burns, Stewart & Gruys,

2011). Witte, Sherman, and Flynn (2001) revealed that neuroticism was the best predictor to the STS behaviors than any of the other Big Five factors. In addition, person who scores high on neuroticism may have greater risk to have symptoms of psychiatric disorder or depression (Costa, & McCrae, 1993). In line with these findings, I argue that neuroticism may the common antecedent of STS behaviors and CWBs. However, the present study is the first to focus on STS behaviors in workplace and that revealed its relationship with CWBs and these links as well as the validity of these propositions needs further empirical investigation.

The results indicated that responsibility attributions for both self and others' bahaviors were also positively associated as shown by the bivariate correlations and this finding was consistent with the previous research (Göncü & Sümer, 2011). Göncü and Sümer (2011) suggested that this positive relationship implied that individuals have generalized attributional styles which resemble stable personality characteristics, and it seems that those who are likely to blame others tend to blame themselves as well when they are faced with aversive situations or behaviors. Indeed, these propositions make studying attributions at workplace even more important since attributions are likely to increase likelihood of undesired attitudes and behaviors at organizational settings and the present study had been among the very attempts in this vein. Therefore, moderating effects of intervention strategies should be investigated to avoid employees' incompatible attribution pattern in future studies.

The present study also showed that there was a significant and positive relationship between expressive suppression and responsibility attribution for others' behavior. That is, when employees have a tendency to think that the negative behaviors are caused by others' traits or characteristics that they cannot change, they are likely to suppress their efforts and reactions. However, cognitive reappraisal was positively associated only with responsibility attributions for negative "co-worker" behaviors, and it was not significantly related to responsibility attributions for negative "supervisor" behaviors. These interesting findings may imply that employees who score high on expressive suppression are also likely to blame both their supervisors and co-workers for negative behaviors whereas those who score high on cognitive reappraisal are likely to have high levels of responsibility attributions for negative behaviors performed by their supervisors. However, these correlational relationships may also imply more complicated associations. That is, employees may be likely to suppress their reactions to incivility when they blame others in general for their

negative behaviors (i.e., supervisor and co-workers in the present study). However, they may be more likely to use cognitive reappraisal emotion regulation strategy as a means to protect close relationships when incivility or negative behaviors are performed by their co-workers, even though they have a general tendency to blame their co-workers for negative behaviors. As stated before, this is the first study to investigate the relationships between incivility performed by different targets, responsibility attributions for negative behaviors of others and the self, and emotion regulation strategies and future research is strongly encouraged to focus on moderating effects of responsibility attributions for behaviors performed by different agents in the links of workplace incivility and employees' emotion regulation strategies.

4.2. PRACTICAL IMPLICATIONS OF THE FINDINGS

The findings of the current study are suggested to contribute to the existing body of research by revealing the direct effects of supervisor incivility on depressive symptoms. With the increasing economic troubles, many workplace climates have become too tense and stressful. Employees, including supervisors, are also affected by these conditions to a very large extent. This situation caused employees to feel the pressure exerted by the supervisors even more. In addition, not surprisingly, supervisor incivility was found to be an antecedent of satisfaction with the supervisor. Prevention and intervention strategies that target supervisor incility may have tremendious effects on employees' psychological health and satisfaction especially in organizational settings characterized by high levels of hierarchy and those leave very little room for subordinates to voice their concerns and complaints regarding their supervisors. Hence, the first practical implication of the current study is associated with implementing effective management training strategies and their beneficial effects on softening workplace climates. In addition, the moderating effect of cognitive reappraisal on the relationship between supervisor incivility and CWBs was found to be significant. As a way of dealing with negative events, reappraisal may help employees regulate their reactions towards their workplace related experiences. Therefore, in line with the findings, organizational trainings designed to present information about and increase awareness of stress coping strategies as well as those target attitude or strategy change are suggested to be implemented as one of the means to prevent or decrease negative work-related behaviors and attitudes.

4.3. LIMITATIONS AND CONCLUSIONS

None of the studies are without limitations and the present one also has a few. First of all, only correlational relationships were examined, and cause-and-effect relationships could not be inferred because of the cross-sectional design of the study and. Therefore, the findings should be replicated with studies that employ longitudinal or/and experimental design. Secondly, data were collected from employees in Turkey. To improve generalizability and external validity of the findings, further studies are encouraged to test the poposed relationships with large representative samples from different cultural contexts. The third limitation is that data were collected with self-report measures which might increased the possibility of self-report bias. Therefore, follow-up studies are suggested to use multiple resources to collect data at least for variables such as CWBs while replicating the findings or improving the proposed model.

Overall, the findings revealed that both types of incivility are likely to have differential effects on employees' behaviors and these results should be a guide for future studies that aim to examine workplace incivility. In addition, the results showed that cognitive reappraisal and responsibility attributions for negative co-worker behaviors moderated at least some of the relationships between incivility and outcome variables and other moderating variables should be taken into consideration by scholars. However, it should be noted that, cultural differences might have very important effects on the proposed relationships in the present study and should be investigated by future research. In conclusion, the present study which attempted to reveal the differential effects of supervisor and coworker incivility on both organizational (i.e., CWB) and employee-related (i.e., STS, depressive symptoms, psychological well-being, co-worker satisfaction, and satisfaction with the supervisor) outcomes and the moderating effects of responsibility attributions and of emotion regulation strategies (i.e., cognitive reappraisal and expressive suppression) in the proposed relationships are hoped to encourage other researchers to conduct further studies with improved methodologies and to guide practitioners on their efforts to understand underlying psychological processes and to overcome the negative results of workplace incivility.

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APPENDICES

APPENDIX A

APPROVAL OF THE SOCIAL AND HUMANITIES ETHICS COMMITTEE
OF CANKAYA UNIVERSITY

ÇANKAYA ÜNİVERSİTESİ
REKTÖRLÜK

Sayı   : 80281877-050.99
Konu : Etik Kurul Raporu

FEN EDEBİYAT FAKÜLTESİ DEKANLIĞINA

İlgi   **:** 27.09.2019 tarihli ve 76373453-605.01/00000045517 sayılı yazı.

Fakülteniz Psikoloji Bölümü öğretim üyesi Doç.Dr. Aslı GÖNCÜ KÖSE'nin danışmanı olduğu *"Moderating Effects of Emotion Regulation and Attributions in the Links of Workplace Incivility with Work-Related Outcomes"* 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-imzalıdır
Prof. Dr. Can ÇOĞUN
Rektör

Ek: 07.10.2019 tarih ve 203 sayılı Araştırma ve Yayın Etiği Kurulu Proje Onay Formu

Merkez Kampüs: Yukarıyurtçu Mah. Mimar Sinan Cad. No:4 06790, Etimesgut-ANKARA / Balgat Kampüsü : Çukurambar Mah. Öğretmenler Cad. No: 14, 06530 - ANKARA Tel:0 (312) 233 10 00/1134 / 0 (312) 284 45 00 / 134 Faks:0 (312) 233 11 49 / 0 (312) 286 96 31 E-Posta:genelsekreterlik@cankaya.edu.tr

APPENDIX B

THE STUDY SURVEY

Sayın katılımcı,

- **Bu anket Çankaya Üniversitesi Psikoloji Bölümü Öğretim Sosyal/Örgütsel Psikoloji Yüksek Lisans Programı Öğrencisi Psk. Selma ALPER tarafından yürütülen bitirme tezi kapsamındadır. Söz konusu araştırmanın amacı, bireylerin kişisel tutumlarının iş yeri davranışları ile olan ilişkilerini incelemektir.**

- **Bu araştırmaya katılım tamamen gönüllülük esasına dayanmaktadır.**

- **Anketin cevaplanmasında süre sınırlaması yoktur; ancak anketin doldurulması, yaklaşık 10 dakika sürmektedir.**

- **Lütfen her soruyu dikkatle okuyunuz ve hiçbir soruyu yanıtsız 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 yaptığınız katkı bizim için çok değerlidir. Bu anketi doldurmak için zaman ayırdığınız için teşekkür ederiz.**

Saygılarımızla,

Psk. Selma Alper

Çankaya Üniversitesi Psikoloji Bölümü

Eskişehir Yolu 29. Km

E-posta: psk.selmaalper@gmail.com

Tez Danışmanı: Doç. Dr. Aslı Göncü Köse

BÖLÜM 1. Bu bölümde, iş ortamında sergilenebilen çeşitli davranışlar tanımlanmıştır. Lütfen, her bir maddede tanımlanan davranışı SİZİN birlikte çalıştığınız iş arkadaşlarınıza YAPIYOR OLDUĞUNUZU FARZEDİNİZ. Her bir maddeyi okuduktan sonra, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1. İş arkadaşınızın yaptığı bir işi olumsuz yönde eleştiriyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

2. İş arkadaşınıza karşı soğuk ve mesafeli davranıyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

3. İş arkadaşınıza bir hatasından dolayı çıkışıyorsunuz...

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

4. İş arkadaşınızı başarılı olduğu bir iş için takdir etmiyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

5. İş arkadaşınızın iş ile ilgili getirdiği yeni bir öneriyi dikkate almıyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmı şımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

6. İş arkadaşınıza bir çalışan olarak kendinizi geliştirmesine fırsat verecek geribildirimler vermiyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

BÖLÜM 2. Lütfen, genel olarak <u>ÇALIŞMA ARKADAŞLARINIZDAN</u> ne derecede memnun olduğunuzu **en iyi temsil eden yüz ifadesine ait** rakamı aşağıya işaretleyiniz. (<u>Kadın katılımcılar kadın yüz ifadesinin üstündeki rakamlardan birini, erkek katılımcılar erkek yüz ifadesinin altındaki rakamlardan birini işaretlemelidir).</u>
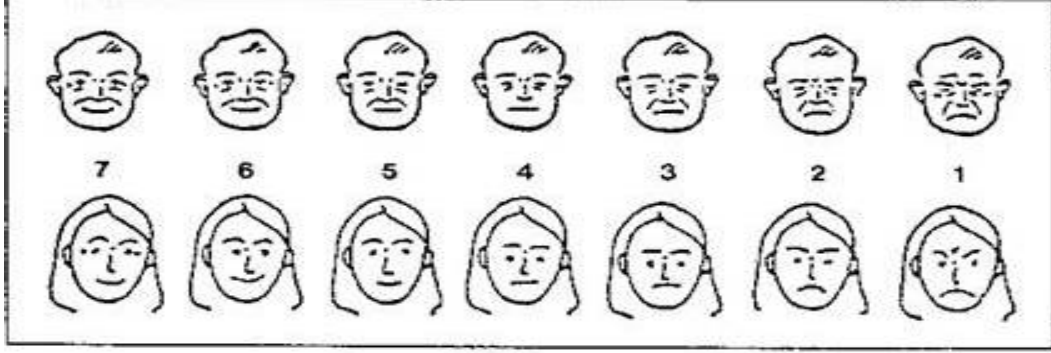
Lütfen, genel olarak <u>DOĞRUDAN BAĞLI OLDUĞUNUZ YÖNETİCİNİZDEN</u> ne derecede memnun olduğunuzu **en iyi temsil eden yüz ifadesine ait** rakamı aşağıya işaretleyiniz.
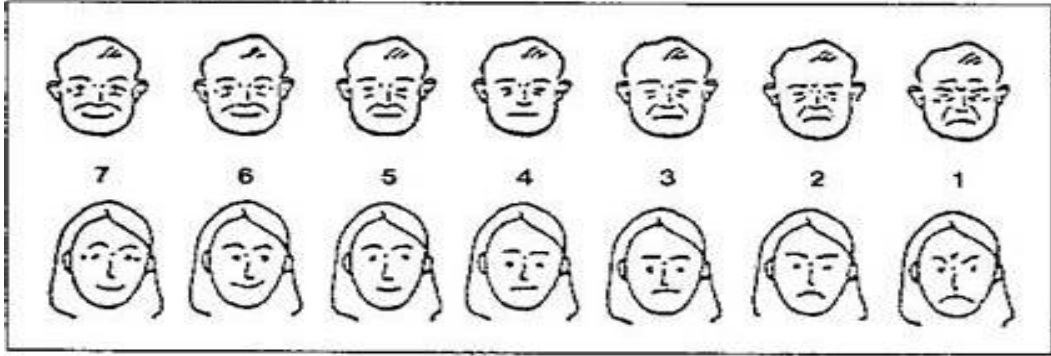
BÖLÜM 3. Bu bölümde, iş ortamında sergilenebilen çeşitli davranışlar tanımlanmıştır. Lütfen, her bir maddede tanımlanan davranışı SİZİN DOĞRUDAN BAĞLI OLDUĞUNUZ AMİRİNİZE/YÖNETİCİNİZE YAPIYOR OLDUĞUNUZU FARZEDİNİZ. Her bir maddeyi okuduktan sonra, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1. **Amirinizin/yöneticinizin yaptığı bir işi olumsuz yönde eleştiriyorsunuz…**

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

2. Amirinize/yöneticinize karşı soğuk ve mesafeli davranıyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

3. Amirinize/yöneticinize bir hatasından dolayı tepki gösteriyorsunuz...

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

4. Amirinizi/yöneticinizi başarılı olduğu bir iş için takdir etmiyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

5. Amirinizin/yöneticinizin iş ile ilgili getirdiği yeni bir öneriyi dikkate almıyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

6. Amirinize/yöneticinize işle ilgili olarak kendisini geliştirmesini sağlayacak geribildirimler vermiyorsunuz…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Bu davranışı istemeden değil, kasıtlı olarak yapmışımdır.				
Bu davranışım tamamen kendi bencilliğimden kaynaklanmaktadır.				
Bu davranışım için suçlanmayı hak etmişimdir.				

BÖLÜM 4. Aşağıda kendiniz ve yaşamınız hakkında hissettiklerinizle ilgili bir dizi ifade yer almaktadır. Lütfen doğru veya yanlış cevap olmadığını unutmayınız. Aşağıdaki ifadeleri okuduktan sonra kendinizi değerlendirip sizin için en uygun seçeneğin karşısına çarpı (X) işareti koyunuz. Lütfen her ifadeye mutlaka <u>TEK yanıt</u> veriniz ve kesinlikle <u>BOŞ bırakmayınız.</u> En uygun yanıtları vereceğinizi ümit eder katkılarınız için teşekkür ederiz.

1	2	3	4	5	6	7
Kesinlikle katılmıyorum	Katılmıyorum	Pek katılmıyorum	Kararsızım	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1. Kişiliğimin birçok yönünü beğenirim.						
2. Yaşamımı gözden geçirdiğimde, yaşamımdaki olayların sonuçlarından memnuniyet duyarım.						
3. Bazı insanlar yaşamını amaçsızca geçirir ancak ben onlardan biri değilim.						
4. Günlük yaşam gereksinimleri sıklıkla enerjimi tüketir.						
5. Birçok yönden yaşamdan elde ettiklerime ilişkin hayal kırıklığı yaşadığımı hissediyorum.						
6. Yakın ilişkilerimi sürdürmek benim için zordur.						
7. İçinde bulunduğum günü yaşarım ve geleceğe yönelik hiçbir şey düşünmem.						
8. Genellikle yaşamımdaki olaylardan sorumlu olduğumu hissederim.						
9. Günlük yaşamımdaki çoğu sorumluluğumu yerine getirmede gayet iyiyim.						
10. Bazen kendimi yapılması gereken her şeyi yapmış gibi hissederim.						
11. Benim için yaşam sürekli bir öğrenme, değişim ve gelişim sürecidir.						

12.	Kendime ve dünyaya yönelik bakış açımı değiştirecek yeni deneyimleri önemserim.	
13.	İnsanlar beni özverili ve zamanını diğerleriyle paylaşmaya istekli birisi olarak tanımlarlar.	
14.	Yaşamımda büyük gelişimler veya değişiklikler yapmayı denemekten uzun zaman önce vazgeçtim.	
15.	Güçlü fikirleri olan insanlardan etkilenme eğilimim var.	
16.	Diğer insanlarla çok sayıda samimi ve güvenilir ilişkiler yaşamadım.	
17.	Genel kanıya ters düşse bile görüşlerime güvenirim.	
18.	Zevklerime uygun bir ev ve yaşam tarzı kurabildim.	

BÖLÜM 5. Bu bölümde, çeşitli yönetici davranışları tanımlanmıştır. Lütfen, her bir maddede tanımlanan davranışı DOĞRUDAN BAĞLI OLDUĞUNUZ AMIRINIZIN/YÖNETICINIZIN YAPIYOR OLDUĞUNU FARZEDİNİZ. Her bir maddeyi okuduktan sonra, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1. Amiriniz/yöneticiniz yaptığınız bir işi olumsuz yönde eleştiriyor…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
Amirim bu davranışı için suçlanmayı hak etmiştir.				

2. Amiriniz/yöneticiniz size karşı soğuk ve mesafeli davranıyor…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
Amirim bu davranışı için suçlanmayı hak etmiştir.				

3. Amiriniz/yöneticiniz bir hatanızdan dolayı size çıkışıyor...

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
Amirim bu davranışı için suçlanmayı hak etmiştir.				

4. Amiriniz/yöneticiniz başarılı olduğunuz bir iş için sizi takdir etmiyor…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
Amirim bu davranışı için suçlanmayı hak etmiştir.				

5. Amiriniz/yöneticiniz iş ile ilgili getirdiğiniz yeni bir öneriyi dikkate almıyor…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
Amirim bu davranışı için suçlanmayı hak etmiştir.				

6. Amiriniz/yöneticiniz bir çalışan olarak kendinizi geliştirmenize fırsat tanıyacak geribildirimler vermiyor…

1	2	3	4	5
Kesinlikle katılmıyorum	**Katılmıyorum**	**Kararsızım**	**Katılıyorum**	**Kesinlikle katılıyorum**
Amirim bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
Amirimin bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
Amirim bu davranışı için suçlanmayı hak etmiştir.				

BÖLÜM 6. Aşağıda, kişilerin ruh durumlarını ifade ederken kullandıkları bazı cümleler verilmiştir. Her madde, bir çeşit ruh durumunu anlatmaktadır. Her maddede o duygu durumunun derecesini belirleyen 4 seçenek vardır. Lütfen bu seçenekleri dikkatlice okuyunuz. Son bir hafta içindeki (şu an dâhil) kendi duygu durumunuzu göz önünde bulundurarak, size uygun olan ifadeyi bulunuz. Daha sonra, o madde numarasının karşısında, size uygun ifadeye karşılık gelen seçeneği bulup işaretleyiniz.

1. a) Kendimi üzgün hissetmiyorum.
    b) Kendimi üzgün hissediyorum.
    c) Her zaman için üzgünüm ve kendimi bu duygudan kurtaramıyorum.
    d) Öylesine üzgün ve mutsuzum ki dayanamıyorum.

2. a) Gelecekten umutsuz değilim.
    b) Geleceğe biraz umutsuz bakıyorum.
    c) Gelecekten beklediğim hiçbir şey yok.
    d) Benim için bir gelecek yok ve bu durum düzelmeyecek.

3. a) Kendimi başarısız görmüyorum.
    b) Çevremdeki birçok kişiden daha fazla başarısızlıklarım oldu sayılır.
    c) Geriye dönüp baktığımda, çok fazla başarısızlığımın olduğunu görüyorum.
    d) Kendimi tümüyle başarısız bir insan olarak görüyorum.

4. a) Her şeyden eskisi kadar zevk alabiliyorum.
    b) Her şeyden eskisi kadar zevk alamıyorum.
    c) Artık hiçbir şeyden gerçek bir zevk alamıyorum.
    d) Bana zevk veren hiçbir şey yok. Her şey çok sıkıcı.

5. a) Kendimi suçlu hissetmiyorum.
    b) Arada bir kendimi suçlu hissettiğim oluyor.
    c) Kendimi çoğunlukla suçlu hissediyorum.
    d) Kendimi her an için suçlu hissediyorum.

6. a) Cezalandırıldığımı düşünmüyorum.
    b) Bazı şeyler için cezalandırılabileceğimi hissediyorum.
    c) Cezalandırılmayı bekliyorum.
    d) Cezalandırıldığımı hissediyorum.

7. a) Kendimden hoşnutum.
    b) Kendimden pek hoşnut değilim.
    c) Kendimden hiç hoşlanmıyorum.
    d) Kendimden nefret ediyorum.

8. a) Kendimi diğer insanlardan daha kötü görmüyorum.
b) Kendimi zayıflıklarım ve hatalarım için eleştiriyorum.
c) Kendimi hatalarım için her zaman suçluyorum.
d) Her kötü olayda kendimi suçluyorum.

9. a) Kendimi öldürmek gibi düşüncelerim yok.
b) Bazen kendimi öldürmeyi düşünüyorum fakat bunu yapamam.
c) Kendimi öldürebilmeyi isterdim.
d) Bir fırsatını bulursam kendimi öldürürdüm.

10. a) Her zamankinden daha fazla ağladığımı sanmıyorum.
b) Eskisine göre şu sıralarda daha fazla ağlıyorum.
c) Şu sıralar her an ağlıyorum.
d) Eskiden ağlayabilirdim, ama şu sıralarda istesem de ağlayamıyorum.

11. a) Her zamankinden daha sinirli değilim.
b) Her zamankinden daha kolayca sinirleniyor ve kızıyorum.
c) Çoğu zaman sinirliyim.
d) Eskiden sinirlendiğim şeylere bile artık sinirlenemiyorum.

12. a) Diğer insanlara karşı ilgimi kaybetmedim.
b) Eskisine göre insanlarla daha az ilgiliyim.
c) Diğer insanlara karşı ilgimin çoğunu kaybettim.
d) Diğer insanlara karşı hiç ilgim kalmadı.

13. a) Kararlarımı eskisi kadar kolay ve rahat verebiliyorum.
b) Şu sıralarda kararlarımı vermeyi erteliyorum.
c) Kararlarımı vermekte oldukça güçlük çekiyorum.
d) Artık hiç karar veremiyorum.

14. a) Dış görünüşümün eskisinden daha kötü olduğunu sanmıyorum.
b) Yaşlandığımı ve çekiciliğimi kaybettiğimi düşünüyor ve üzülüyorum.
c) Dış görünüşümde artık değiştirilmesi mümkün olmayan olumsuz değişiklikler olduğunu hissediyorum.
d) Çok çirkin olduğumu düşünüyorum.

15. a) Eskisi kadar iyi çalışabiliyorum.
b) Bir işe başlayabilmek için eskisine göre kendimi daha fazla zorlamam gerekiyor.
c) Hangi iş olursa olsun, yapabilmek için kendimi çok zorluyorum.
d) Hiçbir iş yapamıyorum.

16.   a) Eskisi kadar rahat uyuyabiliyorum.

b) Şu sıralar eskisi kadar rahat uyuyamıyorum.

c) Eskisine göre 1 veya 2 saat erken uyanıyor ve tekrar uyumakta zorluk çekiyorum.

d) Eskisine göre çok erken uyanıyor ve tekrar uyuyamıyorum.

17.   a) Eskisine kıyasla daha çabuk yorulduğumu sanmıyorum.

b) Eskisinden daha çabuk yoruluyorum.

c) Şu sıralarda neredeyse her şey beni yoruyor.

d) Öyle yorgunum ki hiçbir şey yapamıyorum.

18.   a) İştahım eskisinden pek farklı değil.

b) İştahım eskisi kadar iyi değil.

c) Şu sıralarda iştahım epey kötü.

d) Artık hiç iştahım yok.

19.   a) Son zamanlarda pek fazla kilo kaybettiğimi sanmıyorum.

b) Son zamanlarda istemediğim halde üç kilodan fazla kaybettim.

c) Son zamanlarda beş kilodan fazla kaybettim.

d) Son zamanlarda yedi kilodan fazla kaybettim.

20.   a) Sağlığım beni pek endişelendirmiyor.

b) Son zamanlarda ağrı, sızı, mide bozukluğu, kabızlık gibi sorunlarım var.

c) Ağrı, sızı gibi bu sıkıntılarım beni epey endişelendirdiği için başka şeyleri düşünmek zor geliyor.

d) Bu tür sıkıntılar beni öylesine endişelendiriyor ki, artık başka birşey düşünemiyorum.

21.   a) Son zamanlarda cinsel yaşantımda dikkatimi çeken bişey yok.

b) Eskisine göre cinsel konularla daha az ilgileniyorum.

c) Şu sıralarda cinsellikle pek ilgili değilim.

d) Artık, cinsellikle hiçbir ilgim kalmadı.

BÖLÜM 7. Bu bölümde, iş yerinde sergilenebilecek çeşitli davranışlar tanımlanmıştır. Lütfen, her bir maddede tanımlanan davranışı BİRLİKTE ÇALIŞTIĞINIZ İŞ ARKADAŞLARINIZIN YAPIYOR OLDUĞUNU FARZEDİNİZ. Her bir maddeyi okuduktan sonra, ölçekte görüşünüze en uygun olan ifadenin üzerindeki rakamı maddenin sonunda verilen sütuna yazınız.

1. İş arkadaşınız yaptığınız bir işi olumsuz yönde eleştiriyor…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
İş arkadaşım bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
İş arkadaşımın bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
İş arkadaşım bu davranışı için suçlanmayı hak etmiştir.				

2. İş arkadaşınız size karşı soğuk ve mesafeli davranıyor…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
İş arkadaşım bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
İş arkadaşımın bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
İş arkadaşım bu davranışı için suçlanmayı hak etmiştir.				

3. İş arkadaşınız bir hatanızdan dolayı size çıkışıyor...

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
İş arkadaşım bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
İş arkadaşımın bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
İş arkadaşım bu davranışı için suçlanmayı hak etmiştir.				

4. İş arkadaşınız başarılı olduğunuz bir iş için sizi takdir etmiyor…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
İş arkadaşım bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
İş arkadaşımın bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
İş arkadaşım bu davranışı için suçlanmayı hak etmiştir.				

5. İş arkadaşınız iş ile ilgili getirdiğiniz yeni bir öneriyi dikkate almıyor…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
İş arkadaşım bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
İş arkadaşımın bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
İş arkadaşım bu davranışı için suçlanmayı hak etmiştir.				

6. İş arkadaşınız bir çalışan olarak kendinizi geliştirmenize fırsat tanıyacak geribildirimler vermiyor…

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
İş arkadaşım bu davranışı istemeden değil, kasıtlı olarak yapmıştır.				
İş arkadaşımın bu davranışı tamamen onun bencilliğinden kaynaklanmıştır.				
İş arkadaşım bu davranışı için suçlanmayı hak etmiştir.				

BÖLÜM 8. Lütfen aşağıdaki her maddeyi dikkatlice okuduktan sonra o maddede yer alan ifadeye ne derecede katıldığınızı aşağıdaki ölçeği kullanarak belirtiniz.

1	2	3	4	5	6	7
Kesinlikle katılmıyorum	Katılmıyorum	Pek katılmıyorum	Kararsızım	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1.	İş ilişkilerimde tartışma yaşama riskini almaktansa, sessiz kalmayı tercih ederim.					
2.	İş arkadaşlarımla ve/ya amirimle sorun ya da görüş ayrılıklarına yol açacağını bilsem de duygularımı dile getiririm.					
3.	İş ilişkilerimde sorunlara yol açacağını düşündüğüm zaman hislerimi içime gömerim.					

1	2	3	4	5	6	7
Kesinlikle katılmıyorum	Katılmıyorum	Pek katılmıyorum	Kararsızım	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
4. İş yerindeki ilişkilerimde görüş ayrılığına sebep olacağını bildiğim durumlarda gerçek duygularımdan bahsetmem.						
5. İş arkadaşlarımın ve/ya amirimin istekleri veya düşünceleri benimkilerle uyuşmadığında, kendi görüşümü kabul ettirmeye çalışmak yerine genellikle onlarla hemfikir olurum.						
6. İş arkadaşlarımın ve/ya amirimin istekleri veya düşünceleri benimkilerle çatıştığında kendiminkileri her zaman açıkça dile getiririm.						
7. İş arkadaşlarımın ve/ya amiriminkilerle çatıştığı durumlarda, duygularımı kendime saklamanın daha iyi olacağını düşünürüm.						
8. Bana yakın olan kişilere öfkemi çok nadir gösteririm.						
9. Bir ilişkide bazı ihtiyaçlarımın karşılanamaması ihtimali olduğunda, genellikle onların zaten çok da önemli olmadıklarını düşünürüm.						

BÖLÜM 9. 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 1 YIL" İÇERİSİNDE...

1	2	3	4
Asla	Nadiren	Bazen	Sıklıkla
1. Doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz, sizin sorumluluğunuzda olan bir konuyla ilgili kararınızı sorgulayıp, kararlarınızın doğruluğundan şüphe ettiler mi?			
2. Çalışma arkadaşlarınız, istemediğiniz halde sizi kişisel meselelerinizle ilgili bir tartışmaya sokmaya çalıştı mı?			
3. Doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz sizin hakkınızda haddini aşan ya da sizi küçük düşürücü yorumlar yaptılar mı?			
4. Çalışma arkadaşlarınız, sizi profesyonel arkadaş grubundan dışladılar mı?			
5. Doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz sizi küçümsedi veya tepeden baktı mı?			

	1	2	3	4
	Asla	**Nadiren**	**Bazen**	**Sıklıkla**
6.	Çalışma arkadaşlarınız, sizin sorumluluğunuzda olan bir konuyla ilgili kararınızı sorgulayıp, kararlarınızın doğruluğundan şüphe ettiler mi?			
7.	Doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz söylediklerinizi veya düşüncelerinizi önemsemedikleri oldu mu?			
8.	Çalışma arkadaşlarınız sizi küçümsedi veya tepeden baktı mı?			
9.	Doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz herkesin önünde veya baş başayken, sizden profesyonel iş hayatında kullanılan terimlerin dışındaki terimler kullanarak bahsettiler mi?			
10.	Çalışma arkadaşlarınız söylediklerinizi veya düşüncelerinizi önemsemedikleri oldu mu?			
11.	Doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz, istemediğiniz halde sizi kişisel meselelerinizle ilgili bir tartışmaya sokmaya çalıştı mı?			
12.	Çalışma arkadaşlarınız sizin hakkınızda haddini aşan ya da sizi küçük düşürücü yorumlar yaptılar mı?			
13.	Doğrudan bağlı bulunduğunuz yöneticiniz/amiriniz, sizi profesyonel arkadaş grubundan dışladılar mı?			
14.	Çalışma arkadaşlarınız herkesin önünde veya baş başayken, sizden profesyonel iş hayatında kullanılan terimlerin dışındaki terimler kullanarak bahsettiler mi?			

BÖLÜM 10. Aşağıda kurumlarda gözlenen iş davranışlarına yönelik bazı ifadeler yer almaktadır. Lütfen bu ifadeleri dikkatlice okuyunuz. Mevcut işinizde aşağıdaki davranışların her birini ne sıklıkla yaptığınızı düşününüz. Cevaplarınızı verirken 5 basamaklı değerlendirme 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.	İşvereninize ait araç/gereçleri kasıtlı bir şekilde boşa harcama				
2.	Örgüt mallarına bilerek zarar verme				
3.	Çalışma ortamınızı bilerek kirletme				
4.	Hasta olduğunuzu bahane ederek işe gelmeme				
5.	İşi bilerek yanlış yapma				

	1	2	3	4	5
	Hiçbir zaman	**Çok seyrek**	**Ayda bir ya da iki kez**	**Haftada bir ya da iki kez**	**Her gün**
6.	İşvereninize ait olan bazı şeyleri yürütme				
7.	İşyerine ait bazı araç-gereçleri izin almadan eve götürme				
8.	Gerçekte çalıştığınızdan daha fazla saat için mesai ücreti almaya çalışma				
9.	İzin almadan işvereninize ait parayı alma				
10.	İşyerindeki birine ait bir şeyi izinsiz alma/yürütme				
11.	İşyerindeki insanları sözel olarak tehdit etme				
12.	İzin almadan işe geç gelme				
13.	Mola saatlerini izin verilenden daha uzun tutma				
14.	Mesai bitiminden önce işten ayrılma				
15.	Verilen yönergelere bilerek uymama				
16.	Dışarıdaki insanlara çalıştığınız yer hakkında kötü şeyler söyleme				
17.	İşyerindeki insanlarla tartışma çıkarma				
18.	İşyerine zarar verici söylentiler çıkarma				
19.	Müşterilere ya da tüketicilere karşı kaba ya da çirkin davranma				
20.	İşyerindekileri performanslarından dolayı aşağılama				
21.	İnsanların özel hayatlarıyla alay etme				
22.	İşyerindeki diğer çalışanları yok sayma				
23.	Kendi yaptığınız bir hatadan dolayı bir başkasını suçlama				
24.	İşyerindeki herhangi birini sözel olarak aşağılama				
25.	İşyerindeki birine uygunsuz el kol hareketleri yapma				
26	İşyerindeki insanları itip kakarak korkutma				
27.	İşyerindeki herhangi birine kendisini kötü hissettirecek açık saçık şeyler söyleme				
28.	İşyerindeki birinin kötü duruma düşmesine yol açacak bir şeyler yapma				
29.	İşyerindeki birine onu utandıracak eşek şakaları yapma				
30.	İzin almadan herhangi birinin özel eşyalarını (mektup, çekmece) karıştırma				
31.	İşyerindeki birini itme ya da vurma				

1	2	3	4	5
Hiçbir zaman	**Çok seyrek**	**Ayda bir ya da iki kez**	**Haftada bir ya da iki kez**	**Her gün**
32. İşyerindeki biriyle dalga geçme ya da ona hakaret etme				

BÖLÜM 11: Aşağıda insanların iş yerinde duygularını kontrol etmekte kullandıkları bazı yöntemler verilmiştir. Lütfen her durumu dikkatlice okuyunuz ve her birinin sizin için ne kadar doğru olduğunu içtenlikle yanıtlayınız. Cevaplarınızı verirken 7 basamaklı değerlendirme ölçeğini kullanınız

1	2	3	4	5	6	7
Kesinlikle katılmıyorum	**Katılmıyorum**	**Pek katılmıyorum**	**Kararsızım**	**Biraz Katılıyorum**	**Katılıyorum**	**Kesinlikle katılıyorum**
1. İş yerinde duygularımı içinde bulunduğum durum hakkındaki düşüncelerimi değiştirerek kontrol ederim.						
2. İş yerinde olumlu duygular hissettiğimde, onları belli etmemeye özen gösteririm.						
3. İş yerinde hissettiğim olumlu duyguları arttırmak istediğimde, içinde bulunduğum durum hakkındaki düşüncelerimi değiştiririm.						
4. İş yerinde olumsuz duygular hissettiğimde, onları belli etmemek için elimden geleni yaparım.						
5. İş yerinde stres yaratan bir durumla karşılaştığımda, sakin kalmama yardımcı olacak şekilde düşünmeye çalışırım.						
6. İş yerinde hissettiğim olumsuz duyguları (üzüntü veya kızgınlık gibi) azaltmak istediğimde, düşündüğüm şeyleri değiştiririm.						
7. İş yerinde duygularımı onları belli etmeyerek kontrol ederim.						
8. İş yerinde hissettiğim olumlu duyguları (sevinç veya eğlence/coşku gibi) arttırmak istediğimde, düşündüğüm şeyleri değiştiririm.						
9. İş yerinde duygularımı kendime (içimde) saklarım.						
10. İş yerinde hissettiğim olumsuz duyguları azaltmak istediğimde, içinde bulunduğum durum hakkındaki düşüncelerimi değiştiririm.						

BÖLÜM 12.

1. **Cinsiyetiniz:** Erkek   Kadın

2. **Yaşınız:**_____

3. **Kaç yıldır mevcut görevinizde çalışıyorsunuz?** (1 yıldan az ise lütfen ay olarak belirtiniz) _____

4. **Şu anda bağlı olduğunuz yöneticinizle kaç yıldır birlikte çalışıyorsunuz?**

   (1 yıldan az ise lütfen ay olarak belirtiniz) _____

5. **Toplam çalışma süreniz:** _____

6. **Şu anki çalışma grubunuzda (siz dahil) yaklaşık kaç kişi çalışmaktadır?**

   _____

   kişi

7. **Çalıştığınız sektör:**

   Hızlı Tüketim Malları   İnşaat ve Malzeme

   Sağlık ve İlaç   Medya

   Otomotiv   Tekstil

   Dayanıklı Tüketim Malları   Metal

   Diğer (Lütfen belirtiniz)

   …………………………………………………………………………

8. **Çalıştığınızbirim:** _____

   _____

9. **Kontrat türünüz:** Kadrolu   Sözleşmeli

10. **Eğitim düzeyiniz:**

    İlköğretim   Üniversite   Yüksekokul

    Lise   Yüksek Lisans   Doktora

11. **Çalıştığınız kurum:**

    Çok uluslu bir kurumdur.

    Ortakların hepsinin Türk olduğu bir kurumdur.

    Tek bir kişiye ait olan ve sahibi Türk olan bir kurumdur.

    Diğer (Lütfen belirtiniz)

    …………………………………………………………………………

ARAŞTIRMAMIZA KATILDIĞINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ :)