MODERATING EFFECTS OF LEADERSHIP STYLES ON THE RELATIONSHIPS BETWEEN MISTREATMENT AND WORKPLACE OUTCOMES

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OUTCOMES

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ABSTRACT

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This study aimed to investigate the effects of workplace incivility, mobbing and abusive supervision on job satisfaction, CWBs and two types of burnouts (i.e., work-related and personal burnout. Furthermore, the moderating effects of paternalistic leadership style and task-oriented leadership style in the links of workplace mistreatment (i.e., workplace incivility, mobbing, abusive supervision) with outcome variables (i.e., job satisfaction, CWBs, work-related and personal burnout). Data were collected 715 employees who volunteered to complete the online survey packages. Study's model was tested using SEM and it provided good fit to the data. As expected, workplace mistreatment was negatively related to the job satisfaction. Besides, mobbing is positively associated with burnout and CWBs. Additionally, PL moderated some of the proposed relationships between workplace mistreatment and CWBs as well as burnout. Furthermore, T-O style moderated the relationships of incivility, mobbing and abusive supervision with job satisfaction and burnout. Thefindings are discussed regarding their theoretical contributions, suggestion for future studies as well as implications for practices.

Keywords: Workplace incivility, mobbing, abusive supervision, job satisfaction, CWB, burnout, paternalistic leadership, task-oriented leadership

ÖZET

LİDERLİK STİLLERİNİN İŞ YERİNDE KÖTÜ MUAMELE VE İŞ İLE İLGİLİ DEĞİŞKENLER ARASINDAKİ İLİŞKİLERDE DÜZENLEYİCİ ROLÜ

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Bu çalışma, iş yeri nezaketsizliği, iş yeri psikolojik taciz ve istismarcı yöneticiliğin iş doyumu, üretim karşıtı iş davranışları ve iki tür tükenmişlik (işle ilgili ve kişisel tükenmişlik) üzerindeki etkilerini araştırmayı amaçlamıştır. Ayrıca, iş yerinde kötü muamele (iş yeri nezaketsizliği, iş yeri psikolojik taciz, istismarcı yöneticilik) ile bağımlı değişkenler (iş doyumu, üretim karşıtı iş davranışları, işle ilgili ve kişisel tükenmişlik) ilişkisinde babacan liderlik tarzı ve iş odaklı liderlik tarzının düzenleyici rolü incelenmiştir. Çalışmanın verileri 715 gönüllü çalışandan toplanmıştır. Önerilen çalışma modeli Yapısal Eşitlikçi Modellemesi (YEM) kullanılarak analiz edilmiştir. Sonuçlar önerildiği gibi, işyerinde kötü muamele türleri, iş doyumu ile negatif ilişkili çıkmıştır. Ayrıca, iş yeri psikolojik taciz, tükenmişlik ve üretim karşıtı iş davranışları ile pozitif ilişkili olduğu bulunmuştur. Babacan liderlik tarzı, iş yerinde kötü muamele türleri ile üretim karşıtı iş davranışları ve tükenmişlik arasındaki ilişkide düzenleyici role sahiptir. Ek olarak, iş odaklı liderlik tarzının işyerinde kötü muamele türleri ile iş doyumu ve tükenmişlik arasındaki ilişkide düzenleyici role sahip olduğu gözlemlenmiştir. Çalışmanın bulguları teoriye yaptığı katkılar, gelecek çalışmalar için öneriler ve uygulamaya yönelik çıkarımlar çerçevesinde tartışılmıştır.

Anahtar Kelimeler: İş yeri nezaketsizliği, iş yerinde psikolojik taciz, istismarcı yöneticilik, iş doyumu, üretim karşıtı iş davranışları, tükenmişlik, babacan liderlik, iş odaklı liderlik.

To my dearest sister Gaye SELÇUK and to my cats Çerez and Zeytin and to my beloved family …

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ACRONYMS

CFI   : Comparative Fit Index

CWBs   : Counterproductive Work Behaviors

GFI   : Goodness of Fit Index

LOQ   : Leadership Opinion Questionnaire

NFI   : Normed Fit Index

PL   : Paternalistic Leadership

RMSEA   : Root Mean Square Residual

SEM   : Structural Equation Modeling

TL   : Transformational Leadership

TLI   : Tucker-Lewis Index

T-O   : Task-Oriented

CHAPTER I

INTRODUCTION

It's a known fact that there are many different types of workplace mistreatment. Among these, those that have been subjects of the majority of the studies in the fields of organizational psychology and organizational behavior and which are related to important employee attitudes and behaviors (e.g., job satisfaction, burnout, counterproductive work behaviors) as well as to the main organizational outcomes are "workplace incivility" (Pearson & Andersson, 1999), "mobbing or psychological abuse" (Leymann, 1990) and "abusive supervision" (Tepper, 2000).

Even though there are numerous studies in the Western literature, the number of studies that address the effects of these types of mistreatments on employees within the cultural context of Turkey is very few (Duygulu & Sezgin, 2015; Eroğlu, 2015). In addition, existing studies focused only one type of mistreatment and one of the outcome variables. In line with the propositions of the job demands-resources (JD-R) model (Bakker & Demerouti, 2007), I aimed to test the effects of different types of workplace mistreatment (i.e., mobbing, abusive supervision, workplace incivility) on job satisfaction (Brayfield & Rothe, 1951), burnout (Maslach, 1976; as cited in Cox, Tisserand & Taris, 2005), counterproductive work behaviors (CWBs; Fox, & Spector, 1999), and work-related as well as personal burnout (Janssen, Schaufelioe, & Houkes, 1999) by utilizing a holistic model in the present study. I specifically focused on job satisfaction, burnout, and CWBs because job satisfaction represents one of the most important positive work-related attitudes; work-related and personal burnout represent both work-related and personal psychological health outcomes, and CWBs are among the most detrimental employee behaviors directed towards the organization. However, previous research suggested that the direct effects of the aforementioned types of workplace mistreatment on employee attitudes and behaviors may be influenced by various individual, organizational and environmental factors. In other words, these relationships can be regulated by different contextual variables (Sperry, 2009). Consistently, the secondary aim of the present study is to examine the moderating

effects of two different leadership styles on the relationships of incivility, mobbing and abusive supervision with positive and negative attitudes and behaviors of employees. The leadership styles included in the present study are paternalistic leadership style, which is described as a culture-specific or emic leadership style (Westwood & Chan, 1992), and task-oriented leadership style which is considered to be a universal and more common type of leadership (Fleishman, 1953). I propose that, while immediate supervisors' paternalistic leadership style is likely to weaken the relationships of incivility, mobbing and abusive supervision with the above-mentioned outcome variables, immediate supervisors' task-oriented leadership style is likely to strengthen these associations. In the following sections, first, the literature review regarding the different types of workplace mistreatment (i.e., incivility, mobbing, and abusive supervision) focused in the study are presented. Second, findings of the previous studies regarding their negative effects on job satisfaction and their positive effects on negative outcomes (i.e., burnout and CWBs) are summarized. Third, theoretical background regarding the moderating effects of paternalistic leadership and task-oriented leadership in the relationships of incivility, mobbing and abusive supervision with outcome variables are presented.

1.1 MISTREATMENT AT WORKPLACE

Today's conditions require people to spend most of their time in the workplace. In addition to the intensity of work and the speed of the general flow of life, people may also have to deal with additional stressors that may be encountered in the workplace such as incivility, mobbing and abusive supervision. Mistreatment in the workplace have many undesirable consequences for both individuals and organizations. In recent years, researchers have turned their attention to the relationships between workplace mistreatment and these outcomes (Andersson & Pearson, 1999; Welbourne & Sariol, 2017; Lim, Cortina, & Magley, 2008).

1.1.1 Incivility

Incivility is defined as relatively low-intensity deviant behaviors with uncertain intent that are encountered in the workplace. Workplace incivility mainly occurs by violating workplace norms. Incivil behaviors are also labelled as rude, unkind and disrespectful acts (Pearson, Andersson, & Wegner, 2001). To illustrate, not saying thank you, throwing garbage on one's table, or talking loudly about personal issues on

the phone (Martin, 1996; as cited in Andersson & Pearson, 1999, p. 453) are among behaviors that are involved in workplace incivility.

Incivility differs from other types of mistreatments, such as mobbing and abusive supervision. Intensity of mistreatment is lower in incivility compared to mobbing and abusive supervision. Another difference of incivility from mobbing and abusive supervision is uncertainty of intention. Therefore, incivility may not always be clearly defined and intention of such behaviors may be vogue for exposed individuals. On the other hand, accidental behaviors are not included in incivility (Neuman & Baron, 2005). Another difference of workplace incivility from mobbing and abusive supervision is that incivility may be displayed by multiple sources including not only the supervisor and/or colleagues but also by customers (Schilpzand, De Pater, & Erez, 2016; Hershcovis, 2011).

Individuals' emotional states are among the factors which trigger incivility. To illustrate, aggression and fear may lead a person to act hostile towards others in workplace. Another factor that may positively affect incivility is difficulty in adaptation to the workplace environment (Reio & Callahan, 2004; Reio & Ghosh, 2009). Adaptation to the workplace environment requires compliance with different conditions and healthy communication with colleagues and supervisors. If the person is unable to adapt to the workplace environment, s/he may display inappropriate behaviors which also brings out incivility (Reio & Ghosh, 2009).

1.1.2 Mobbing

Mobbing, which occurs in workplace, is defined as an unethical type of behavior that systematically puts the person in a helpless and vulnerable position over a long period of time (Leymann, 1996). Most researchers consider the terms of bullying and mobbing as identical and they use them interchangeably. However, while mobbing may be performed by a group of people, bullying is usually performed by one perpetrator (Keim & McDermott, 2010). Besides, mobbing involves individual, group and organizational dynamics. Unlike mobbing, there is little or no organizational involvement in bullying which consists of attacks from one person (Sperry, 2009).

Leymann has defined 4 stages related to the formation and continuation of the mobbing process. In the first stage, there are conflicts and disagreements among employees. If this situation is not resolved constructively, it may turn into intimidation. In the second stage, psychological well-being of the victim starts to be negatively

affected. Depending on the duration and intensity of mobbing, health problems such as anxiety and long-term stress are likely to occur. In the third stage, the rights of the victim are violated and this situation is tolerated by management. Finally, the fourth stage includes stigma and social isolation which may even result in the victim's dismissal or turnover (Leymann, 1990; cited in Cornoiu, & Gyorgy, 2013, p. 710).

Leymann (1996) divided the effects of mobbing on victims into five categories. The first is defined as the effects on the person's right to communicate adequately (e.g., the person may not be allowed to communicate with others; s/he may be silenced or exposed to verbal threats). The second involves effects on probabilities to sustain social contact processes (e.g., colleagues may not speak to the person). The third consists of the effects on the victim's reputation (e.g., mocking the person, gossiping about him or her, having fun with his or her behaviors). The fourth reflects the effects on the victim's profession or job (e.g., the person may be given meaningless tasks). Lastly, the fifth category involves the effects on the victim's physical health (e.g., physical assaults or giving dangerous assignments to the person). In the literature, it is observed that criteria of and behavioral dimensions involved in mobbing differ depending on samples and/or cultural context. In studies conducted in Turkey, mobbing is generally categorized under four dimensions which are "work-oriented behaviors", "behaviors that harm personal reputation", "social exclusion", and "verbal, written, and visual attacks" (Tınaz, Gök, & Karatuna, 2010).

Antecedents of mobbing are categorized into three dimensions which are organizational, social, and individual. Organizational antecedents include general problems created by the conditions within the organization. Power differences among employees and related imbalance, excessive workload, leadership style, organizational culture, and uncertainties in management may trigger mobbing behaviors. Social antecedents include social context and attitudes in the workplace. Excessive competition, ambition, enmity, and jealousy among employees may trigger mobbing. Personal antecedents include individual factors. Employees' psychological states, personalities, demographic characteristics, and perceptual differences are among personal antecedents of mobbing (Duffy & Sperry, 2007; Akar, Anafarta, & Sarvan, 2011).

1.1.3 Abusive Supervision

Abusive supervision is defined as deliberate aggressive or hostile behaviors performed by the authority figure (Tepper, 2000). Tepper (2007) emphasizes that certain features need attention within this definition. First of all, abusive supervision is related to subjective perceptions and assessment of behavior varies from person to person. Therefore, evaluation of a specific behavior as abusive supervision varies depending on the observer and it is influenced by characteristics of individuals (e.g., personality traits, demographic structure) as well as the context in which the observation is made (e.g., work environment, organizational structure). Second, abusive supervision does not include physical contact (Tepper 2000; Hershcovis, 2011). Third, abusive supervision includes constant or systematic exposure to non-physical hostility. Continuity of abusive acts is emphasized in the definition because one-day or one-time behaviors of the supervisor are not included in this category. Abusive supervision differs from mobbing and incivility because it focuses only on the supervisor. Another difference of abusive supervision from mobbing and incivility is that abusive supervisory behaviors are directed to many employees at the same time by the same supervisor. That is, unlike mobbing and incivility, most of the time, abusive supervisory behaviors do not target specific individuals. However, similar to mobbing, it includes systematic behaviors which are consistently performed.

Supervisors' misuse of power, negative and stressful emotions and adoption of authoritarian or destructive leadership styles trigger abusive behaviors. Also, supervisors' personality characteristics such as narcissism and neuroticism are positively associated with abusive supervision (Eissa & Lester, 2017). Organizational features such as adoption of aggressive norms and unhealthy communication patterns are also positively related to abusive supervisory behaviors (Zhang & Bednall, 2016). Subordinate characteristics also may have significant effects on perceived abusive supervision because individuals differ in their perceptions, attitudes, and interpretations of the same behavior depending on their characteristics. Employees who score high on hostility, extraversion, and emotional stability and those who score low on agreeableness are more likely to report abusive supervision (Brees, Mackey, Martinko, & Harvey, 2014). Situational variables are also related to incidences of abusive supervision as well as tolerance towards such behaviors. To illustrate, in crises or stressful teamwork processes, supervisors' abusive behaviors are likely to be perceived as acceptable and normal (Tepper, Simon, & Park, 2017).

Studies on the effects of abusive supervision have found that abusive supervision leads to high levels of turnover, conflict, and psychological distress as well as low levels of performance among subordinates. It is known that even relatively mild negativities are associated with significant social and financial costs for the organizations and, it is not surprising that, above mentioned negative outcomes give high levels of damage to the organizations and these are among the consequences that every work organization would attempt to eliminate (Tepper, 2000). In the following section, negative outcomes of abusive supervision (as well as those of incivility and mobbing) are explained in more detail.

1.2 CONSEQUENCES OF MISTREATMENT AT WORKPLACE

Different types of mistreatments at workplace, such as incivility, mobbing and abusive supervision harm not only efficiency of organizations but also threat employers, employees, their families and psychological well-being of society (Ebeid, Kaul, Neumann, & Shane, 2003). In the following sections, literature review and theoretical propositions regarding the negative effects of different workplace mistreatment types (i.e., incivility, mobbing and abusive supervision) on job satisfaction and their positive effects on negative outcomes (i.e., burnout and CWBs) are summarized. Also, findings of the previous studies regarding their effects are presented. Next, paternalistic and task-oriented leadership styles are introduced along with their positive and negative relationships with the variables of the present study. Finally, moderating effects of paternalistic leadership and task-oriented leadership styles in the relationships of incivility, mobbing and abusive supervision with the outcome variables are presented.

1.2.1 Negative Effects on a Positive Outcome: Job Satisfaction

Job satisfaction generally refers to the internal assessments and general attitudes of employees towards their jobs, work environments, and/or colleagues. Job satisfaction is related to the degree of fulfilment of expectations such as wage, promotion, and management and leadership style (Luthans, 1995; as cited in Sevimli & İşcan, 2005, p. 56).

Physical factors in the workplace (e.g., noise, lighting, crowd); individual factors (e.g., amount of responsibility, workload); interpersonal relationships with others (e.g., supervisors, colleagues, and customers) and organizational factors (e.g.,

uncertainty, administration, level of structure) affect employees' job satisfaction (Aziri, 2011; Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017; Fairbrother & Warn, 2002). Contents of job satisfaction are examined in two dimensions which are events and agents. Events represent the "what happened" and agents represent the "who made it happen". Events depend on contents which are task and non-task related. This dimension includes work, reward and context. In addition, agents include self and non-self or others. How the employee will refer to events and agents determines whether job satisfaction is low or high (Ben-Porat, 1981). Previous findings revealed that trust in colleagues or supervisors and job satisfaction was positively and strongly related.

According to the job demands-resources (JD-R) model (Bakker & Demerouti, 2007), different types of mistreatments at workplace are among the demands that drain employees' resources. In the JD-R model, job demands require sustainable mental or physical effort which may eventually lead to exhaustion. Imbalance between job demands and resources plays important role in the progress of burnout (Bakker, Demerouti, & Schaufeli, 2003). Consistently, research shows that incivility leads to negative consequences such as reduced job satisfaction, turnover intentions and sleep problems (Holm, Torkelson, & Bäckström, 2015). Lim, Cortina, and Magley (2008) found that job satisfaction mediated the negative relationships of workplace incivility with mental health and physical health. Pearson and Porath (2005) found that employees who are exposed to incivility are likely to change their behaviors and to reduce work effort, productivity, performance. Their job satisfaction was also found to be negatively affected.

Previous studies also found that there was a significant negative relationship between mobbing, which creates highly stressful work environment, and employees' job satisfaction (e.g., Ertureten, Cemalcilar, & Aycan, 2013). Mobbing is also likely to increase employees' intention to quit their jobs (Goris, Ceyhan, Taşcı, Sungur, Tekinsoy, & Çetinkaya, 2016; Öztürk & Şahbudak, 2017; Doğan & Doğan, 2009). Samnani and Singh (2012) stated that mobbing, motivation, and job satisfaction are interrelated. Being exposed to mobbing causes low motivation, which, in turn, reduces job satisfaction. Low job satisfaction affects not only employees' psychological well-being but also job quality (Kirkcaldy & Martin, 2000). Similarly, as a main resource-draining process, abusive supervision negatively affects not only job satisfaction (e.g., Zhang & Liao, 2015) but also other job-related attitudes such as intentions to stay (Mathieu & Babiak, 2016). Indeed, in a recent study it was found that job satisfaction

mediated the relationship between abusive supervision and employees' physical and mental health problems (Peltokorpi & Ramaswami, 2019). In line with the propositions of the JD-R model and the findings of the previous research, the first set of hypotheses is generated as follows:

Hypothesis 1a: Incivility is negatively associated with job satisfaction.

Hypothesis 1b: Mobbing is negatively associated with job satisfaction.

Hypothesis 1c: Abusive supervision is negatively associated with job satisfaction.

1.2.2 Positive Effects on Negative Outcomes: (Work-Related and Personal) Burnout and CWBs

Burnout is a psychological syndrome which occurs as a result of prolonged exposure to stress factors. Organization, tasks, work experiences, colleagues and customers constitute stress factors for work-related burnout. Burnout includes three dimensions; namely, exhaustion, cynicism, and sense of inefficacy (e.g., Leiter & Maslach, 2005; Swider & Zimmerman, 2010; Best, Stapleton, & Downey, 2005). Exhaustion is described as loss of energy, fatigue, and depletion of emotional resources. Cynicism includes withdrawal and negative behaviors. To illustrate, the person reflects his negative emotions and attitudes to others including supervisors, coworkers, and customers; or s/he may be indifferent towards others as well as the job. Sense of inefficacy is described as feelings of in accomplishment, diminished performance and progress as well as reduced work-related self-esteem. (Maslach, Schaufeli, & Leiter, 2001). The factors that trigger burnout are grouped under two main categories which are situational factors and personal factors. Situational factors include characteristics of the work, such as excessive workload, uncertainty of tasks, role confusion and time pressure. The characteristics of the institution, attitudes towards employees, reward and promotion mechanisms and sharing of tasks also affect burnout. Personal factors include personality, locus of control, and coping skills. To illustrate, individuals who score high on external locus of control are more prone to burnout than those who score high on internal locus of control (Maslach, Schaufeli, & Leiter, 2001). According to the conservation of resources (COR) theory (Hobfoll, 1989), while the person is facing a stressful situation, s/he spends extra energy in order not to lose her/his resources. Fear of losing resources causes a person to experience chronic stress. Accordingly, stressful situations caused by mistreatment at workplace

and burnout are positively associated (Raja, Javed, & Abbas, 2018). Likewise, the JD-R model based on the COR theory. As mentioned above, the JD-R model focuses on the balance between job demands and resources. Job demands refers to psychological, physical, or organizational aspects of the job. In addition, job resources refer to psychological, physical or organizational factors that help an employee to achieve set goals and reduce stress (Bakker & Demerouti, 2007). Also, if the relationship between job demands and job resources is imbalanced, this leads to burnout (Huang, Wang, & You, 2016). Burnout includes two distinct dimensions which are work-related and personal burnout. Work-related burnout is defined as physical or psychological exhaustion that is perceived by the employee as related to his/her work. On the other hand, personal burnout is defined as non-work-related physical or psychological exhaustion experienced by the person. Each of the dimensions have own discrete antecedents and consequences (Kristensen, Borritz, Villadsen, & Christensen, 2005). According to the JD-R model, imbalance between job demands and job resources has distinct effects on both work-related and personal burnout.

In organizations where mobbing behaviors are common, burnout increases as a result of increase in stress factor (Gül, İnce, & Özcan, 2011; Cengiz & Aytan, 2013; Türkan & Kılıç, 2015; Albar & Ofluoğlu, 2017). Mobbing is an important predictor of emotional exhaustion, cynicism, and sense of inefficacy, that is, all dimensions of burnout (Dikmetaş, Top, & Ergin, 2011). Abusive supervision was also found to be significantly related to burnout, and especially to emotional exhaustion dimension in one study (Carlson, Ferguson, Hunter, & Whitten, 2012). Although abusive supervision was shown to be positively related to overall burnout almost in every study, correlations between abusive supervision and burnout dimensions may vary depending on samples. To illustrate, in another study, abusive supervision had the strongest correlation with cynicism dimension (Sulea, Filipescu, Horga, Ortan, & Fischmann, 2012). Another study conducted in Turkey showed that, depersonalization and emotional exhaustion dimensions of burnout and abusive supervision were found to be strongly and significantly positively associated (Yagil, 2006).

In line with the theoretical background and the findings of the previous studies, the next set of hypotheses are generated as follows:

Hypothesis 2a: Incivility is positively associated with work-related and personal burnout.

Hypothesis 2b: Mobbing is positively associated with work-related and personal burnout.

Hypothesis 2c: Abusive supervision is positively associated with work-related and personal burnout.

Counterproductive work behaviors (CWBs) are defined as behaviors that are intentionally performed to disrupt the functioning of the organization and its employees (Spector & Fox, 2002). CWBs are examined in five dimensions: Abuse, production deviance, sabotage, theft, and withdrawal. Abuse includes psychologically damaging behaviors such as humiliating and threatening others. Deviation from production includes poor performance, taking the job slow and/or unfollowing the instructions. Sabotage includes behaviors that aim to intentionally damage processes, tasks, or properties. Withdrawal includes behaviors such as coming to work late, leaving work early or extending breaks more than necessary. Finally, theft refers to stealing from the organization (Spector, Fox, Penney, Bruursema, Goh, & Kessler, 2006; Polatçı, Özçalık, & Cindiloğlu, 2014).

Although there may be minor overlaps between CWBs and incivility, they are significantly different concepts. First, CWBs intentionally harm an organization or person, whereas incivility is not defined as a deliberate malicious behavior. Furthermore, incivility includes milder behaviors than CWBs directed towards individuals. Also, CWBs mainly includes destructive behaviors directed towards the organization itself such as theft behaviors, production deviance, sabotage, and withdrawal. Finally, the two concepts differ in their dynamics. While incivility is a stress factor in the environment, CWBs reflect responses to stress factors (Cortina, Magley, Williams, & Langhout, 2001; as cited in Penney & Spector, 2005, p. 778).

A reciprocal relationship was observed between CWBs and workplace mistreatment. It has been concluded that while CWBs cause increase in hostile behaviors in the workplace, hostile behaviors in the workplace increase CWBs twice as much (Kim, Cohen, & Panter, 2015). Previous studies revealed that there was a positive relationship between workplace incivility and CWBs (Penney & Spector, 2005). Negative emotions may mediate the relationship between incivility and CWBs. Incivility behaviors trigger a negative emotional state when it is believed to be done to give intentional harm (Sakurai & Jex, 2012). Previous studies showed that workplace bullying was strongly associated with abuse and sabotage dimensions of CWBs rather than withdrawal dimension (Baka, 2019). Different kinds of job stressors are related

to CWBs, such as interpersonal conflicts at workplace, role conflicts (Spector & Fox, 2005) and injustice (Skarlicki & Folger, 1997). Injustice is a phenomenon that may affect organizations and employees in many different ways. Justice has been conceptualized according to instrumental, interpersonal, and moral principles (Cropanzano, Rupp, Mohler, & Schminke, 2001). According to the instrumental approach, an employee focuses on their losses and gains and evaluates role of justice according to these outputs. Employees who receive negative outcomes reduce their efforts to ensure fairness in the workplace. According to the interpersonal approach, the employee evaluates justice according to his/her interpersonal relationships. Finally, according to the moral principles approach employees have their own ethical standards to evaluate the role of justice. In addition, when ethical values of employees are violated, they may also change these standards and intend to harm the organization (Zhang, Liu, Xu, Yang, & Bednall, 2019; Cropanzano & Byrne, 2000). According to the moral principles approach, the perception of injustice occurs because abusive supervision violates the ethical standards of the employees (Chan & McAllister, 2014). Zhang et al. (2019) stated that there was a negative relationship between organizational justice and abusive supervision. In addition, there was an indirect effect of abusive supervision on CWBs via organizational justice. Consistently, it is proposed that incivility, mobbing, and abusive supervision are positively associated with CWBs.

Hypothesis 3a: Incivility is positively associated with CWBs.

Hypothesis 3b: Mobbing is positively associated with CWBs.

Hypothesis 3c: Abusive supervision is positively associated with CWBs.

1.3 MODERATING EFFECTS OF LEADERSHIP

Abuse or mistreatment in work environment is also affected by individual-level, group-level, and organizational dynamics. Understanding the roles of these dynamics potentially helps us intervene and reduce the likelihood of mistreatment in workplace. In organizational dynamics, the leaders have major impacts (Sperry, 2009). Leaders may either increase the likelihood of maltreatment by causing power imbalance in organizations or prevent it from the beginning (Strandmark, Lillemor, & Hallberg, 2007).

Researchers in the field suggest that leadership has a critical role in preventing mistreatment in the workplace as well as in buffering the negative effects of

mistreatment (Laschinger & Fida, 2014). Previous studies revealed that mistreatment in the workplace was positively associated with burnout (Livne & Goussinsky, 2017).

In hostile organizational contexts where various forms of workplace mistreatment are common, it is very likely that these negative behaviors spread among employees as well as supervisors (Mayer, Thau, Workman, Van Dijke, & De Cremer, 2012). Leaders who are unresponsive towards these actions are likely to lose their subordinates' respect and trust (Pearson, Andersson, & Wegner, 2001). On the other hand, supportive organizational leaders may weaken the adverse impacts of incivility and mobbing performed by co-workers or subordinates towards their own subordinates; whereas, those who embrace emotionally non-supportive, distant or cold leadership styles may enhance these adverse effects. Moreover, even abusive supervisory behaviors performed by a manager who gives individualized support on non-work issues, acts as an elder family figure at the same time (i.e., a paternalistic leader) may cause less stress and strain among employees than the same behaviors performed by a more work-oriented and professional manager (i.e., a task-oriented leader). In the following sections propositions regarding the moderating effects of paternalistic and task-oriented leadership styles in the relationships of incivility, mobbing, and abusive supervision with job satisfaction, CWBs, and work-related and personal burnout are explained in detail.

1.3.1 Paternalistic Leadership

In the early 2000s, Aycan and colleagues (Aycan, 2006; Aycan, Kanungo, Mendonca, Yu, Deller, Stahl, & Kurshid, 2000) and Cheng and colleagues (Cheng, Chou, & Farh, 2000) described paternalistic leadership (PL) in an integrative manner. Cheng and colleagues (2000) defined PL as a leadership style that combines authority with a father's benevolence and moral integrity, with a strong discipline. According to Aycan (2006), PL is a hierarchical system in which the leader guides his or her employees regarding matters related to their professional and personal lives and expects loyalty and respect from them in return. In addition, PL is a common and endorsed leadership style in Asian, Middle East, Latin American and African cultural contexts; especially in those characterized by high levels of collectivism and power distance (Aycan, 2006; Göncü, Aycan, & Johnson, 2014; Niu, Wang, & Cheng, 2009).

Based on their research, Farh and Cheng (2000) proposed the three-dimensional PL model which included the dimensions of authoritarianism,

benevolence, and moral leadership. Authoritarianism dimension includes expectation of acceptance of the leader's control over subordinates without questioning. Benevolence implies that a leader strives for well-being of his/her subordinates in their personal lives, and that s/he shows genuine concern. Finally, moral leadership dimension reflects moral values such as unselfishness, honesty, and integrity.

According to Aycan (2006), PL has five dimensions: Creating a family atmosphere in the workplace (e.g., the leader acts like as if s/he is an elder family member), building individualized relationships with subordinates (e.g., the leader establishes relations with employee's family, personal problems), involvement in employees' non-work lives (e.g., the leader attend employee's important events like wedding or graduation), loyalty expectation (e.g., the leader expects that employees attend the organization when emergency situations), and maintenance of status hierarchy and authority (e.g., the leader expects that employees behave according to status differences).

1.3.1.1 Paternalistic Leadership and Mistreatment at Workplace

PL is expected to prevent inequalities in terms of power among subordinates and reduce the negative effects of incivility and bullying by providing social support to employees. Consistently, studies on PL indicated that creating a family atmosphere in the workplace dimension of PL was negatively related to employees' perceptions of bullying (Ertureten, Cemalcilar, & Aycan, 2013; Soylu, 2011).

Studies on mobbing have identified negative relationships between the sub-dimensions of PL and mobbing (Aycan, 2006; Özmen, 2019; Soylu, 2011). Actually, PL includes coexistence of opposite concepts: Benevolence and exploitation; nurturance and authoritarianism, empowerment and dependency. Positive aspects of PL (i.e., benevolence, nurturance, empowerment) seem to be negatively related to mobbing, and negative aspects of PL (i.e., exploitation, authoritarianism, dependency) may be positively associated with mobbing (Ertureten, Cemalcilar, & Aycan, 2013). However, cultural tendencies of collectivism and power distance make (at least some) individuals endorse and like paternalistic leaders and studies conducted in Turkey have found a negative relationship between PL and perceived mobbing (Aycan et al. 2000; Ertüreten, Cemalcilar, & Aycan, 2013). In addition, Cerit (2013) found that PL was negatively related to subordinates' perceptions of work- and non-work-related criticism and social isolation. The author suggested that PL had a significant negative

effect on adverse workplace behaviors and that it may also reduce the negative effects of workplace mistreatment behaviors experienced by employees. In line with the theoretical background and suggestions of previous studies, the next set of hypotheses is generated as follows:

Hypothesis 4: PL style moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that, the negative relationships of incivility, mobbing and abusive supervision with job satisfaction is weaker when supervisor is rated high on PL style than when supervisor is rated low on PL style.

Hypothesis 5: PL style moderates the relationships of incivility, mobbing and abusive supervision with CWB in such a way that, positive relationships of incivility, mobbing and abusive supervision with CWB is weaker when supervisor is rated high on PL style than when supervisor is rated low on PL style.

Hypothesis 6: PL style moderates the relationships of incivility, mobbing and abusive supervision with work-related and personal burnout in such a way that, positive relationships of incivility, mobbing and abusive supervision with work-related and personal burnout is weaker when supervisor is rated high on PL style than when supervisor is rated low on PL style.

1.3.2 Task-Oriented Leadership

Task-oriented (T-O) leadership includes initiation of structure, identification of group activities, success and production-oriented goal-achieving behaviors (Tabernero, Chambel, Curral, & Arana, 2009). T-O leadership behaviors include short term planning, clarifying responsibilities and performance objectives, and closely monitoring performance. What and how to do a task is usually planned by the T-O leader in the organizational context. Afterwards, roles and responsibilities are distributed to individuals by the leader (Yukl, Gordon, & Taber, 2002).

1.3.2.1 Task-Oriented Leadership and Mistreatment at Workplace

Although some studies focused on the effects of T-O leadership style on job satisfaction (e.g., Hua, 2020) and CWBs (e.g., Holtz & Harold, 2013), the number of studies that investigated the associations of T-O leadership with work-related and personal burnout are few. However, task-oriented behavior is generally not related to job satisfaction and CWBs (Fernandez, 2008; Holtz & Harold, 2013). On the other hand, Hua (2020) stated that T-O leadership style was negatively associated with job

satisfaction whereas it was positively related to burnout (Alga, 2017; as cited in Cinnioğlu, Lütfi, Atay & Karakaş, 2019). A previous study showed that T-O leadership was not found to be related to CWBs (Fernandez, 2008). However, the number of studies that examined the relationships of T-O leadership style with incivility, mobbing, and abusive supervision is extremely few (Baillien, Neyens, & De Witte, 2011). In addition, there are contradictory conclusions in the literature regarding the impacts of T-O leadership style on negative behaviors in the workplace. Some authors suggested that orientation towards tasks rather than relationships in an organizational context might reduce the risk of bullying and thus, there might be a negative association between T-O leadership style and bullying (Tambur & Vadi, 2012). Another study found that there was not a significant relationship between T-O leadership style and bullying (Baillien, Neyens, & De Witte, 2009).

Leaders with high managerial self-efficacy define themselves as competent in organizing their own and their followers' behavior. They may be more effective in guiding and setting rules, assigning tasks, and actually, these are some of the basic components of T-O leadership. A recent study showed that both abusive supervisory behaviors and T-O leadership behaviors were positively associated with managerial self-efficacy (Ju, Huang, Liu, Qin, Hu, & Chen, 2019).

I propose that human- or relationship-oriented leaders are more likely to increase employees' job satisfaction and emotional well-being than T-O leaders and the literature revealed that sincere leaders who develop friendly relations with their subordinates make their employees feel happier and more satisfied than T-O leaders (Doğanay, 2014). As mentioned above, supervisors who focus mainly on task accomplishment and performance rather than interpersonal relationships are expected to be more unresponsive to incivility and mobbing among their subordinates as well as to the negative effects of workplace mistreatment on employees. Similarly, abusive supervisory behaviors performed by a such a manager may cause more stress and strain among employees than the same behaviors performed by a manager who endorsed PL style. Therefore, the last set of hypotheses of the present study is generated as follows:

Hypothesis 7: T-O style moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that, the negative relationships of incivility, mobbing and abusive supervision with job satisfaction is stronger when supervisor is rated high on T-O style than when supervisor is rated low on T-O style.

Hypothesis 8: T-O style moderates the relationships of incivility, mobbing and abusive supervision with CWB in such a way that, positive relationships of incivility, mobbing and abusive supervision with CWB is stronger when supervisor is rated high on T-O style than when supervisor is rated low on T-O style.

Hypothesis 9: T-O style moderates the relationships of incivility, mobbing and abusive supervision with work-related and personal burnout in such a way that, positive relationships of incivility, mobbing and abusive supervision with work-related and personal burnout is stronger when supervisor is rated high on T-O style than when supervisor is rated low on T-O style.

CHAPTER II

METHOD

2.1 PARTICIPANTS AND THE PROCEDURE

The data of the present thesis is a part of the data of the thesis supervisor's project funded by the Scientific Research Projects Council of the Çankaya University (Project number: FEF.20.001). The data were collected from a total of 737 people, including 370 white-collar and 367 blue-collar employees who had been working with their direct manager or supervisor at least for 1 year during the data collection. The online survey package was prepared using Qualtrics software, which had been purchased for research by the Department of Psychology. The project coordinator (i.e., thesis supervisor) and the researcher summarized the topic of the study and shared the questionnaire link on online professional networks (LinkedIn, e-mail groups and WhatsApp groups) and via their social media accounts (Twitter and Instagram). In addition, personal communication was established with colleagues and stakeholders working in the Human Resources Management units of the institutions who could share the survey announcement and the link with their colleagues working in different institutions.

After the link has been distributed, 353 white collar and 137 blue-collar employees completed the survey. In accordance with the project objectives, after reaching 353 white collar employees, the questionnaire was revised so that only blue-collar employees (i.e., those who mentioned that they were blue-collar employees in the first question) could continue to the main survey. At the same time, the researcher contacted with the blue-collar participants face-to-face after consulting with different institutions and obtaining the necessary permissions. Blue-collar employees who were contacted face-to-face, were given a tablet after opening the questionnaire link. The participant completed the survey by maintaining a safe social distance and then the tablet was disinfected.

Participation was voluntary. Participants were given general information about the study in the informed consent form, which was presented before the survey began,

and they were informed that they had the right to leave the study any time. Each participant who completed the full survey was given a virtual gift voucher worth 25 TL from the D&R Store. Gift vouchers were sent to participants' e-mail addresses. The D&R Store was chosen because the gift voucher of this store is thought to be a charming gift as it could be used to buy many different things such as books, stationery, and toys.

Since time to complete the questionnaire was relatively long (i.e., 30-35 minutes), the two bogus items were added to the two scales with the highest number of items (i.e., Psychological Harassment at Work Scale, Paternalistic Leadership Scale) in order to check for distraction. These items are as follows:

- If you are reading this question, please select 4.
- If you are reading this question, please select 5.

The participants who failed to give the correct answer to 1 or 2 bogus items were removed from the data set and they were informed via e-mail that they did not give the correct answers to the control questions placed in the questionnaire to ensure that each question was carefully read and answered, and that their data would not be used. In addition, in order to verify that the participants who gave the same e-mail address more than once did not complete the questionnaire twice, e-mails were sent to the participants stating that this situation was detected and that each participant had only one chance to get the gift voucher.

The link of the online survey was clicked by 2034 people. 351 people left the survey without giving any answer. At the beginning of the survey, there are three questions related to the inclusion criteria. 265 participants selected "No" as the answer for the question of "I have been working in the same institution at least for 1 year" and 24 participants did not continue the survey after they selected "Yes" as the answer to this question. 39 participants selected "No" as the answer for the question of "I have been working with the same manager at least for 1 year" and 29 participants did not continue the survey after selected "Yes" as the answer to this question. 39 participants selected "No" as the answer for the question of "Do you accept to participate in the study?". In total, 730 participants left the survey by selecting "No" as the answer for questions related to the inclusion criteria. 30 participants were excluded from the survey because they gave incorrect answers to the bogus items. Since 2 participants gave the same e-mail addresses, they were not included in the study. Out of the 921 participants remaining in the data set of the study, 737 of them completed the survey

by responding to all scales completely. The demographic characteristics of the participants are presented in Table 1.

Table 1: Demographic Characteristics of the Participants

Demographic characteristics of the participants		
Age	*M*	31.20
	SD	14.62
Gender (%)	Male	60.1
	Female	36.4
	Do not prefer to mention	3.5
Education (%)	Primary School	1.1
	Secondary school	3.0
	High school	20.3
	Academy	11.1
	University	49.4
	Master's degree	13.0
	Doctoral degree	2.1
Organizational Tenure (years)	*M*	4.36
	SD	4.68
Tenure with Manager (years)	*M*	3.09
	SD	3.14
Supervisor Gender (%)	Male	32.7
	Female	67.3
Industry (%)	Finance	5.1
	Fast-moving consumer goods	6.1
	Health and Pharmaceutical	15.7
	Automotive	3.5
	Metal	2.5
	Durable consumer goods	2.3
	Technology	5.8
	Construction and materials	6.2
	Textile	6.1
	Education	23.1
	Other	23.7

2.2 MEASURES

All of the scales are presented in Appendix-1. For the scales other than personality characteristics and general behavior styles (such as Psychological Harassment at Work Scale, Workplace Incivility Scale, Organizational Citizenship Behavior Scale, Counterproductive Work Behavior Checklist), the participants were asked to respond by thinking about the last 6 months before the pandemic if they were

working remotely since the beginning of the pandemic because the investigated behaviors during remote working conditions or due to part-time working schedule could be different from those during normal working conditions.

2.2.1 Demographic Information Form

The demographic information form included the questions of age, gender, education level, sector, tenure at current job, tenure with current immediate supervisor, and gender of immediate supervisor.

2.2.2 Workplace Incivility Scale

Workplace Incivility Scale developed by Cortina, Magley, Williams, and Langhout (2001) and adapted to Turkish by Gök, Karatuna ve Başol (2019) was used. The unidimensional scale consists of 7 items. The participants rated each item using a 5-point Likert scale ranging from 1 ("never") to 5 ("always"). The Cronbach's alpha internal consistency coefficient of the Turkish scale was reported as .92 by Gök, Karatuna, and Başol (2019). A sample item is (In your workplace, your supervisor, colleagues or subordinates in the last 6 months before the pandemic period...) "Did someone insult or belittle you?"

2.2.3 Psychological Harassment at Work Scale

Mobbing was measured by Psychological Harassment at Work Scale developed in Turkish by Tınaz, Gök, and Karatuna (2010). The scale consists of 28 items and four dimensions: Behaviors towards work; damaging reputation, dismissive behaviors, and verbal-written-visual attacks. The participants were asked to indicate how often they had been exposed to each behavior by using a 5-point scale ranging from 1 ("never") to 5 ("always"). The Cronbach's alpha internal consistency coefficient of the scale was reported as .90. A sample item is "My colleagues avoid working and participating in the same projects with me."

2.2.4 Abusive Supervision Scale

Abusive Supervision Scale was developed by Tepper (2000). It was adapted to Turkish by Ülbeği et. al (2014). The scale consists of 15 items. The participants rated each item using a 5-point scale ranging from 1 ("I cannot remember him/her ever using this behavior with me") to 5 ("He/she uses this behavior very often with me"). Ülbeği et al. (2014) reported the Cronbach's alpha internal consistency coefficient as .97 for

the Turkish version of the scale. A sample item is "My supervision tells me that my feelings and thoughts are stupid."

2.2.5 Job Satisfaction Scale

The Faces Scale developed by Kunin (1955) and adapted to Turkish by Erol (2010) was used. The scale consists of one item. The participants were asked to choose the facial expression that best reflected their job satisfaction level.

2.2.6 The Kopenhagen Burnout Inventory

The scale was developed by Kristensen, Borritz, Villadsen and Christensen (2015) as an alternative to the Maslach Burnout Inventory. It is a 19-item scale consisting of 3 sub-dimensions measuring personal burnout, work-related burnout, and customer-related burnout. The customer-related burnout dimension of the scale was not used because it was not in scope of the present study (and the project). The scale was adapted to Turkish by Bakoğlu, Taştan Boz, Yiğit, and Yıldız (2009). The participants rated each item using a 5-point scale ranging from 1 ("never") to 5 ("always"). The Cronbach's alpha internal consistency coefficient of the Turkish version of the scale was reported as .92 (Bakoğlu et al., 2009). A sample item of the personal burnout subdimension is "How often do you feel worn out?" and a sample item of the work-related burnout subdimension is "Do you feel that every working hour is tiring for you?"

2.2.7 Counterproductive Work Behavior Checklist

Counterproductive Work Behavior Checklist was developed by Spector et al. (2006) and adapted to Turkish by Öcel (2010). The long and original form of this scale consists of 32 items covering five dimensions: abuse, deviation from production, sabotage, theft, and withdrawal. In this study, the short form of the scale consisting of 10 items was used. The participants rated each item using a 5-point scale ranging from 1 ("never") to 5 ("always"). The Cronbach's alpha for the short form was found as .89 by Spector, Bauer, and Fox (2010). A sample item is "Purposely wasted your employer's materials/supplies."

2.2.8 Leadership Opinion Questionnaire

Leadership Opinion Questionnaire was developed by Fleishman (1953). It was adapted to Turkish by Sümer and Bilgiç (2006). The scale consists of 40 items

covering two dimensions: Relationship-orientation and task-orientation. In this research, only the task-orientation dimension which included 20 items was used. The participants rated each item using a 5-point scale ranging from1 ("never") to 5 ("always"). The Cronbach's alpha for the dimension of task-orientation was reported as .88 (Sümer & Bilgiç, 2006). A sample item is "She/He criticizes bad works."

2.2.9 Paternalistic Leadership Scale

The 21-item scale was developed by Aycan (2006). It includes five sub-dimensions which are creating family atmosphere in the workplace, individualized relationships, involvement in employees' non-work lives, loyalty expectation, and status hierarchy and authority. The participants rated each item using a 5-point scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). The Cronbach's alpha internal reliability coefficient of the scale was reported as .87 by Aycan (2006). A sample item is (My immediate supervisor) "behaves like a family member (father/mother or elder brother/sister) towards his/her employees."

CHAPTER III

RESULTS

3.1 OVERVIEW

In this chapter, first, data screening and cleaning procedures are presented. Second, reliability analyses of the measures are summarized. Third, bivariate correlations among the study variables are presented. In the last section, the results of the main analyses are explained in detail.

Descriptive statistics and correlations were analyzed using SPSS (Statistical Package for Social Sciences). The proposed regression model was analyzed using AMOS 23.0 software (Arbuckle, 2013), by using the Structural Equation Modelling (SEM) technique. Hypotheses suggesting moderated relationships were tested by conducting Moderated Multiple Regression (MMR) analyses.

3.2 DATA SCREENING AND DATA CLEANING

In order to determine the multivariate outliers, Mahalonobis distance analysis was conducted. The Mahalonobis distance analysis showed that, 20 participants were multivariate outliers and their data were excluded from the data set. Consequently, the final sample included 717 participants.

3.3 RELIABILITY ANALYSES OF THE STUDY MEASURES

Since all of the scales used in the present research were well-established measures used in many studies, only the reliability analyses of the scales were reported.

3.3.1 Workplace Incivility Scale

Workplace Incivility Scale includes 7 items. The Cronbach's alpha reliability coefficient of this scale was found as .88.

3.3.2 Psychological Harassment at Work Scale

Psychological Harassment at Work Scale includes 28 items and four dimensions. The Cronbach's alpha reliability coefficients of behaviors towards work;

damaging reputation, dismissive behaviors, and verbal-written-visual attacks subscales were found as .91, .84, .86, and .83, respectively. The Cronbach's alpha reliability coefficient of the overall scale was .96.

3.3.3 Abusive Supervision

Abusive Supervision Scale includes 15 items. The Cronbach's alpha reliability coefficient of this scale was found as .94.

3.3.4 Counterproductive Work Behavior Checklist

Counterproductive Work Behavior Checklist includes 10 items. The Cronbach's alpha reliability coefficient of this scale was found as .87.

3.3.5 Kopenhagen Burnout Inventory

The two subscales (i.e., work-related burnout and personal burnout) of the Kopenhagen Burnout Inventory that included 13 items were used in the present study. According to the results of the reliability analysis, the item total correlation of one item in the work-related burnout subscale (Do you have enough energy for family and friends during leisure time? (Reverse coded item) was found to be -.19. Also, for work-related burnout subscale the Cronbach's alpha reliability coefficient was found as .79. It was decided to exclude one item from the subscale. The Cronbach's alpha reliability coefficients of the work-related burnout and personal burnout subscales were .88 and .87, respectively. The Cronbach's alpha reliability coefficient of the overall scale was .93.

3.3.6 Paternalistic Leadership Scale

Paternalistic Leadership Scale includes 21 items and five dimensions. The Cronbach's alpha reliability coefficients of creating family atmosphere in the workplace, individualized relationships, involvement in employees' non-work lives, loyalty expectation, and status hierarchy and authority subscales were.83, .71, .76, .55, and .70, respectively. The Cronbach's alpha reliability coefficient of the overall scale was .91.

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

The means, standard deviations, minimum, maximum scores, skewness and kurtosis values of the study variables are presented in Table 2. Job satisfaction and

status hierarchy and authority subdimension of PL had the highest mean scores; whereas, abusive supervision and CWBs had the lowest mean scores.

Table 2: Means, Standard Deviations, Minimum and Maximum Scores, Skewness and Kurtosis Values of Study Variables

Variables	Mean	SD	Min.	Max.	Skewness	Kurtosis
Mobbing	1.84	0.72	1.00	4.14	0.72	-0.54
Abusive Supervision	1.70	0.76	1.00	4.20	0.98	-0.08
Incivility	2.07	0.80	1.00	4.71	0.53	-0.35
Job Satisfaction	4.79	1.50	1.00	7.00	-0.50	-0.26
CWBs	1.72	0.63	1.00	4.00	1.14	0.53
Personal Burnout	2.97	0.83	1.00	5.00	0.13	-0.33
Work-Related Burnout	2.98	0.81	1.00	5.00	0.21	-0.44
Paternalistic Leadership	3.22	0.71	1.00	5.00	-0.13	0.04
Creating Family Atmosphere in the Workplace	3.13	0.95	1.00	5.00	-0.18	-0.53
Individualized Relationships	3.21	0.86	1.00	5.00	-0.26	-0.27
Status Hierarchy and Authority	3.46	0.73	1.00	5.00	-0.51	0.49
Involvement in Employees' Non-Work Lives	2.95	1.01	1.00	5.00	-0.03	-0.72
Loyalty Expectation	3.21	0.84	1.00	5.00	-0.13	-0.17
Task-Oriented Leadership	3.34	0.60	1.20	4.80	-0.23	-0.04
Valid N (listwise)						717

Note: Job satisfaction is rated on a 7-point Likert type scale. All the remaining questionnaires are rated on a 5-point Likert type scale.

Bivariate correlations among the study variables are presented in Table 3. Age was positively correlated with organizational tenure, tenure with the current supervisor, and job satisfaction (r = .08, $p < .05$; r = .33, $p < .01$; r = .22, $p < .01$; r = .08, $p < .05$; respectively). In addition, it has been observed that age had a negative relationship with personal and work-related burnout and T-O leadership scores (r = -.09, $p < .05$; r = -.08, $p < .05$; r = -.12, $p < .01$; respectively).

Gender had a negative relationship with education level (r = -.22, $p < .01$) and personal burnout (r = -.09, $p < .05$). That is, women had higher education levels than men and female participants were more affected by personal burnout than males. On the other hand, gender had positive relationships with organizational tenure, mobbing, abusive supervision, and CWBs (r = .09, $p < .05$; r = .13, $p < .01$; r = .13, $p < .01$; r = .09, $p < .05$; respectively). More specifically, male participants reported higher levels of mobbing, abusive supervision, and CWBs than female participants.

Table 3: Bivariate Correlations between Study Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Age	-														
2. Gender	.08*	-													
3. Education	-.07	-.22*	-												
4. Organizational Tenure	.33**	.09*	-.07**	-											
5. Tenure with Manager	.22**	.09	-.16**	.66**	-										
6. Mobbing	-.00	.13**	-.13**	-.07	-.08*	-									
7. Abusive Supervision	-.02	.13**	-.11**	-.07	-.07	.83**	-								
8. Incivility	-.06	.01	.01	-.07*	-.11**	.71**	.70**	-							
9. Personal Burnout	-.09*	-.09*	.08*	-.12**	-.13**	.36**	.34**	.39**	-						
10. Work-related Burnout	-.08*	-.04	.07*	-.13**	-.12**	.40**	.40**	.42**	.87**	-					
11. CWB	-.05	.09*	-.09*	-.06	-.07	.65**	.60**	.45**	.23**	.24**	-				
12. Job Satisfaction	.08*	-.01	-.01	.10**	.12**	-.43**	-.42**	-.41**	-.56**	-.65**	-.30**	-			
13. Paternalistic Leadership	-.04	-.03	.05	.00	.06	-.38**	-.40**	-.30**	-.19**	-.29**	-.29**	.40**	-		
14. Creating Family Atmosphere in the Workplace	-.02	-.04	.04	.01	.07	-.39**	-.42**	-.34**	-.26**	-.37**	-.25**	.47**	.90**	-	
15. Individualized Relationships	-.02	-.02	.02	.01	.05	-.35**	-.35**	-.30**	-.22**	-.30**	-.26**	.39**	.89**	.82**	-
16. Status Hierarchy and Authority	-.06	-.05	.08*	-.07	-.02	-.23**	-.24**	-.11**	.01	-.05	-.25**	.15**	.75**	.52**	.55**
17. Involvement in Employees' Non-Work Lives	-.04	-.01	.02	.05	.11**	-.33**	-.35**	-.29**	-.23**	-.32**	-.19**	.38**	.83**	.77**	.73**
18. Loyalty Expectation	-.03	-.01	.06	.03	.03	-.25**	-.26**	-.15**	-.10**	-.16**	-.21**	.24**	.72**	.56**	.53**
19. Task-Oriented Leadership	-.12**	-.03	.08*	-.07	-.04	.03	.02	.09*	.21**	.18**	-.14**	-.09*	.29**	.14**	.19**

Note. Numbers on the diagonal are Cronbach's alpha coefficients.
* p < .05. **. p < .01.
Gender was coded as "1" for females and "2" for males.
Education level ranges from 1 (= Primary school) to 7 (= Doctoral Degree)

Table 3: Continued

	16	17	18	19	20	21	22	23	24	25	26	27	28	29
16. Status Hierarchy and Authority	-													
17. Involvement in Employees' Non-Work Lives	.42**	-												
18. Loyalty Expectation	.49**	.54**	-											
19. Task-Oriented Leadership	.51**	.06	.24**	-										

Note. Numbers on the diagonal are Cronbach's alpha coefficients.
** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed)

Education level was positively correlated with status hierarchy and authority subdimension of PL (r = .08, $p < .05$) and T-O leadership (r = .08, $p < .05$). Also, education level was negatively correlated with organizational tenure, tenure with the immediate supervisor, mobbing, abusive supervision, and CWBs (r = -.07, $p < .05$; r = -.16, $p < .01$; r = -.13, $p < .01$; r = -.11, $p < .01$; r = -.09, $p < .05$; respectively).

Organizational tenure was positively correlated with tenure with the immediate supervisor (r = .66, $p < .01$) and job satisfaction (r = .10, $p < .01$). On the other hand, organizational tenure was negatively correlated with incivility, personal burnout and work-related burnout (r = -.07, $p < .05$; r = -.12, $p < .01$; r = -.13, $p < .01$; respectively).

Tenure with the immediate supervisor was positively correlated with job satisfaction (r = .12, $p < .01$) and involvement in employees' non-work lives subdimension of PL (r = .11, $p < .01$). Besides, tenure with manager was negatively correlated with mobbing, incivility, personal burnout and work-related burnout (r = -.08, $p < .05$; r = -.11, $p < .01$; r = -.13, $p < .01$; r = -.12, $p < .01$; respectively).

As expected, mobbing was positively correlated with abusive supervision, incivility, personal burnout, work-related burnout, and CWBs (r = .83, $p < .01$; r = .71, $p < .01$; r = .36, $p < .01$; r = .40, $p < .01$; r = .65, $p < .01$; respectively). On the other hand, mobbing was negatively correlated with job satisfaction, PL, creating family atmosphere in the workplace, individualized relationships, status hierarchy and authority, involvement in employees' non-work lives and loyalty expectation subdimensions of PL (r = -.43, $p < .01$; r = -.38, $p < .01$; r = -.39, $p < .01$; r = -.35, $p < .01$; r = -.23, $p < .01$; r = -.33, $p < .01$; r = -.25, $p < .01$; respectively).

Abusive supervision was positively correlated with incivility, personal burnout, work-related burnout and CWBs (r = .70, $p < .01$; r = .34, $p < .01$; r = .40, $p < .01$; r = .60, $p < .01$; respectively). Also, abusive supervision was negatively correlated with job satisfaction, PL, creating family atmosphere in the workplace, individualized relationships, status hierarchy and authority, involvement in employees' non-work lives and loyalty expectation subdimensions of PL (r = -.42, $p < .01$; r = -.40, $p < .01$; r = -.42, $p < .01$; r = -.35, $p < .01$; r = -.24, $p < .01$; r = -.35, $p < .01$; r = -.26, $p < .01$; respectively).

Incivility was positively correlated with personal burnout, work-related burnout, CWBs and T-O leadership (r = .39, $p < .01$; r = .42, $p < .01$; r = .45, $p < .01$; r = .09, $p < .05$; respectively). On the other hand, incivility was negatively correlated with job satisfaction, PL, creating family atmosphere in the workplace, individualized

relationships, status hierarchy and authority, involvement in employees' non-work lives and loyalty expectation (r = -.41, p < .01; r = -.30, p < .01; r = -.34, p < .01; r = -.30, p < .01; r = -.11, p < .01; r = -.29, p < .01; r = -.15, p < .01; respectively).

Personal burnout was positively correlated with work-related burnout, CWBs and T-O leadership (r = .87, p < .01; r = .23, p < .01; r = .21, p < .01; respectively). Also, personal burnout was negatively correlated with job satisfaction, PL, creating family atmosphere in the workplace, individualized relationships, involvement in employees' non-work lives and loyalty expectation subdimensions of PL (r = -.56, p < .01; r = -.19, p < .01; r = -.26, p < .01; r = -.22, p < .01; r = -.23, p < .01; r = -.10, p < .05; respectively).

Work-related burnout was positively correlated with CWBs (r = .24, p < .01) and T-O leadership (r = .18, p < .01). On the other hand, work-related burnout was negatively correlated with job satisfaction, PL, creating family atmosphere in the workplace, individualized relationships, involvement in employees' non-work lives and loyalty expectation subdimensions of PL (r = -.65, p < .01; r = -.29, p < .01; r = -.37, p < .01; r = -.30, p < .01; r = -.32, p < .01; r = -.16, p < .01; respectively). Work-related burnout had negative relationships with all dimensions of PL except for status hierarchy and authority subdimension.

CWBs was positively correlated with gender, mobbing, abusive supervision, incivility, personal burnout and work-related burnout (r = .09, p < .05; r = .65, p < .01; r = .60, p < .01; r = .45, p < .01; r = .23, p < .01; r = .24, p < .01; respectively). CWBs was negatively correlated with job satisfaction, PL, creating family atmosphere in the workplace, individualized relationships, status hierarchy and authority, involvement in employees' non-work lives and loyalty expectation subdimensions of PL and T-O leadership (r = -.30, p < .01; r = -.29, p < .01; r = -.25, p < .01; r = -.26, p < .01; r = -.25, p < .01; r = -.19, p < .01; r = -.21, p < .01; r = -.14, p < .01; respectively).

Job Satisfaction was also significantly correlated with PL and all subdimensions of PL (r = .40, p < .05; r = .47, p < .01; r = .39, p < .01; r = .15, p < .01; r = .15, p < .01; r = .38, p < .01; r = .24, p < .01; respectively). However, job satisfaction was negatively correlated with T-O leadership (r = -.09, p < .05).

Finally, T-O leadership was positively correlated with incivility, personal and work-related burnout, PL, creating family atmosphere in the workplace, individualized relationships, status hierarchy and authority, loyalty expectation subdimensions of PL (r = .08, p < .05; r = .09, p < .05; r = .21, p < .01; r = .18, p < .01; r = .29, p < .01; r =

.14, $p < .01$; r = .19, $p < .01$; r = .51, $p < .01$; r = .24, $p < .01$; respectively). On the other hand, T-O leadership was negatively associated with CWBs (r = -.12, $p < .05$) and job satisfaction (r = -.14, $p < .01$).

3.5 HYPOTHESIS TESTING

3.5.1. SEM Results of the Proposed Regression Model

The hypothesized heuristic model was tested by using SEM with AMOS 23.0 software. The results of the analysis made with the whole data set (containing both the blue collar and the white-collar employees revealed that the proposed model (M1). In this model, the error terms of job satisfaction and CWBs, work-related burnout and personal burnout; work-related burnout and CWBs, job satisfaction and both work-related and personal burnout were allowed to covary. After these modifications, it provided acceptable fit to the data ($\square$2(N = 717, df = 2) = 5.87 CFI = .99, TLI = .98, NFI = .99, RMSEA = .05) (Figure 1). In line with the Hypotheses 1a, 1b,1c, 2a, 2b, 2c, 3a, 3b and 3c workplace incivility, mobbing, and abusive supervision were directly linked to job satisfaction, CWBs, work-related burnout, and personal burnout.
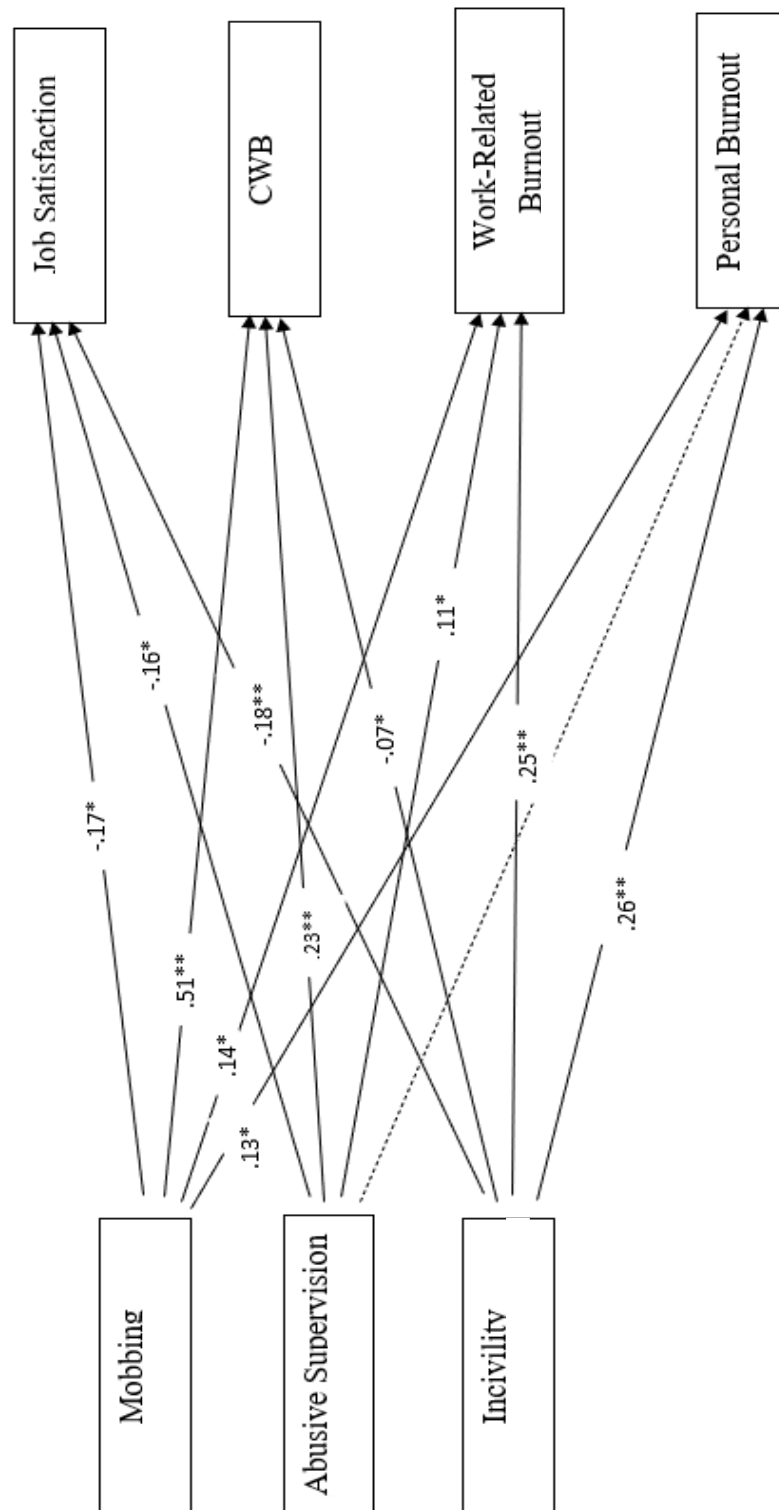
Figure 1: The standardized parameter estimates of the analyzed model for all sample which includes both white and blue-collar employees

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

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Hypothesis 1a suggested that there would be a negative relationship between incivility and job satisfaction. According to the analysis results, a negative relationship was found between incivility and job satisfaction ($\beta = -.18$, $p = .01$). Accordingly, Hypothesis 1a was supported. Hypothesis 1b which suggested that there would be a negative relationship between mobbing and job satisfaction was also supported ($\beta = -.17$, $p = .01$). Supporting Hypothesis 1c, abusive supervision was found to be significantly and negatively associated with job satisfaction ($\beta = -.16$, $p < .05$).

Hypothesis 2a suggested that incivility would be positively correlated with work-related and personal burnout. According to the analysis results, incivility was positively associated with personal burnout ($\beta = .26$, $p = .01$), and work-related burnout ($\beta = .25$, $p = .01$). Therefore, Hypothesis 2a was supported. Hypothesis 2b which suggested that mobbing would be a positively related to personal ($\beta = .13$, $p = .05$) and work-related burnout ($\beta = .14$, $p = .03$). Therefore, Hypothesis 2b was supported. Hypothesis 2c suggested that abusive supervision would be positively associated with personal burnout and work-related burnout. According to results, abusive supervision was positively correlated personal burnout ($\beta = .04$, $p < .05$) but it was not significantly associated with work-related burnout ($\beta = .10$, $p = .46$). Therefore, Hypothesis 2c was partially supported. In addition, Hypothesis 3a, 3b and 3c suggested that incivility, mobbing and abusive supervision would be positively associated with CWBs. The results showed that mobbing and abusive supervision was positively correlated with CWBs ($\beta = .51$, $p = .01$; $\beta = .22$, $p = .01$; respectively) but incivility was negatively correlated with CWBs ($\beta = -.07$, $p < .05$). Therefore, Hypothesis 3a was not supported but Hypothesis 3b and 3c was supported.

Secondly, an analysis was made with a data set containing only the blue-collar participants. The results of the SEM analysis revealed that the proposed model (M2) provided acceptable fit to the data ($\square 2$(N = 353, df = 0) = 4.30, CFI = .99, TLI = .98, NFI = .99, RMSEA = .06) (Figure 2). In this analysis, Hypothesis 1c was not supported for blue-collar employees because abusive supervision was not significantly associated with employees' job satisfaction ($\beta = -.08$, $p = .30$).
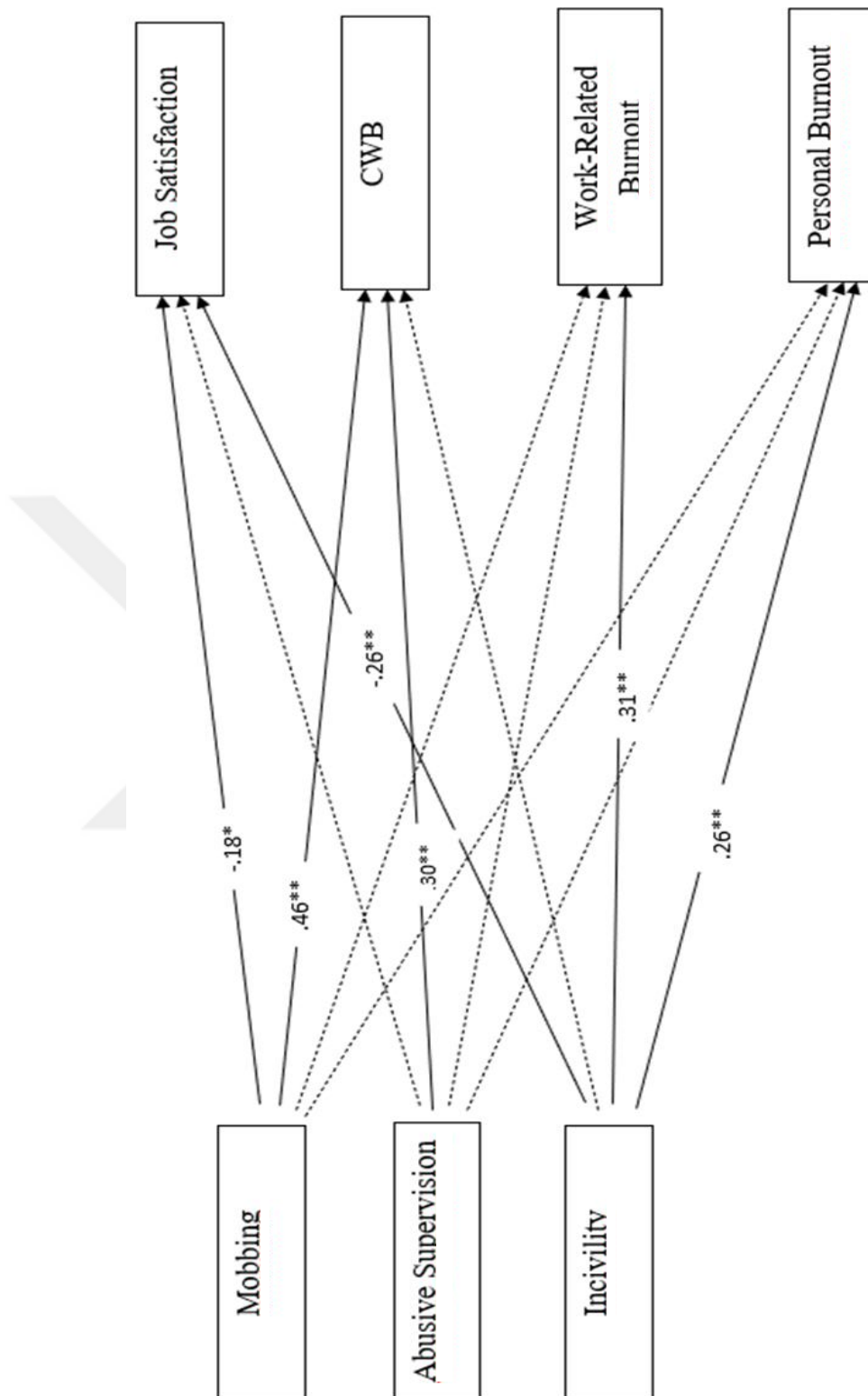
Figure 2: The Standardized Parameter Estimates of the Analyzed Model For Blue-Collar Employees

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

In addition, incivility was not significantly associated with CWBs (β = -.07, p = .25), but it was positively associated with personal burnout (β = .25, p = .01) and work-related burnout (β = .31, p = .03). Accordingly, Hypothesis 2a was partially supported. These analyses partially supported Hypothesis 2b, since mobbing was positively related to CWBs (β = .45, p = .01) but it was not significantly associated with personal (β = .07, p = .38) and work-related burnout (β = .10, p = .24). Moreover, while abusive supervision was positively associated with CWBs (β = .29, p = .01), it was not significantly associated neither with personal (β = .08, p = .38) nor with work-related burnout (β = .09, p = .31). Therefore, Hypothesis 3b was partially supported with this data set.

Lastly, an analysis was made with a data set containing only the white-collar participants. The results of the SEM analysis revealed that the proposed model provided overfit to the data (χ2(N = 364, df = 2) = 1.93, CFI = 1.0, TLI = 1.0, NFI = .99, RMSEA = .00). In this model, the error terms of job satisfaction and CWBs were not allowed to covary (M3). On the other hand, the error terms of work-related burnout and personal burnout; work-related burnout and CWBs, job satisfaction and both work-related and personal burnout were allowed to covary. After these modifications, it provided better fit to the data (χ2(N = 364, df = 6) = 8.68, CFI = .99, TLI = .99, NFI = .99, RMSEA = .03) (Figure 3).

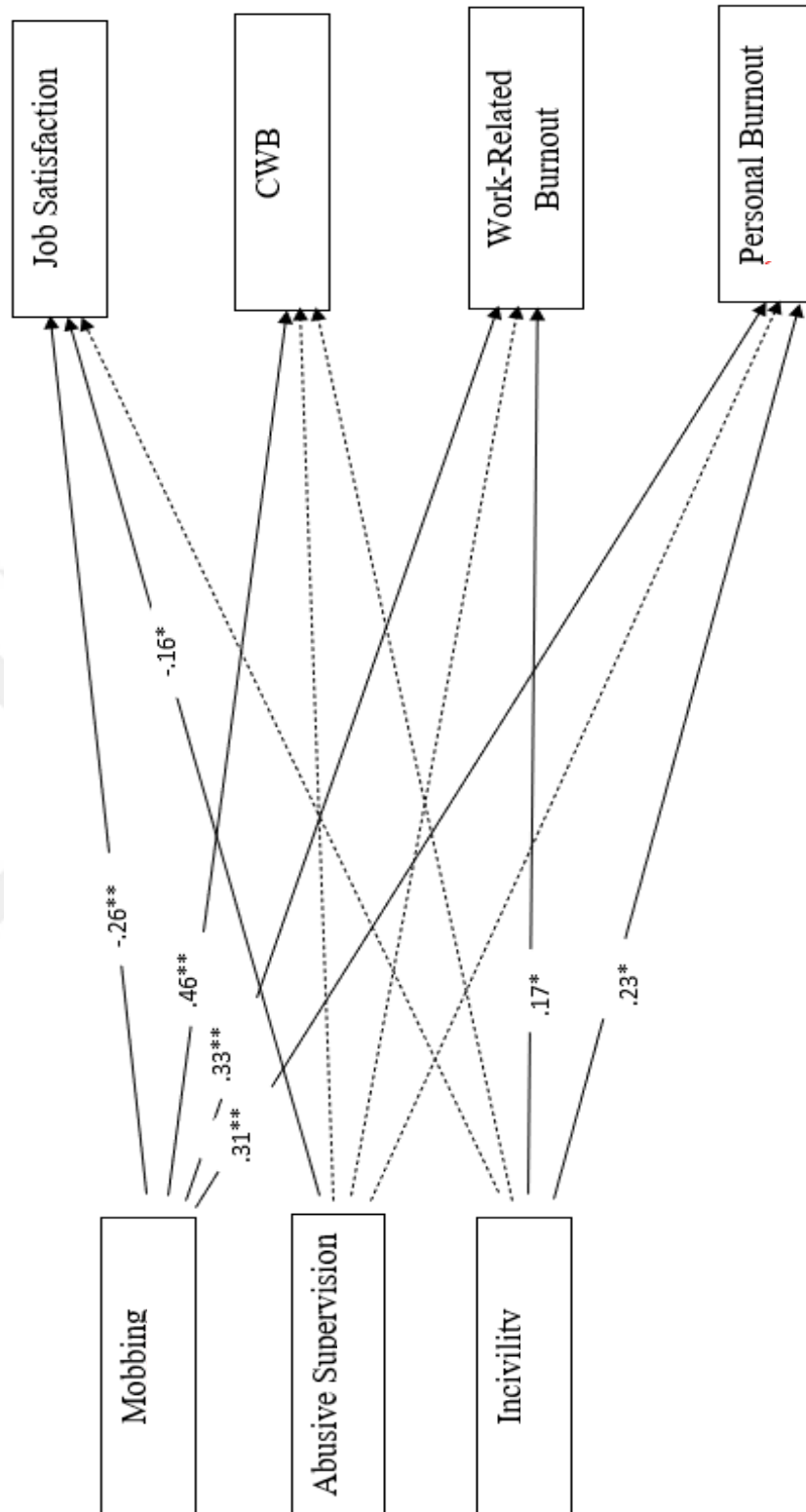**Figure 3:** The Standardized Parameter Estimates of the Analyzed Model For White-Collar Employees

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

Contrary to the initial findings, in this model a negative relationship was not found between incivility and job satisfaction (β = -.07, p =.29). Accordingly, Hypothesis 1a was not supported for white-collar participants.

In addition, incivility was not significantly associated with CWBs (β = -.05, p = .40), but it was positively associated with personal burnout (β = .23, p = .01) and work-related burnout (β = .17, p = .01). Therefore, Hypothesis 2a was partially supported. However, contrary to Hypothesis 3b, abusive supervision was not significantly related to CWBs, personal burnout and work-related burnout among white-collar employees. In additional analyses, independent sample t-tests were conducted to examine in which variables the scores of blue-collar and white-collar employees differed significantly. The results revealed that blue collar (M=1.8, SD=.71) and white collar (M=1.6, SD=.53) employees' CWBs scores differed significantly ($t(707)$=4.03, $p<.001$). According to these results, blue-collar employees were more likely to perform CWBs than white-collar employees.

3.5.2 Moderated Multiple Regression (MMR) Analyses

To investigate the moderating roles of leadership styles (i.e., PL and T-O leadership styles) in the relationships of incivility, mobbing and abusive supervision with the outcome variables, a series of MMR analyzes were conducted by using PROCESS Macro.

3.5.2.1 MMR Analyses for PL Style

MMR analyses of PL style revealed that the effects of incivility, mobbing and abusive supervision on job satisfaction were not significant (B = .04, SE = .08, p = .61, 95% CI [-.12, .21]; B = -.11, SE = .09, p = .22, 95% CI [-.30, .07]; B = -.07, SE = .09, p = .46, 95% CI [-.26, .12]; respectively). Therefore, Hypothesis 4 which suggested that PL style would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that, the negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be weaker when supervisor was rated high on PL style than when supervisor was rated low on PL style was not supported.

The same analysis strategy was employed for testing the moderation effect of PL style in the relationship between incivility, mobbing, abusive supervision and CWBs. The results revealed that when supervisor was rated low on PL style,

employees were significantly more likely to have high scores on CWBs under high incivility condition (B = .26, SE = .036, p < .01, 95% CI [.19, .33]) (Figure 4). Also, when supervisor was rated low on PL style, employees were significantly more likely to have high scores on CWBs when level of mobbing was low (B = .50, SE = .034, p < .01, 95% CI [.44, .57]) (Figure 5). However, under high mobbing condition, employees' scores of CWBs were similar regardless of level of PL. Employees were significantly more likely to have high scores on CWBs under high PL high abusive supervision condition than high PL-low abusive supervision condition (B = .38, SE = .033, p < .01, 95% CI [.32, .45]) (Figure 6). The unstandardized simple slope for employees -1 SD below the mean of PL was B = .38, SE = .03, 95% CI [.32, .45], p < .001), and the unstandardized simple slope for employees +1 SD above the mean of PL was B = .64, SE = .04, 95%, CI [.56, .72], p < .001). Employees who reported high levels of abusive supervision and rated their supervisors as high on PL style reported the highest level of CWBs. However, employees who reported low levels of abusive supervision and rated their supervisors as high on PL style reported the lowest level of CWBs. Therefore, Hypothesis 5 which suggested that PL would moderate the relationships of incivility, mobbing and abusive supervision with CWBs in such a way that, positive relationships of incivility, mobbing and abusive supervision with CWB would be weaker when supervisor was rated high on PL style than when supervisor was rated low on PL style was partially supported.
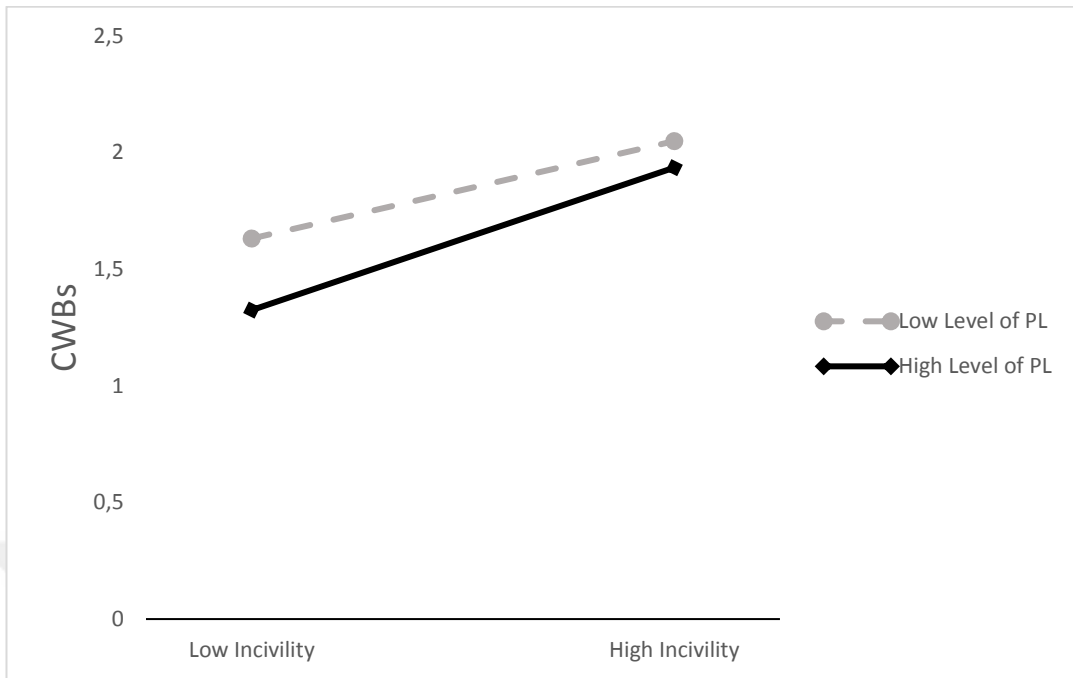
Figure 4: Moderating Effect of PL Style on the Relationship Between Incivility and CWBs
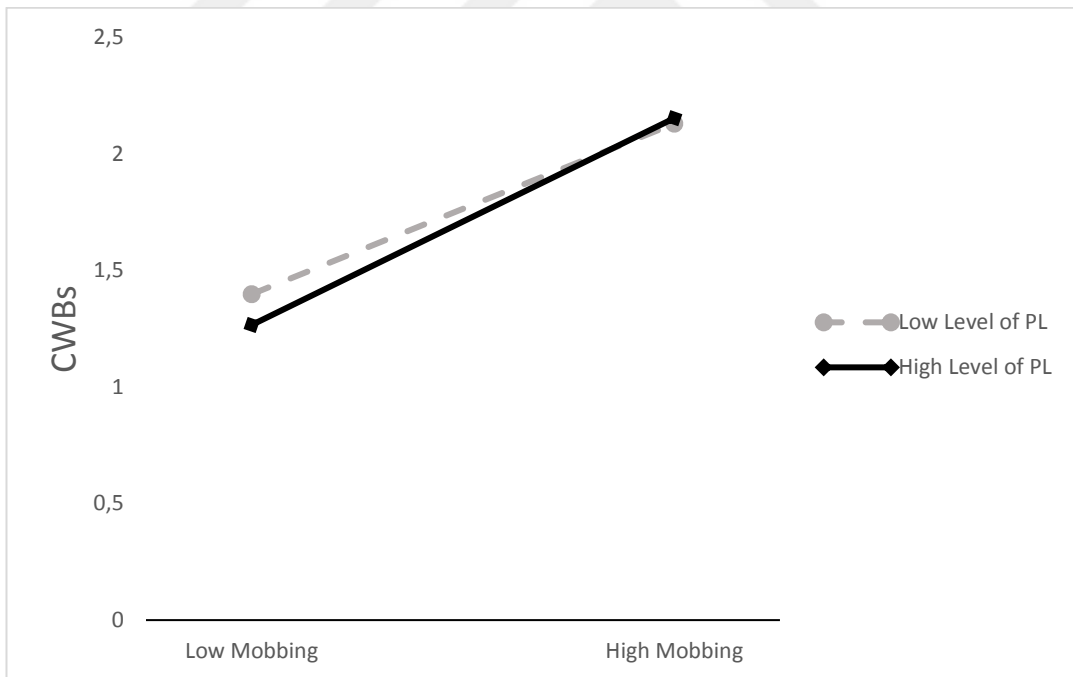
Figure 5: Moderating Effect of PL Style on the Relationship between Mobbing and CWBs
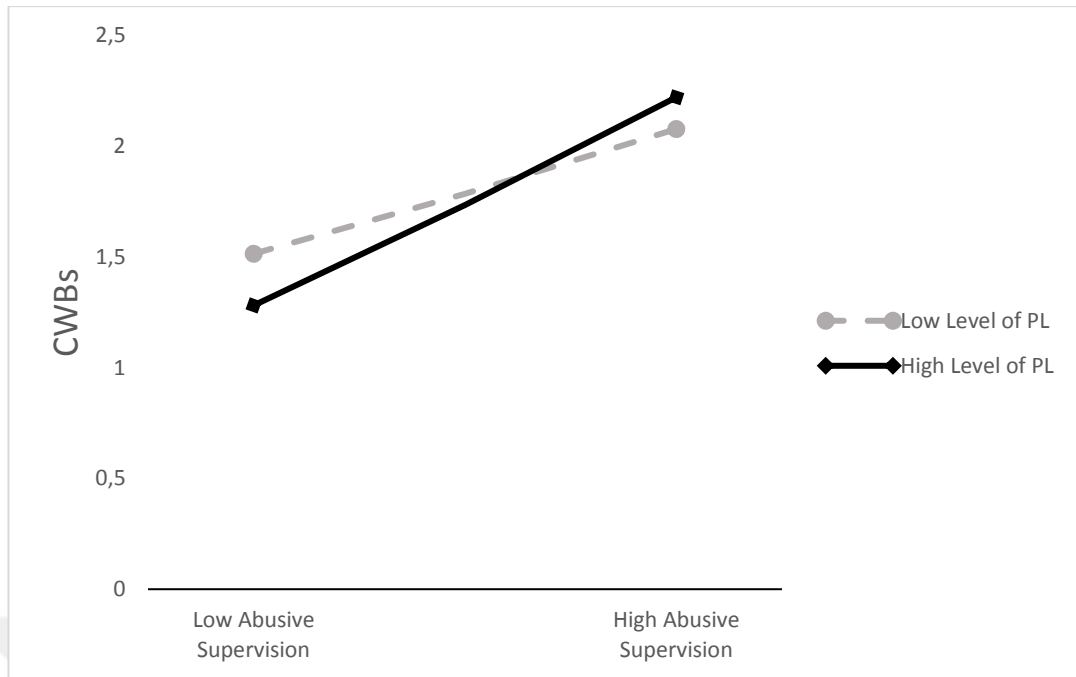
Figure 6: Moderating Effect of PL Style on the Relationship between Abusive Supervision and CWBs

MMR analyses revealed that the interaction effect of PL and incivility on burnout which included personal and work-related burnout was not significant ($B = -.02$, $SE = .05$, $p = .64$, 95% CI [-.12, .07]; $B = -.02$, $SE = .05$, $p = .68$, 95% CI [-.11, .07]; respectively). The interaction effect of PL and abusive supervision on personal and work-related burnout was also not significant ($B = .05$, $SE = .05$, $p = .36$, 95% CI [-.06, .16]; $B = .06$, $SE = .06$, $p = .25$, 95% CI [-.05, .18]; respectively). However, the interaction effect of PL and mobbing on personal and work-related burnout was significant ($B = .31$, $SE = .054$, $p < .01$, 95% CI [.20, .42]; $B = .32$, $SE = .051$, $p < .01$, 95% CI [.22, .42]; respectively). The scores were plotted (Figure 7 and Figure 8). Under low mobbing condition, employees who rated their supervisors as high on PL style reported lower levels of personal and work-related burnout than those who rated their supervisors as low on PL. However, under high mobbing condition, employees reported similar levels of personal and work-related burnout regardless of level of PL. Therefore, Hypothesis 6 which suggested that PL style would moderate the relationships of incivility, mobbing and abusive supervision with work-related and personal burnout in such a way that, positive relationships of incivility, mobbing and abusive supervision with work-related and personal burnout would be weaker when supervisor was rated high on PL style than when supervisor was rated low on PL style was partially supported.

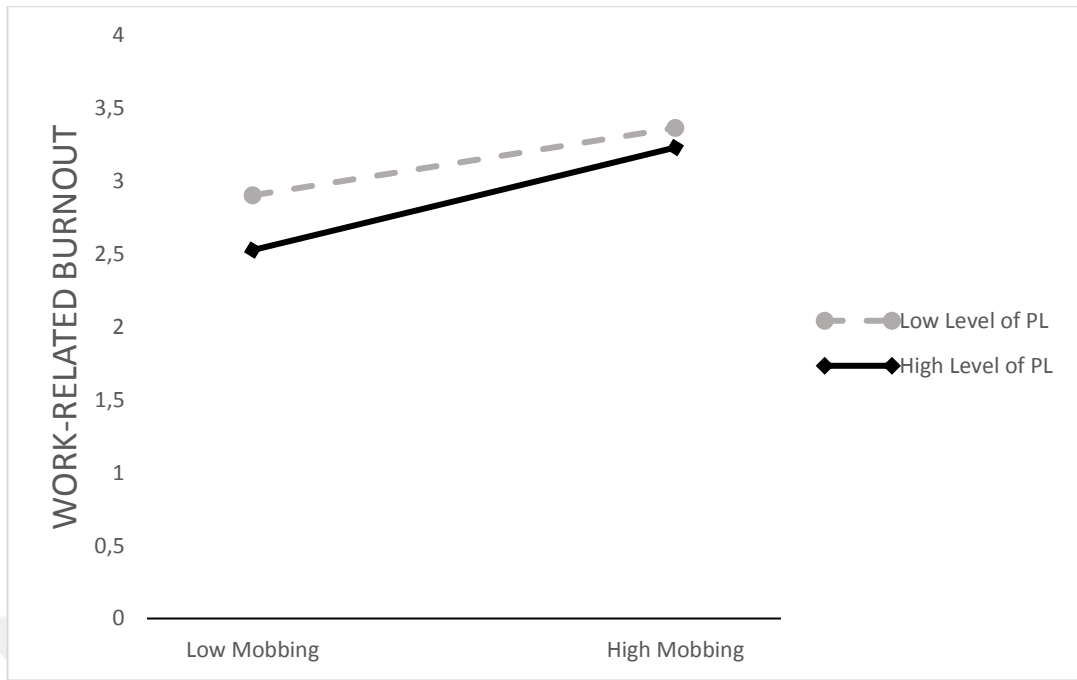**Figure 7:** Moderating Effect of PL Style on the Relationship between Mobbing and Work-Related Burnout

Figure 8: Moderating Effect of PL Style on the Relationship between Mobbing and Personal Burnout

3.5.2.2 MMR Analyses for T-O Style

A series of MMR analyzes were also conducted to examine the moderating role of T-O style in the relationships of incivility, mobbing and abusive supervision with the outcome variables.

First, the moderating effects of T-O leadership style in the relationships between incivility, mobbing, abusive supervision, and job satisfaction were analyzed. The results revealed that the interaction effect of T-O leadership style and incivility on job satisfaction was significant ($B = -.56$, $SE = .093$, $p < .01$, 95% CI [-.75, -.38]) (Figure 9). Under high incivility condition, employees who rated their supervisors as high on T-O leadership style reported significantly lower levels of job satisfaction than those who rated their supervisors as low on T-O leadership style. However, under low incivility condition, employees reported similar scores of job satisfaction regardless of their supervisors' level of T-O leadership style. Similarly, under high mobbing condition, employees who rated their supervisors as high on T-O leadership style reported significantly lower levels of job satisfaction than those who rated their supervisors as low on T-O leadership style. However, under low mobbing condition, employees reported similar scores of job satisfaction regardless of their supervisors' level of T-O leadership style. ($B = -.54$, $SE = .093$, $p < .01$, 95% CI [-.72, -.35]) (Figure 10). The unstandardized simple slopes for the employees -1 SD below the mean of T-O leadership style was $B = -.53$, $SE = .09$, $p < .001$, 95% CI [-.72, -.35]. The unstandardized simple slopes for the employees +1 SD above the mean of T-O leadership style was $B = -.1.2$, $SE = .09$, $p < .001$, 95% CI [-.1.4, -.1.05]. Finally, under high abusive supervision condition, employees who rated their supervisors as high on T-O leadership style reported significantly lower levels of job satisfaction than those who rated their supervisors as low on T-O leadership style. However, under low abusive supervision condition, employees reported similar scores of job satisfaction regardless of their supervisors' level of T-O leadership style. ($B = -.54$, $SE = .094$, $p < .01$, 95% CI [-.72, -.35]) (Figure 11). Therefore, Hypothesis 7 which suggested that T-O style would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that, the negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be stronger when supervisor was rated high on T-O style than when supervisor is rated low on T-O style was supported.
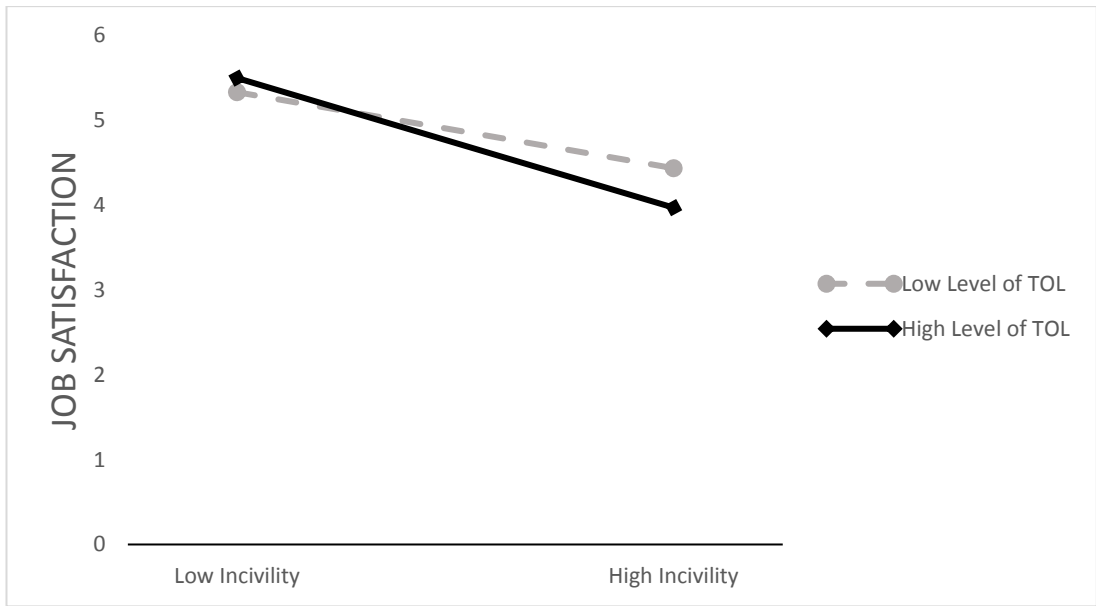
Figure 9: Moderating Effect of T-O Style on the Relationship between Incivility and Job Satisfaction

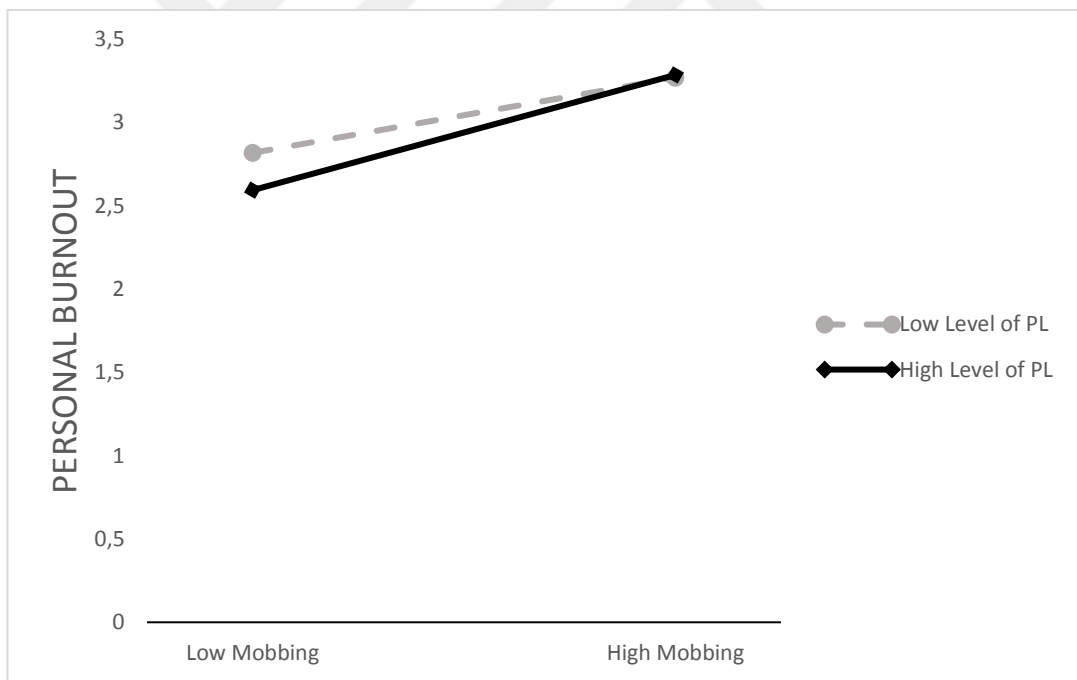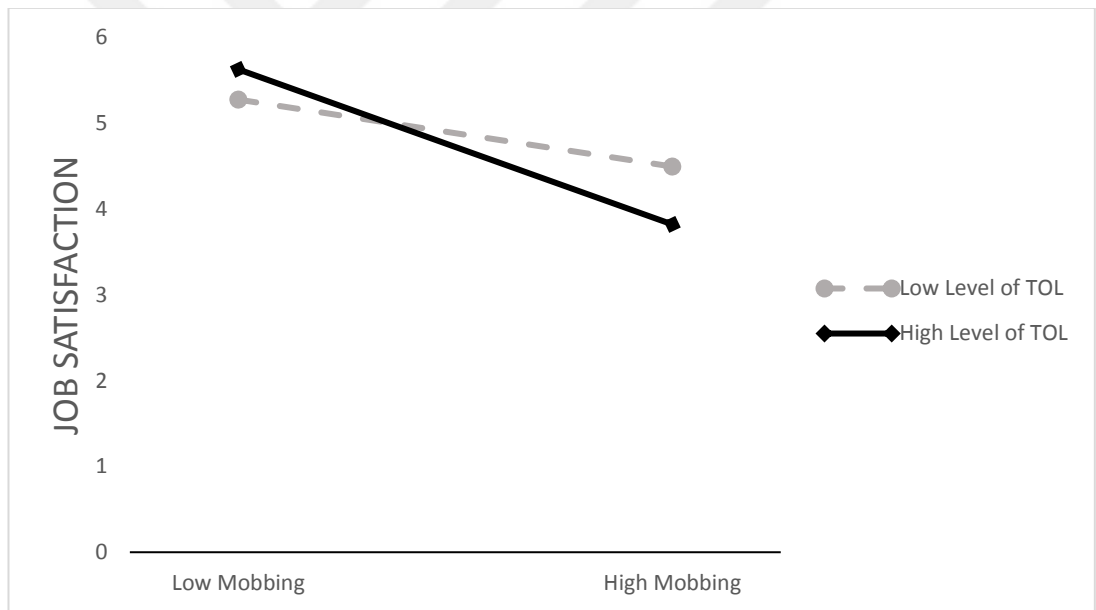**Figure 10.** Moderating Effect of T-O Style on the Relationship between Mobbing and Job Satisfaction
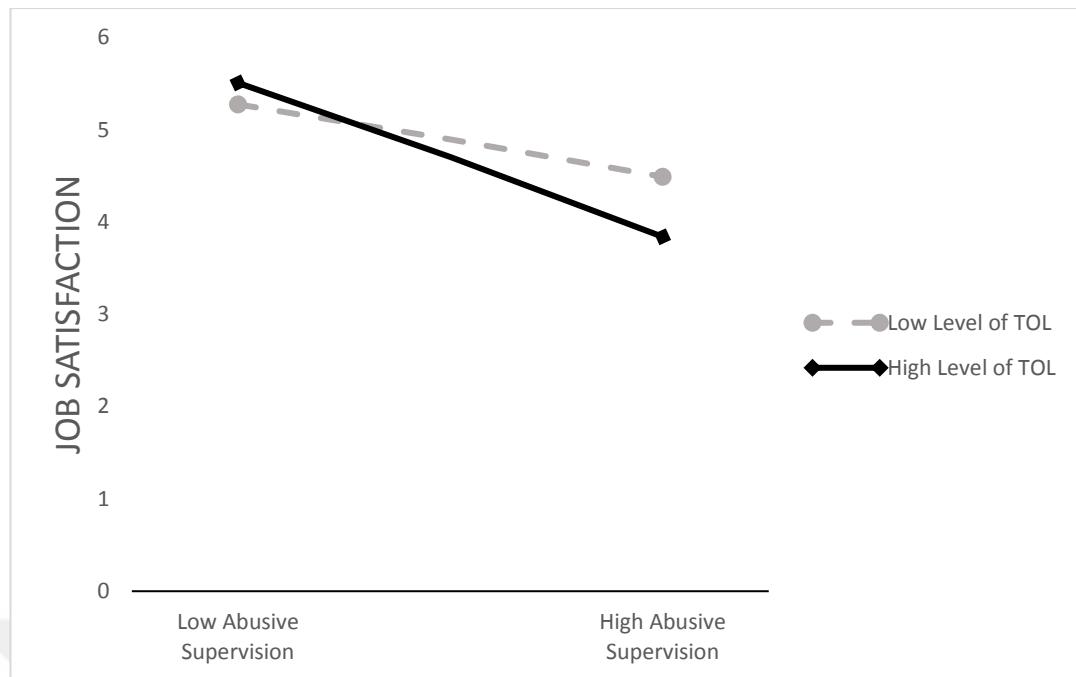
Figure 11. Moderating Effect of T-O Style on the Relationship between Abusive Supervision and Job Satisfaction

The same analysis strategy was employed for testing the moderation effect of T-O leadership style in the relationships of incivility, mobbing, and abusive supervision with CWBs. The results revealed that the interaction effect of T-O leadership style and incivility on CWBs was significant ($B = .45$, $SE = .037$, $p < .01$, 95% CI [.37, .52]) (Figure 12). However, the findings were in the opposite direction of the expected results. More specifically, under high incivility condition, employees who rated their supervisors as low on T-O leadership style reported significantly higher levels of CWBs than those who rated their supervisors as high on T-O leadership style. In addition, regardless of their supervisors' level of T-O leadership style, employees reported significantly higher levels of CWBs under low incivility condition. In addition, under high mobbing and abusive supervision conditions, employees who rated their supervisors as low on T-O leadership style reported significantly higher levels of CWBs than those who rated their supervisors as high on T-O leadership style ($B = .68$, $SE = .032$, $p < .01$, 95% CI [.62, .75]; $B = .61$, $SE = .034$, $p < .01$, 95% CI [.54, .67], respectively) (Figure 13 and Figure 14). Therefore, Hypothesis 8 which suggested that T-O style would moderate the relationships of incivility, mobbing and abusive supervision with CWBs in such a way that, positive relationships of incivility, mobbing and abusive supervision with CWBs would be stronger when supervisor was

rated high on T-O style than when supervisor was rated low on T-O style was not supported.
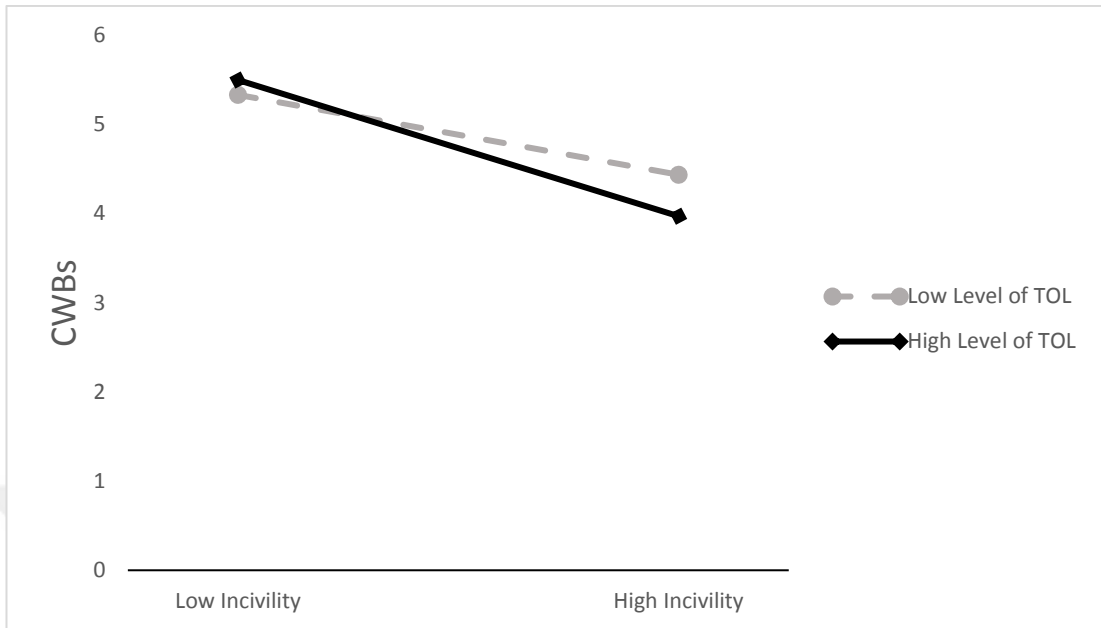
Figure 12: Moderating Effect of T-O Style on the Relationship between Incivility and CWBs
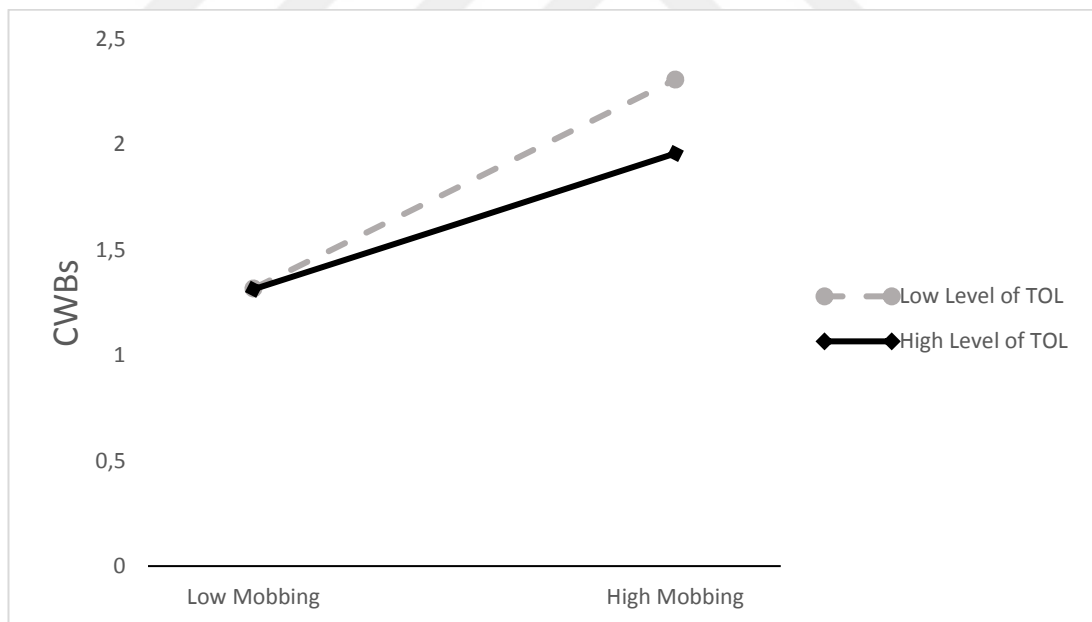
Figure 13: Moderating Effect of T-O Style on the Relationship between Mobbing and CWBs
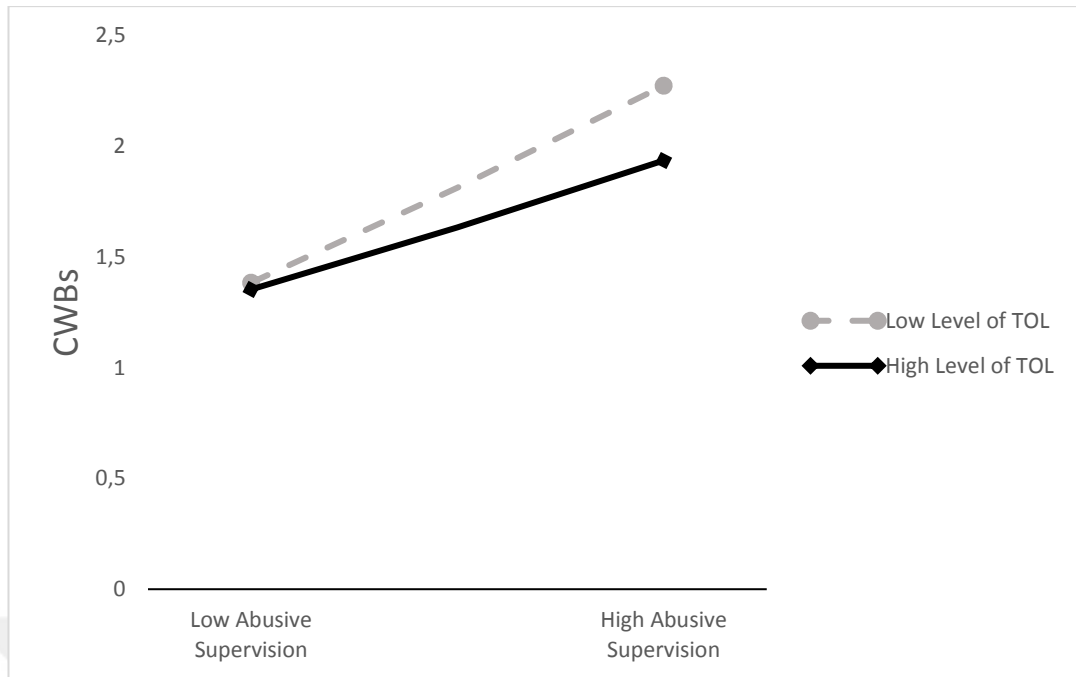
Figure 14: Moderating Effect of T-O Style on the Relationship between Abusive Supervision and CWBs

Finally, the moderating effects of T-O style in the relationships of incivility, mobbing, and abusive supervision with work-related and personal burnout were analyzed. The results revealed all of the interaction effects were significant ($B = .34$, $SE = .050$, $p < .01$, 95% CI [.024, .43]; $B = .27$, $SE = .051$, $p < .01$, 95% CI [.17, .37]; respectively; ($B = .31$, $SE = .051$, $p < .01$, 95% CI [.21, .41]; $B = .24$, $SE = .052$, $p < .01$, 95% CI [.14, .34]; respectively; ($B = .34$, $SE = .051$, $p < .01$, 95% CI [.24, .44]; $B = .28$, $SE = .053$, $p < .01$, 95% CI [.17, .38]; respectively). More specifically, under high incivility, mobbing, and abusive supervision conditions, employees who rated their supervisors as high on T-O leadership style reported significantly higher levels of work-related and personal burnout than those who rated their supervisors as low on T-O leadership style. (Figure 15, Figure 16, Figure 17, Figure 18, Figure 19, and Figure 20, respectively). However, under low incivility, mobbing, and abusive supervision conditions, employees reported similar scores of work-related and personal burnouts (which were lower than those under high incivility, mobbing, and abusive supervision conditions) regardless of their supervisors' level of T-O leadership style. Therefore, Hypothesis 9 which proposed that T-O style would moderate the relationships of incivility, mobbing and abusive supervision with work-related and personal burnout in such a way that, positive relationships of incivility, mobbing and abusive supervision with work-related and personal burnout would be stronger when

supervisor was rated high on T-O style than when supervisor was rated low on T-O style was supported.
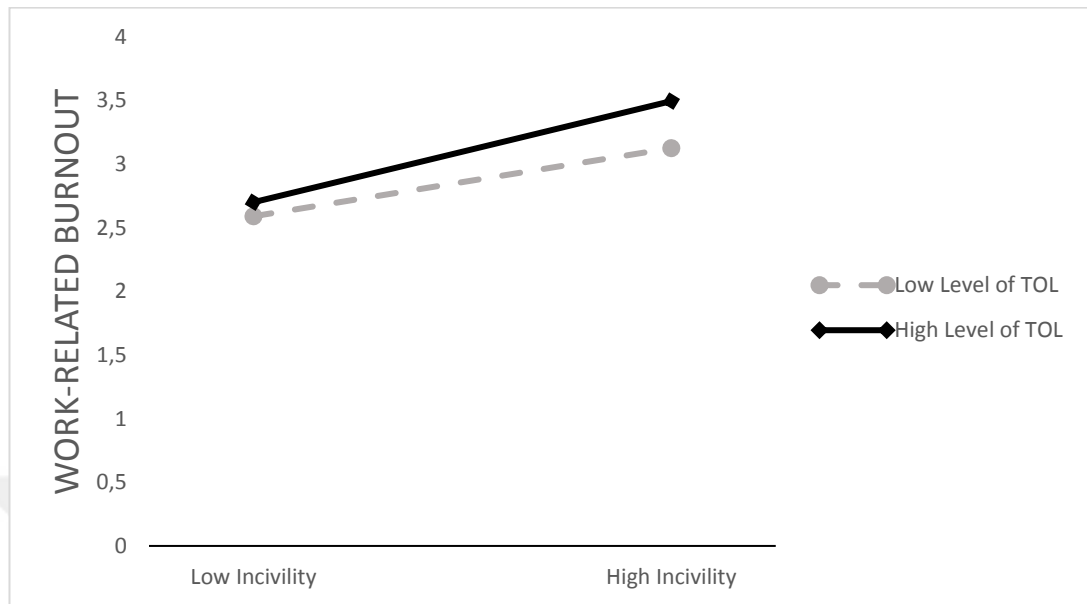
Figure 15: Moderating Effect of T-O Style on the Relationship between Incivility and Work-Related Burnout
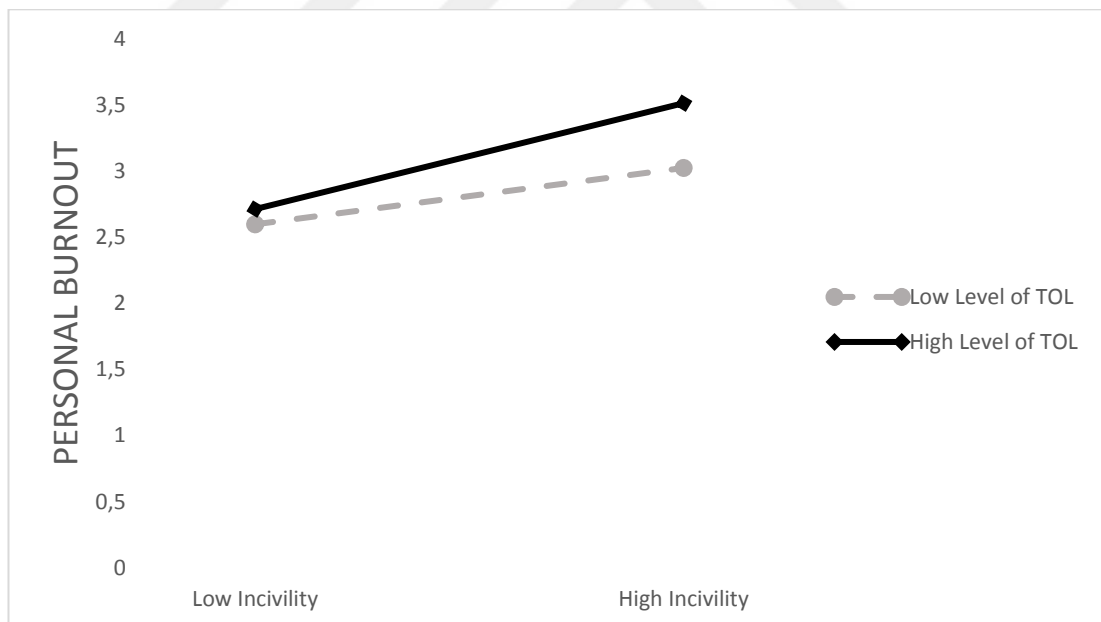
Figure 16: Moderating Effect of T-O Style on the Relationship between Incivility and Personal Burnout
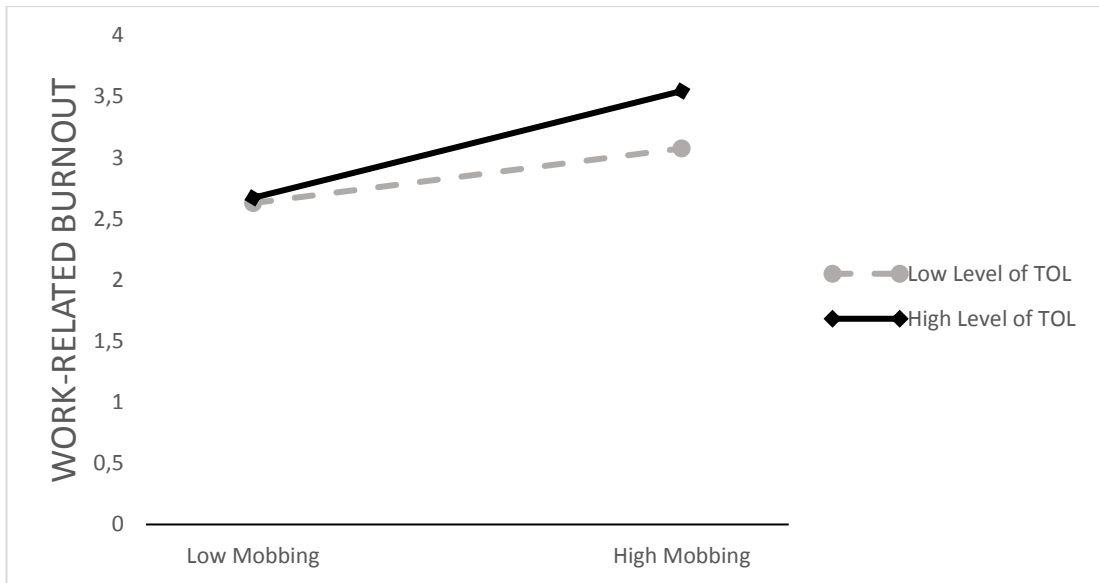
Figure 17: Moderating Effect of T-O Style on the Relationship between Mobbing and Work-Related Burnout
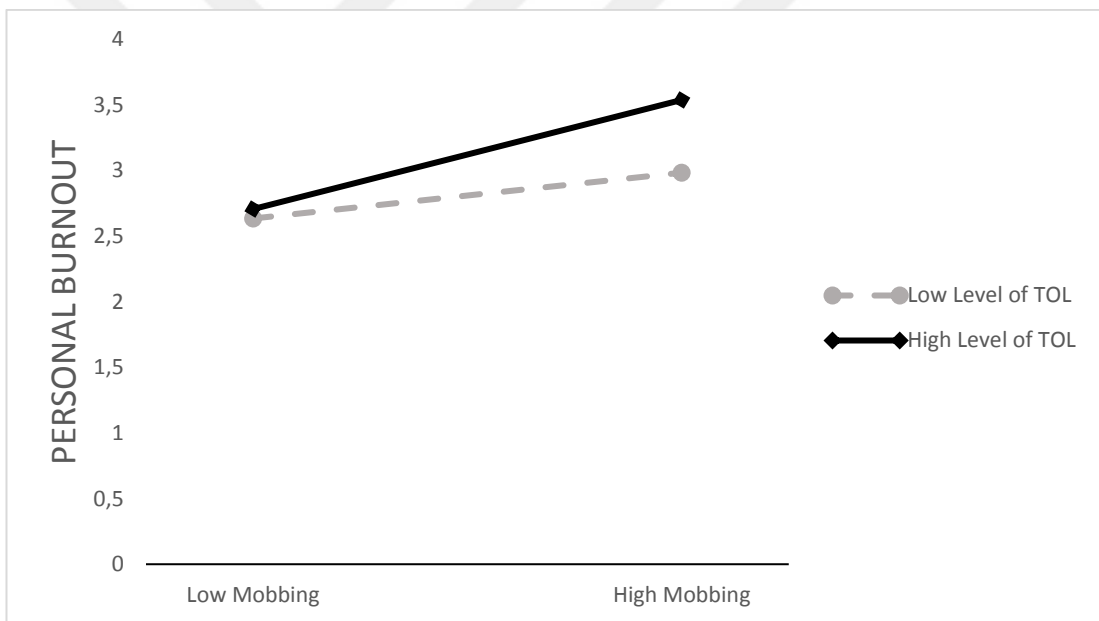
Figure 18: Moderating Effect of T-O Style on the Relationship between Mobbing and Personal Burnout
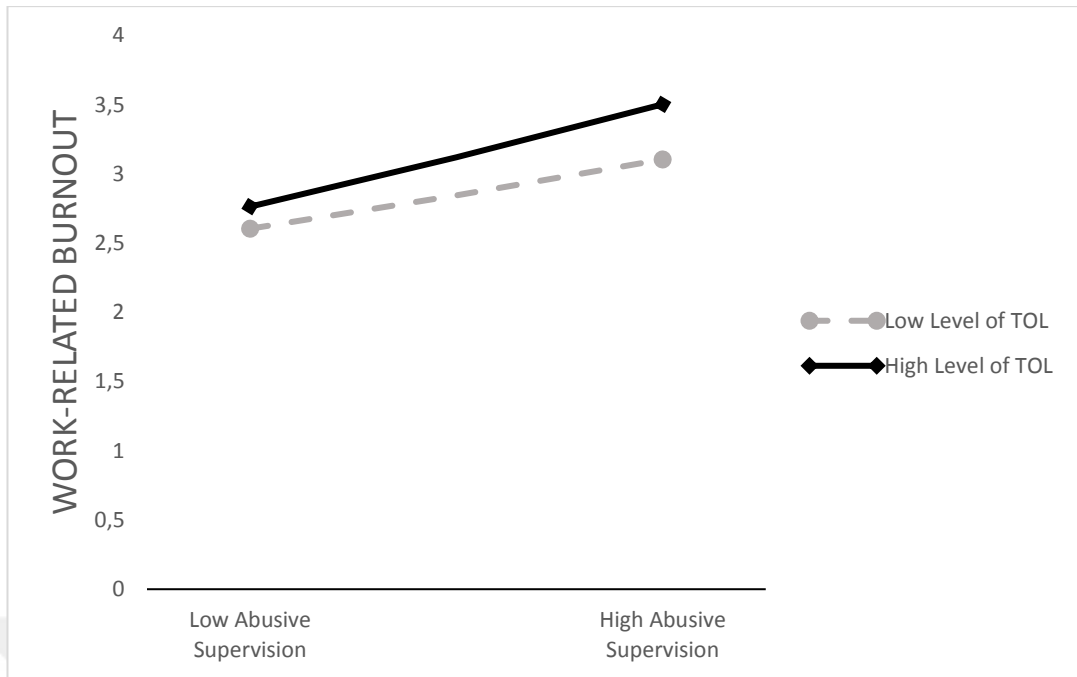
Figure 19: Moderating Effect of T-O Style on the Relationship between Abusive Supervision and Work-Related Burnout
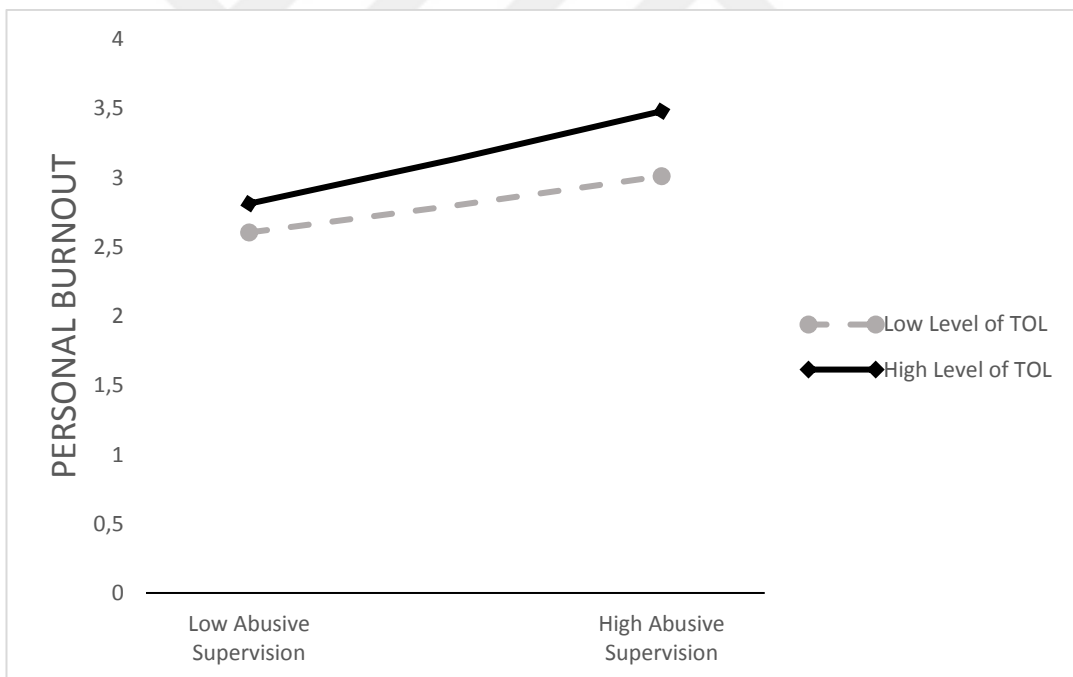
Figure 20: Moderating Effect of T-O Style on the Relationship between Abusive Supervision and Personal Burnout

Table 4: Summary of the Hypotheses and the Results

| Hypothesis	Results
1a: Incivility is negatively associated with job satisfaction.	**S**
1b: Mobbing is negatively associated with job satisfaction.	**S**
1c: Abusive supervision is negatively associated with job satisfaction.	**S**
2a: Incivility is positively associated with work-related and personal burnout.	**S**
2b: Mobbing is positively associated with work-related and personal burnout.	**S**
2c: Abusive supervision is positively associated with work-related and personal burnout.	**S~**
3a: Incivility is positively associated with CWBs.	**NS**
3b: Mobbing is positively associated with CWBs.	**S**
3c: Abusive supervision is positively associated with CWBs.	**S**
4: PL style moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that, the negative relationships of incivility, mobbing and abusive supervision with job satisfaction is weaker when supervisor is rated high on PL style than when supervisor is rated low on PL style.	**NS**
5: PL style moderates the relationships of incivility, mobbing and abusive supervision with CWB in such a way that, positive relationships of incivility, mobbing and abusive supervision with CWB is weaker when supervisor is rated high on PL style than when supervisor is rated low on PL style.	**S~**
6: PL style moderates the relationships of incivility, mobbing and abusive supervision with work-related and personal burnout in such a way that, positive relationships of incivility, mobbing and abusive supervision with work-related and personal burnout is weaker when supervisor is rated high on PL style than when supervisor is rated low on PL style.	**S~**
7: T-O style moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that, the negative relationships of incivility, mobbing and abusive supervision with job satisfaction is stronger when supervisor is rated high on T-O style than when supervisor is rated low on T-O style.	**S**
8: T-O style moderates the relationships of incivility, mobbing and abusive supervision with CWB in such a way that, positive relationships of incivility, mobbing and abusive supervision with CWB is stronger when supervisor is rated high on T-O style than when supervisor is rated low on T-O style.	**NS**
9: T-O style moderates the relationships of incivility, mobbing and abusive supervision with work-related and personal burnout in such a way that, positive relationships of incivility, mobbing and abusive supervision with work-related and personal burnout is stronger when supervisor is rated high on T-O style than when supervisor is rated low on T-O style.	**S**

CHAPTER IV

DISCUSSION

In this study, it is aimed to test the effects of different types of workplace mistreatments which are mobbing, abusive supervision, and workplace incivility on job satisfaction, burnout (i.e., work-related burnout and personal burnout), and CWBs by utilizing a holistic model. In addition, the moderating effects of two different leadership styles which were PL and T-O leadership in the relationships of mobbing, abusive supervision, and incivility with positive and negative attitudes and behaviors of employees were examined. One of the main contributions of the present study is to investigate the effects of workplace mistreatment which are incivility, abusive supervision, and mobbing on the same outcome variables among both white-collar and blue-collar employees by utilizing a holistic model for the first time. The findings revealed that these relationships are regulated by different contextual variables. The second main contribution of the study is to reveal the moderating effects of two different leadership styles (i.e., PL and T-O leadership style) the relationships of incivility, mobbing, and abusive supervision with positive (i.e., job satisfaction) and negative outcomes (i.e., CWBs, personal and work-related burnout).

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

Employees who had high educational levels, long organizational tenure, and tenure with the immediate supervisor reported low levels of workplace mistreatment. One of the explanations regarding the education level may be that highly educated individuals may have better job alternatives than those with low education levels therefore, they may easily quit from their jobs when they are exposed to workplace mistreatment (Ito, & Brotheridge, 2007). In other words, employees with high education levels are more likely to work and stay in organizations that provide mistreatment-free contexts than those with low education levels. A similar explanation is likely to be valid for the findings regarding organizational tenure and tenure with the immediate supervisor. Employees who are exposed to workplace mistreatment

may be resigning immediately. Therefore, employees who work in the same organization and/or with the same supervisor for long periods of time may be those who are not exposed to high levels of workplace mistreatment. It is also likely that managers and co-workers may show respect towards others who have worked at the same institution for long time. This circumstance is very common in Turkish culture and Onaran and Göncü-Köse (under review) also found a similar result with a Turkish sample. Although education level, organizational tenure and tenure with the immediate supervisor seem to be protective factors for mistreatment, situational or personality variables may still moderate this situation. To illustrate, employees with certain personality characteristics may be more likely to be exposed to mobbing, abusive supervision, or incivility than others regardless of their education levels, organizational tenure, and tenure with the immediate supervisor. Consistently, literature revealed that individuals with high levels of neurotic personality traits were more likely to be victims of mobbing (Alfano & Fraccaroli, 2009). Therefore, future studies are suggested to investigate other moderating variables in the relationship of employees' education levels, organizational tenure, and tenure with the immediate supervisor with exposure to different types of workplace mistreatment.

Bivariate correlation analysis showed that employees who rated their immediate supervisors as high on PL reported low levels of incivility and mobbing as well as abusive supervision. In addition, those who rated their supervisors as high on PL reported low scores of personal and work-related burnouts. Moreover, PL was positively correlated with job satisfaction; whereas, T-O leadership style was negatively associated with job satisfaction. These findings may indicate that PL is a desired and effective leadership style in the Turkish cultural context. Consistently, previous studies also revealed that PL was positively related to job satisfaction, organizational commitment, OCBs and it was negatively related to turnover intentions, workplace deviance (Bedi, 2020). On the other hand, the authoritarian dimension of PL may lead to negative consequences and cause intimidation (Şahin, 2015). It is also likely that employee characteristics may moderate the relationships between PL and outcome variables. To illustrate, employees with high levels of need for autonomy and/or those who are highly concerned about invasion of privacy may be intimated especially by certain types of PL behaviors. Therefore, moderating variables such as employees' motivational tendencies and personality characteristics involved in the relationships of PL with positive and negative workplace outcomes should be

investigated in future studies. The results of the SEM analysis conducted with the data from all sample including both white- and blue-collar employees showed that, although mobbing and incivility were positively associated with both personal and work-related burnout, abusive supervision was positively related only to work-related burnout. I argue that incivility and mobbing may be indeed and perceived as more personal than abusive supervision. That is, individuals are likely to feel themselves as targets when they are exposed to incivility and mobbing and this may contribute to an increased level of personal burnout feelings. In addition, persecutors of incivility and mobbing may include coworkers and subordinates. Negative relationships with multiple agents in the workplace may trigger not only work-related but also personal burnout. On the other hand, abusive supervisors are likely to perform their hostile behaviors towards all or majority of their subordinates and, therefore, their behaviors may not be perceived as personal encounters. Therefore, the effects of abusive supervision may be limited to work-related burnout. However, there are few studies, at least in Turkey, focusing on the relationships of abusive supervision with personal and work-related burnout (Bolat et al., 2017) and future studies are suggested to investigate these relationships. In addition, abusive supervision may be related to personal burnout in the long term because of their effects on other processes. To illustrate, previous studies showed that abusive supervision was positively related to work-family conflict (WFC; Köksal, & Gürsoy, 2019) and in the long run, increased level of WFC may contribute to increase in personal burnout experienced by subordinates of abusive supervisors. Therefore, future studies are suggested to investigate the effects of abusive supervision on personal burnout by employing longitudinal design.

One of the main contributions of the present study was to reveal the differential effects of incivility, mobbing, and abusive supervision on job satisfaction, CWBs, personal and work-related burnout among white-collar and blue-collar employees. The SEM analyses showed that abusive supervision was not negatively related to job satisfaction among blue-collar employees. It may be speculated that abusive supervisory behaviors such as showing angry outbursts or not keeping promises are more common among blue-collars' supervisors than they are among white-collar employees' supervisors and blue-collar employees may perceive these behaviors as normal or usual. Therefore, abusive supervisory behaviors may not decrease blue-collar employees' job satisfaction. However, studies that focus on differential effects

on abusive supervision on blue- and white-collar employees are rare in the literature (Martinko, Harvey, Brees, & Mackey, 2013) and future studies are suggested to replicate these findings and empirically examine the present propositions regarding the non-significant relationship between abusive supervision and job satisfaction among blue-collar employees.

Another contribution of the present study was to reveal that incivility, which is a mild form of workplace mistreatment, had significant effects on all of the outcome variables just like mobbing, which is a relatively intense form of mistreatment, did. Although incivility was negatively related to job satisfaction and positively related to CWBs, personal and work-related burnout in the bivariate correlation analysis, the results of the separate SEM analyses for white-collar and blue-collar employees showed that the paths from incivility to CWBs were not significant. One of the reasons may be that mobbing, which was strongly related to CWBs, explained the majority of the variance in CWBs cancelling out the effects of incivility in analyses conducted with the data of both samples and of abusive supervision in the analysis conducted with the data of the white-collar sample.

Although incivility was not significantly associated with CWBs, it was related to job satisfaction, personal and work-related burnout in the expected directions among blue-collar employees. Moreover, mobbing and abusive supervision were not significantly associated with personal and work-related burnout; however, both types of workplace mistreatment were positively associated with CWBs among blue-collar employees. Overall, these findings may indicate that incivility may be associated with personal outcomes and it may not be perceived as related with the organizational systems and procedures among blue-collar employees. On the other hand, mobbing and abusive supervision may be more likely to trigger deviant organizational behaviors such as CWBs among blue-collar employees since the organization is hold responsible for these two types of mistreatments. In other words, blue-collar employees may blame the organization for occurrence and maintenance of these behaviors and they may be more likely to get their revenge from the organization by performing CWBs in return.

SEM analysis for the white-collar sample showed that abusive supervision was significantly associated only with job satisfaction. Incivility was significantly associated with only with personal and work-related burnout. However, mobbing was significantly associated with all of the dependent variables. Mobbing seems to be the common predictor of CWBs for both blue- and white-collar employees. In addition,

incivility is the common predictor of personal and work-related burnout for both samples. On the other hand, abusive supervision seems to decrease white-collar employees' job satisfaction, while it seems to contribute to CWBs among blue-collar employees. It can be speculated that, white-collar employees holding professional jobs may be more likely to be psychologically and personally affected by abusive supervisory behaviors than blue-collar workers. They may be making responsibility attributions for such behaviors, whereas blue-collar employees may make external attributions for abusive supervisory acts. Future studies may benefit from investigating the moderating effects of responsibility attributions and other psychological processes (e.g., locus of control, Spector, 1982) in the relationships of abusive supervision and work-related, employee-related and organizational outcomes. Moderation analyses revealed that the moderating effects of PL style in the relationships of incivility, mobbing, and abusive supervision with job satisfaction were not significant. On the other hand, when incivility and mobbing are at low levels (i.e., under desirable conditions), employees working with highly paternalistic supervisors reported lower levels of CWBs than those whose supervisors were rated low on PL. These findings imply that PL may contribute to decrease employees' engagement of deviant behaviors such as CWBs under normal circumstances. However, when incivility and especially mobbing are at high levels, employees reported high levels of CWBs regardless of the level of PL. Therefore, these results confirmed the strong relationship between mobbing and CWBs. One of the practical implications of these findings is that in favorable organizational contexts, PL may be a buffering mechanism for preventing or minimizing CWBs. Another practical implication is that, organizational leaders should develop proactive strategies to prevent both incivility and mobbing in workplace and should not think that paternalistic relationships formed between immediate supervisors and their subordinates may prevent their employees to engage in CWBs as a response to incivility and mobbing.

The findings also revealed that employees who reported high levels of abusive supervision and rated their supervisors as high on PL style reported the highest level of CWBs. On the other hand, employees who reported low levels of abusive supervision and rated their supervisors as high on PL style reported the lowest level of CWBs. These findings may be explained by the difference between exploitative and benevolent PL. Exploitative paternalism involves overt autocratic behaviors whereas benevolent paternalism is characterized by emphasis on the employees' welfare by the

management (Aycan, 2006). On the one hand, paternalistic supervisors who perform abusive supervisory behaviors (exploitative paternalistic leaders) are likely to trigger employees' negative feelings and attitudes towards the organization and others, which results in escalation in CWBs. On the other hand, paternalistic supervisors who do not engage in abusive supervisory behaviors are likely to be perceived as benevolent leader figures and to contribute to positive feelings and attitudes towards the organization and its members. A practical implication of these findings is that supervisors with paternalistic attitudes should be careful about the borders of their authority and their behaviors that aim to protect status hierarchy. Researchers are suggested to examine the antecedents and differential effects of exploitative and benevolent PL in their future attempts. However, although benevolent and exploitative PL are accepted as distinct constructs (e.g., Mansur et al., 2017), valid and indigenous measures of both PL styles have not been developed with very few exceptions (Cheng, Chou, & Farh, 2000; Pellegrini & Scandura, 2006). Therefore, future studies are encouraged to develop valid and emic measures of exploitative and benevolent PL styles in workplace context by employing both qualitative and quantitative designs.

As expected, under low mobbing condition, employees who rated their supervisors as high on PL style reported lower levels of personal and work-related burnout than those who rated their supervisors as low on PL. Hence, PL style may be a protective factor in this circumstance. One explanation may be that paternalistic supervisors create a family atmosphere in workplace and establish emotional bonds with their subordinates. Also, employees are likely to see such supervisors as an elder family figure (Aycan, 2006). However, under high mobbing conditions, employees reported similar levels of personal and work-related burnout levels regardless of the level of PL. Therefore, as stated above, organizations should not trust only supervisions to reduce the serious impacts of mobbing on employees and should take more proactive precautions.

The results indicated that under high incivility, mobbing and abusive supervision conditions, employees who rated their supervisors as high on T-O leadership style reported significantly lower levels of job satisfaction than those who rated their supervisors as low on T-O leadership style. These results were in line with the propositions. Interestingly, however, under low mobbing and abusive supervision conditions employees who rated their supervisors as high on T-O leadership style reported a higher levels of job satisfaction than those who rated their supervisors as

low on T-O leadership style. I speculate that when employees work in favorable conditions and they are not exposed to mistreatment, T-O leaders may contribute to their job satisfaction by providing adequate levels of work-related guidance and supervision. However, when employees are exposed to different types of workplace mistreatment, a T-O supervisor may become an additional source of stress and burden. Yet, the present study is among the first attempts to examine these relationships and future studies are suggested to test the proposed moderated relationships with different samples in order to draw more precise conclusions.

Contrary to my expectations, under high incivility, mobbing, and abusive supervision condition, employees who rated their supervisors as low on T-O leadership style reported significantly higher levels of CWBs than employees who rated their supervisors as high on T-O leadership style. Moreover, employees who were exposed to low levels of incivility reported higher levels of CWBs than those who were exposed to high levels of incivility, regardless of the level of T-O leadership style. In contrast, employees who were exposed to low levels of mobbing and abusive supervision reported lower levels of CWBs than those who were exposed to high levels of mobbing and abusive supervision, regardless of the level of T-O leadership style. One explanation for the first finding may be that T-O managers are likely to provide close and strict supervision (Brown, 2003). Therefore, under high mistreatment conditions, employees whose supervisors are highly T-O and who are strictly monitored by their supervisors may not have opportunity to perform CWBs as much as those whose supervisors are low on T-O leadership style. One practical implication of these findings is that in organizations where workplace mistreatment is common, T-O leadership style may be a protective factor that reduces destructive behaviors despite the fact that it decreases job satisfaction. However, these findings should be replicated by future studies that involve different samples from various cultural contexts.

The second set of findings may imply that when supervisors, co-workers, and subordinates are polite and kind (i.e., low incivility condition), it may be easier for employees to engage in CWBs. However, when other parties are hostile and aggressive (i.e., high mobbing and abusive supervision conditions), employees may hold back from destructive or deviant workplace behaviors such as CWBs which may further escalate mistreatment and arguments. Future studies are strongly suggested to investigate these propositions especially by employing experimental and quasi-experimental designs.

As expected, under high incivility, mobbing, and abusive supervision conditions, employees who rated their supervisors as high on T-O leadership style reported significantly higher levels of work-related and personal burnout than those who rated their supervisors as low on T-O leadership style. T-O leadership style seems to increase the impact of workplace mistreatment on work-related and personal burnout because it is a leadership style that require employees to spend high level of effort to meet the performance goals, which in turn, results in further drain of resources and, eventually, employees' burnout (Bakker & Demerouti, 2007). However, at least to our knowledge, the present study is the first research that revealed these moderated relationships and future studies are suggested to replicate the results and examine the propositions by including other leadership styles in addition to T-O leadership style.

4.2 LIMITATIONS AND CONCLUSIONS

No study is without limitations and the present one has also a few. First of all, only correlational relationships were examined in this study and cause-effect relationships could not be deduced. Secondly, data were collected from blue-collar and white-collar employees in Turkey. Future studies are encouraged to test the proposed relationships with large representative samples from different cultural contexts to improve the generalizability and external validity of the findings. A third limitation is that data of this study were collected with self-report measures, which may increase the possibility of self-report bias. Therefore, it is recommended that follow-up studies use multiple sources to collect data for variables such as CWBs when replicating findings or in their attempts to improve the proposed model.

Overall, the findings suggest that mobbing, incivility, and abusive supervision are likely to have differential effects on employees' attitudes and behaviors. These results are hoped to serve as guidelines for future research that aim to investigate different types of workplace mistreatment. In addition, the results showed that the relationships between the two different types of leadership, which were PL and T-O leadership styles, moderate at least some of the relationships of incivility, mobbing, and abusive supervision with the outcome variables, and other moderating leadership types and behaviors are suggested to be considered by researchers in their future attempts. However, since this study was conducted with white-collar and blue-collar employees in Turkey, it should be kept in mind that cultural differences may have very important effects on the proposed relationships and should be explored in future

studies. Hereby, the present study, which attempted to reveal the differential effects of different forms of workplace mistreatment (i.e., mobbing, incivility, and abusive supervision) on both negative outcomes (i.e., CWBs, personal and work-related burnout) and a positive outcome (i.e., job satisfaction) and the moderating effects of two leadership styles (i.e., PL and T-O leadership style) in the proposed relationships, are hoped to encourage other researchers to conduct further studies with improved methodologies and to guide practitioners in their efforts to understand and overcome the negative consequences of different types of workplace mistreatment.

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APPENDICES

APPENDIX A: APPROVAL OF THE SOCIAL AND HUMANITIES ETHICS COMMITTEE OF CANKAYA UNIVERSITY

Çankaya Üniversitesi - SOSYAL VE BEŞERİ
BİLİMLER BİLİMSEL ARAŞTIRMA VE YAYIN
ETİĞİ KURULU
Tarih: 15/09/2020
Sayı: 90705970-050.99-E.00000066301

E.0000066301

ÇANKAYA ÜNİVERSİTESİ
REKTÖRLÜK

Sayı   : 90705970-050.99
Konu : Etik Kurul Raporu

FEN EDEBİYAT FAKÜLTESİ DEKANLIĞINA

İlgi   **:** 29.07.2020 tarihli ve 96739225-605.01/00000064109 sayılı yazı.

Fakülteniz Psikoloji Bölümü öğretim üyelerinden Doç. Dr. Aslı GÖNCÜ KÖSE'nin Proje yürütücüsü olduğu ve yüksek lisans öğrencileri Aycan SELÇUK ve Elif BİNGÜL'ün bursiyer araştırmacı olarak yer alacağı "İş Yerinde Farklı Kötü Muamele Türlerinin Çalışanlar Üzerindeki Etkilerini Azaltan ve Artıran Faktörler: Bireysel, Kurumsal ve Kültürel Değişkenlerin Düzenleyici Rolleri" konulu araştırma projesinin etik ilkelere olan uygunluğunun değerlendirilmesi talebi, Çankaya Üniversitesi Sosyal ve Beşeri Bilimler 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: 08.09.2020 tarih ve 03 sayılı Araştırma ve Yayın Etiği Kurulu Proje Onay Formu

Evrakın elektronik imzalı suretine https://e-belge.cankaya.edu.tr adresinden b65d76bf-3148-47ea-9df0-27b361f4368e kodu ile erişebilirsiniz.
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BÖLÜM 1: BABACAN LİDERLİK ÖLÇEĞİ

Aşağıda, iş hayatında yöneticilerin sergilediği davranışlarla ilgili tanımlar yer almaktadır. Doğrudan bağlı olduğunuz yöneticinizi düşündüğünüzde, aşağıda yer alan her bir tanımla ilgili görüşünüzü verilen 5 basamaklı ölçeği kullanarak belirtiniz.

DOĞRUDAN BAĞLI BULUNDUĞUM YÖNETİCİ…

1= Kesinlikle Katılmıyorum

2= Katılmıyorum

3= Kararsızım

4= Katılıyorum

5= Kesinlikle Katılıyorum

1.	Çalışanlarına karşı bir aile büyüğü (baba/anne veya ağabey/abla) gibi davranır.	
2.	Çalışanlarını yakından (örn., kişisel sorunlar, aile yaşantısı vs.) tanımaya önem verir.	
3.	Çalışanlarına karşı tatlı-serttir.	
4.	Çalışanlardan birinin özel hayatında yaşadığı problemlerde (örn; eşler arası problemlerde) arabuluculuk yapmaya hazırdır.	
5.	Çalışanlarıyla ilgili kararlar alırken (örn., terfi, işten çıkartma), performans en önemli kriter değildir.	
6.	Çalışanlarını dışarıdan gelen eleştirilere karşı korur.	
7.	Çalışanlarıyla ilişkilerinde duygusal tepkiler gösterir; sevinç, üzüntü, kızgınlık gibi duygularını dışa vurur.	
8.	İşle ilgili her konunun kontrolü altında ve bilgisi dâhilinde olmasını ister.	
9.	İhtiyaçları olduğu zaman, çalışanlarına iş dışı konularda (örn., ev kurma, çocuk okutma, sağlık vs.) yardım etmeye hazırdır.	
10.	Çalışanlarına gösterdiği ilgi ve alakaya karşılık, onlardan bağlılık ve sadakat bekler.	
11.	Çalışanlarına bir aile büyüğü gibi öğüt verir.	
	Bu maddeyi okuyorsanız, lütfen 5'i işaretleyiniz.	
12.	Çalışanlarıyla bire bir ilişki kurmak onun için çok önemlidir.	
13.	Gerektiğinde, çalışanları adına, onaylarını almaksızın bir şeyler yapmaktan çekinmez.	
14.	Çalışanlarının özel günlerine (örn., nikah, cenaze, mezuniyet vs.) katılır.	
15.	Çalışanlarında sadakate, performansa verdiğinden daha fazla önem verir.	
16.	İş yerinde aile ortamı yaratmaya önem verir.	
17.	Çalışanlarının gelişimini yakından takip eder.	
18.	Çalışanlarıyla yakın ilişki kurmasına rağmen aradaki mesafeyi de korur.	
19.	Bir ebeveynin çocuğundan sorumlu olması gibi, her çalışanından kendini sorumlu hisseder.	
20.	Çalışanları için neyin en iyi olduğunu bildiğine inanır.	
21.	İşle ilgili konularda çalışanlarının fikrini sorar, ama son kararı kendisi verir.	

BÖLÜM 2: BEŞ FAKTÖR KİŞİLİK ENVANTERİ

Aşağıda bazı kişilik özelliklerine dair tanımlar yer almaktadır. Lütfen aşağıda verilen özelliklerin sizi ne oranda yansıttığını verilen beş basamaklı ölçeği kullanarak değerlendiriniz.

1= Beni hiç yansıtmıyor

2= Beni biraz yansıtıyor

3= Beni yansıtıyor

4= Beni oldukça yansıtıyor

5= Beni tamamen yansıtıyor

1. Başkalarının kusurlarını bulmaya eğilimli olan	
2. Bir işi eksiksiz yapan	
3. Yardımsever, bencil olmayan	
4. Özensiz	
5. Başkalarıyla ağız dalaşı başlatan	
6. Düzensiz olmaya eğilimli	
7. Bağışlayıcı bir yapıya sahip	
8. Tembelliğe meyilli	
9. Hemen hemen herkese karşı nazik ve düşünceli	
10. Bir işi bitirmeden bırakmayan	
11. Zaman zaman başkalarına kabalaşan	
12. İşleri etkin ve verimli yapan	
13. Başkaları ile işbirliği yapmaktan hoşlanan	
14. Plan yapan ve onları uygulayan	
15. Genellikle başkalarına güvenen	
16. Güvenilir bir çalışan	
17. Soğuk ve mesafeli olabilen	
18. Kolaylıkla dikkati dağılan	

Aşağıda, iş yerinde karşılaşılabilecek ve amir, çalışma arkadaşı ve/ya astlar tarafından sergilenebilecek farklı davranış örnekleri yer almaktadır. Lütfen, her bir davranışa (**eğer pandemi başlangıcından beri uzaktan çalışıyorsanız, pandemi öncesindeki**) <u>**SON 6 AYI DÜŞÜNEREK**</u> ne sıklıkla maruz kaldığınızı aşağıda sunulan 5 basamaklı ölçeği kullanarak değerlendiriniz.

1= Hiçbir Zaman

2= Nadiren

3= Bazen

4= Sık sık

5= Her Zaman

1. Yaptığım her iş ince ince izlendi.	
2. Olumsuz mimik ve bakışlar yöneltildi.	
3. Mesleki becerilerimin altında veya özsaygıma zarar veren işler yapmam istendi.	
4. İşyerimde yaşanan her türlü problemin sorumlusu tutuldum.	
5. Özel yaşamıma ilişkin hakaret boyutuna varan eleştiriler yapıldı.	
6. Yaptığım her iş eleştiriliyor, hatalarım tekrar tekrar yüzüme vuruldu.	
7. Özel yaşamımla ilgili konuşulmasını istemediğim hassas konular açığa çıkarıldı.	
8. İşimle ilgili yanlış bilgi verildi veya saklandı.	
9. İşyerinde sanki yokmuşum gibi davranıldı.	
10. Siyasi ve dini görüşlerim nedeniyle sözlü veya sözsüz saldırılara hedef oldum.	
11. Soru ve taleplerim yanıtsız bırakıldı.	
12. Benimle herkesin önünde aşağılayıcı bir üslupla konuşuldu.	
13. Yetiştirilmesi imkânsız, mantıksız görev ve hedefler verildi.	
14. İşyerinin kutlamalarına benim dışımda herkes çağrıldı.	
Bu maddeyi okuyorsanız, lütfen 4'ü işaretleyiniz.	
15. Ofis içinde veya dışındayken gereksiz telefon çağrıları ile rahatsız edildim.	
16. İşle ilgili konularda söz hakkı verilmedi veya sözüm kesildi.	
17. Dış görünüşümle, hal ve hareketlerimle veya kusurlarımla alay edildi.	
18. Sorumluluklarım daraltıldı veya elimden alındı.	
19. Başarılarım, başkalarınca sahiplenildi.	
20. Cinsel içerikli söz ve bakışlar yöneltildi.	
21. İşle ilgili öneri ve görüşlerim reddedildi.	
22. Özel yaşamımla alay edildi.	
23. Benimle bağırılıp çağırılarak veya kaba bir tarzda konuşuldu.	
24. İş arkadaşlarım benimle birlikte çalışmaktan, aynı projede yer almaktan kaçındı.	
25. Tehditkâr söz veya davranışlar yöneltildi.	
26. İşe ilişkin kararlarım sorgulandı.	
27. İş arkadaşlarımdan ayrı bir bölümde çalışmaya zorlandım.	
28. E-postama veya ofisime aşağılayıcı, hakaret içeren resim veya yazılar gönderildi.	

BÖLÜM 4: KARANLIK ÜÇLÜ KİŞİLİK ÖZELLİKLERİ ÖLÇEĞİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. İfadeleri değerlendirirken sizin tutumunuza en uygun seçeneği, verilen beş basamaklı ölçeği kullanarak belirtiniz.

1= Kesinlikle Katılmıyorum

2= Katılmıyorum

3= Kararsızım

4= Katılıyorum

5= Kesinlikle Katılıyorum

1	Sırlarınızı başkalarıyla paylaşmak akıllıca değildir.	
2	İnsanlar benim doğal bir lider olduğumu düşünür.	
3	Otoritelerden (yönetici, amir vb.) intikam almak hoşuma gider.	
4	İnsanlar zorunlu olmadıkça sıkı bir şekilde çalışmamalıdır.	
5	İlgi odağı olmaktan hoşlanmam.	
6	Tehlikeli durumlara girmekten kaçınırım.	
7	Önemli insanları kendi tarafınıza çekmek için her şeyi yapabilirsiniz.	
8	Arkadaşlarımın bensiz yaptığı sosyal aktiviteler sıkıcı olur.	
9	İntikam hızlı ve kötü bir şekilde alınmalıdır.	
10	İleride işinize yarabileceğini düşündüğünüz için, insanlarla çatışmaktan kaçınmalısınız.	
11	Özel olduğumu biliyorum çünkü herkes bana bunu söyler.	
12	İnsanlar genellikle kontrolümü kaybettiğimi söylerler	
13	İnsanlara karşı ileride kullanabileceğiniz bilgileri bir kenarda tutmak, akıllıca bir iştir.	
14	Önemli insanlarla tanışmaktan hoşlanırım.	
	Bu maddeyi okuyorsanız, lütfen 3'ü işaretleyiniz.	
15	Gerektiğinde insanlara kaba davranabilirim.	
16	İnsanlardan öç almak için doğru zamanı beklemelisiniz.	
17	Biri bana iltifat ettiğinde utanırım.	
18	Benimle uğraşan insanlar yaptıklarına pişman olurlar.	
19	Diğer insanların hakkımızdaki her şeyi bilmelerine gerek yok, bu nedenle onlardan bazı şeyleri saklamalıyız.	
20	Genellikle ünlü kişilere benzetilir, onlarla kıyaslanırım.	
21	Bugüne kadar başım hukuki açıdan hiç derde girmedi.	
22	Planlarınız başkalarından önce sizin yararınıza olmalıdır.	
23	Kendimi sıradan bir insan olarak görüyorum.	
24	Ezik ve silik kişilerle uğraşmaktan hoşlanırım.	
25	İnsanların çoğu başkalarının etkisi altında kalır.	
26	İnsanların bana saygı duyması gerektiğini düşünüyorum.	
27	İstediğimi almak için hiçbir şeyden çekinmem.	

BÖLÜM 5: SESLİLİK DAVRANIŞI ÖLÇEĞİ

Aşağıda, farklı davranışlar içeren maddeler yer almaktadır. Lütfen her maddeyi dikkatlice okuduktan sonra o maddeye ne derecede katıldığınızı verilen 5 basamaklı ölçeği kullanarak değerlendiriniz.

1= Kesinlikle Katılmıyorum

2= Katılmıyorum

3= Kararsızım

4= Katılıyorum

5= Kesinlikle Katılıyorum

1- Bu işyerinde işlerin daha iyi yapılabilmesi için amirlerime fikirlerimi rahatça söyleyebiliyorum.	
2- Bu işyerinde çalışan arkadaşlarımı işleriyle ilgili problemlerin çözümleri konusunda amirleriyle çekinmeden konuşmaları konusunda teşvik ederim.	
3- Bu işyerinde işle ilgili konularda amirlerimle düşüncelerim farklı olsa dahi düşüncelerimi amirlerimle konuşabilirim.	
4- Bu işyerinde çıkan aksaklıklar hakkında amirlerimi her konuda bilgilendiririm ve bu konularda faydası olabilecek fikirlerimi paylaşırım.	
5- Bu işyerinde çalışma ortamını olumsuz yönde etkileyecek problemlerin çözümü için uğraşırım.	
6- Bu işyerinde iş sürecini kolaylaştıracak yenilik fikirleri ve değişikliler hakkında amirlerimle rahatça konuşabilirim.	

BÖLÜM 6: İSTİSMARCI YÖNETİCİLİK ÖLÇEĞİ

Aşağıda, iş hayatında yöneticilerin sergilediği davranışlarla ilgili tanımlar yer almaktadır. Doğrudan bağlı olduğunuz yöneticinizi düşündüğünüzde, aşağıda yer alan her bir tanımla ilgili görüşünüzü verilen 5 basamaklı ölçeği kullanarak belirtiniz.

1= Bana bu şekilde davrandığını hiç hatırlamıyorum

2= Bana nadiren bu şekilde davranır

3= Bana zaman zaman bu şekilde davranır

4= Bana sıklıkla bu şekilde davranır

5= Bana her zaman bu şekilde davranır

1.	Yöneticim bana, duygu ve düşüncelerimin aptalca olduğunu söyler.	
2.	Yöneticim beni görmezden gelir.	
3.	Yöneticim beni başkalarının yanında küçük düşürür.	
4.	Yöneticim benim özel hayatımı ihlal eder.	
5.	Yöneticim geçmişteki hata ve başarısızlıklarımı yüzüme vurur.	
6.	Yöneticim çok çaba isteyen işler için bana güvenmez.	
7.	Yöneticim sıkıntılı durumlardan kendisini kurtarmak için beni suçlar.	
8.	Yöneticim bana verdiği sözleri tutmaz.	
9.	Yöneticim başka şeylere sinirlendiğinde, kızgınlığını benden çıkarır.	
10.	Yöneticim benim hakkımda başkalarına olumsuz yorumlar yapar.	
11.	Yöneticim bana kaba davranır.	
12.	Yöneticim iş arkadaşlarımla etkileşimde bulunmama izin vermez.	
13.	Yöneticim bana beceriksiz olduğumu söyler.	
14.	Yöneticim bana yalan söyler.	

BÖLÜM 7: BİREYCİLİK VE TOPLULUKÇULUK ÖLÇEĞİ

Lütfen aşağıdaki ifadeleri dikkatlice okuyunuz ve bu ifadelerin sizi ne oranda yansıttığını verilen 5 basamaklı ölçeği kullanarak belirtiniz.

1= Kesinlikle Katılmıyorum

2= Katılmıyorum

3= Kararsızım

4= Katılıyorum

5= Kesinlikle Katılıyorum

1.	Kazanmak her şeydir.	
2.	Yakın çevremin kararlarına saygı göstermek benim için önemlidir.	
3.	Başkaları benden daha başarılı olduğunda rahatsız olurum.	
4.	Ne fedakarlık gerekirse gereksin aile bireyleri birbirlerine kenetlenmelidirler.	
5.	İşimi başkalarından daha iyi yapmak benim için önemlidir.	
6.	Anne-baba ve çocuklar mümkün olduğu kadar birlikte kalmalıdırlar.	
7.	Rekabet doğanın kanunudur.	
8.	Kendi isteklerimden fedakârlık yapmak gerekirse de aileme bakmak benim görevimdir.	
9.	Başkası benden daha başarılı olduğu zaman kendimi gergin ve kamçılanmış hissederim.	
10.	Yakın çevremde çoğunluğun isteklerine saygı gösteririm.	
11.	Rekabet olmadan iyi bir toplum düzeni kurulamaz.	
12.	Çok hoşuma giden bir şeyden ailem onaylamazsa vazgeçerim.	
13.	Başkalarıyla rekabet edebileceğim ortamlarda çalışmak hoşuma gider.	
14.	Çocuklara vazifenin eğlenceden önce geldiği öğretilmelidir.	
15.	Başarı hayattaki en önemli şeydir.	
16.	Yakın çevremle fikir ayrılığına düşmekten hiç hoşlanmam.	
17.	Ailemi memnun edecek şeyleri nefret etsem de yaparım.	

BÖLÜM 8: TÜKENMİŞLİK ÖLÇEĞİ

Aşağıda, kişisel deneyimlerinizle ilgili maddeler yer almaktadır. Lütfen her maddeyi dikkatlice okuduktan sonra, o maddede ifade edilen durumu ne sıklıkla deneyimlediğinizi, verilen 5 basamaklı ölçeği kullanarak değerlendiriniz.

1= Hiçbir zaman

2= Nadiren

3= Bazen

4= Çoğu Zaman

5= Her zaman

1. İşiniz nedeniyle tükendiğinizi hisseder misiniz?	
2. Ne sıklıkta kendinizi yıpranmış hissedersiniz?	
3. İşiniz duygusal anlamda yorucu mudur?	
4. Kendinizi ne sıklıkta fiziksel olarak bitkin hissederseniz?	
5. İşiniz sizi bunaltır mı?	
6. Kendinizi ne sıklıkta duygusal olarak bitkin hissedersiniz?	
7. Çalıştığınız her saatin sizin için yorucu olduğunu düşünür müsünüz?	
8. Kendinizi ne sıklıkta hastalıklara karşı zayıf ve dirençsiz hissedersiniz?	
9. İş dışı zamanlarınızda aileniz ve arkadaşlarınız için yeterli vakit ayıracak gücü kendinizde bulur musunuz?	
10. Ne sıklıkta "daha fazla dayanamayacağım" diye düşünürsünüz?	
11. Sabah uyandığınızda "bir iş günü daha" düşüncesiyle kendinizi bitkin hisseder misiniz?	
12. Kendinizi ne sıklıkta yorgun hissedersiniz?	
13. İş günü sonunda kendinizi tükenmiş hisseder misiniz?	

BÖLÜM 9: ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI ÖLÇEĞİ

Şu andaki işinizde aşağıdaki davranışlardan her birini **(eğer pandemi başlangıcından beri uzaktan çalışıyorsanız, pandemi öncesindeki)** <u>**SON 6 AYI**</u> düşünerek ne sıklıkla yaptığınızı, sunulan 5 basamaklı ölçeği kullanarak değerlendiriniz.

1= Hiçbir zaman

2= Bir ya da iki kez

3= Ayda bir ya da iki kez

4= Haftada bir ya da iki kez

5= Her gün

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

BÖLÜM 10: İŞ ODAKLI LİDERLİK ÖLÇEĞİ

Aşağıda, iş hayatında yöneticilerin sergilediği davranışlarla ilgili tanımlar yer almaktadır. Doğrudan bağlı olduğunuz yöneticinizi düşündüğünüzde, aşağıda yer alan her bir davranışı ne sıklıkta gerçekleştirdiği ile ilgili görüşünüzü verilen 5 basamaklı ölçeği kullanarak belirtiniz.

1= Hiçbir zaman

2= Nadiren

3= Zaman zaman

4= Çoğunlukla

5= Her zaman

DOĞRUDAN BAĞLI BULUNDUĞUNUZ YÖNETİCİNİZ...

1. Az çalışan elemanlarını daha çok çalışmaları için teşvik eder.	
2. Bütün bir birimin/kuruluşun esenliğini elemanlarının tek tek refahından daha üstün tutar.	
3. Elemanlarının neyi nasıl yapmaları gerektiği konusunda ayrıntılı kararlar verir.	
4. Elemanlarının aldıkları kararlardan kendisini haberdar etmelerini ister.	
5. Kötü yapılan işleri eleştirir.	
6. Elemanlarından var olan standartlara harfi harfine uymalarını ister.	
7. İşte kendi fikirlerini dener.	
8. Kurallarından taviz vermez bir şekilde yönetir.	
9. Bütün bir birimin iyiliği için elemanlarından fedakârlıkta bulunmalarını ister.	
10. Elemanlarını daha fazla çaba harcamaları konusunda "dürtükler".	
11. Verilen işlerin zamanında bitirilmesi gerektiğini özellikle belirtir.	
12. Elemanlarının her birine ayrı görevler verir.	
13. Elemanlarıyla yalnızca daha önceden tayin edilmiş zamanlarda toplantılar yapar.	
14. Rakip gruplardan daha önde olmaları konusunda elemanlarına baskı yapar.	
15. Elemanlarının bir işi en iyi bildikleri biçimde yapmalarına izin verir.	
16. Sorunlara yeni yaklaşımlar getirir.	
17. Elemanlarını normal süreden (mesai dışında) daha fazla çalışmaları konusunda teşvik eder.	
18. Elemanlarının mümkün olduğunca çok çalışmalarını sağlar.	
19. Ne kadar iş yapılması gerektiği konusunda elemanlarına talimatlar verir.	
20. Elemanlarının yeni fikirler üretmeleri için sabırla bekler.	

BÖLÜM 11: SADAKAT ÖLÇEĞİ

Aşağıda, iş yerinizle ilgili görüşlerinize dair maddeler yer almaktadır. Lütfen her maddeyi dikkatlice okuduktan sonra o maddeye ne derecede katıldığınızı verilen 5 basamaklı ölçeği kullanarak değerlendiriniz.

1= Hiçbir zaman

2= Nadiren

3= Bazen

4= Çoğu Zaman

5= Her zaman

1. Müşterilerle veya hizmet alanlarla konuşurken, çalıştığım kurum hakkında olumlu şeyler söylerim.	
2. Akraba ve arkadaşlarımla konuşurken, çalıştığım kurum hakkında olumlu şeyler söylerim.	
3. Çalıştığım kurumun ürün ve/ya hizmetlerini başkalarına önerebilirim.	
4. Gelecekte de şu anda çalıştığım kurumda kalmak isterim.	
5. Bir iş teklifi alsam bile, hemen başka bir kuruma geçmezdim.	

BÖLÜM 12: İŞ MEMNUNİYETİ ÖLÇEĞİ

Lütfen, genel olarak işinizden ne derecede memnun olduğunuzu en iyi temsil eden yüz ifadesinin altındaki ya da üstündeki rakamı, verilen ölçekte işaretleyiniz.
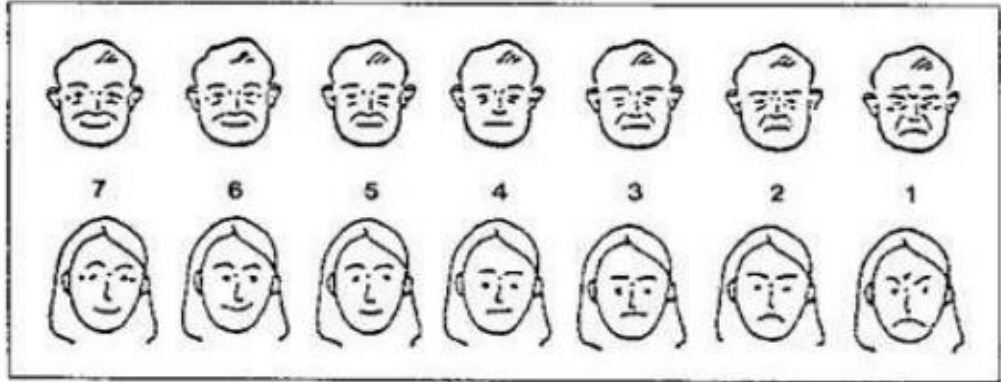
BÖLÜM 13: İŞYERİ NEZAKETSİZLİĞİ ÖLÇEĞİ

Aşağıda, işyerinde karşılaşılabilecek ve yönetici/amir, çalışma arkadaşı ve/ya astlar tarafından sergilenebilecek farklı davranış örnekleri yer almaktadır. Lütfen, her bir davranışa (**eğer pandemi başlangıcından beri uzaktan çalışıyorsanız, pandemi öncesindeki**) <u>**SON 6 AYI DÜŞÜNEREK**</u> ne sıklıkla maruz kaldığınızı aşağıda sunulan 5 basamaklı ölçeği kullanarak değerlendiriniz.

1= Hiçbir Zaman

2= Nadiren

3= Bazen

4= Sık sık

5= Her Zaman

İŞYERİNİZDE "PANDEMİ ÖNCESİNDEKİ SON 6 AY " İÇERİSİNDE YÖNETİCİ, İŞ ARKADAŞLARINIZ VEYA ASTLARINIZ...

1.	Biri sizi aşağıladı mı ya da küçümsedi mi?	
2.	Birinin söylediklerinizi az önemsediği ya da fikirlerinize az ilgi gösterdiği oldu mu?	
3.	Biri hakkınızda küçük düşürücü ya da onur kırıcı yorumlar yaptı mı?	
4.	Yalnızken ya da başkalarının yanında biri size profesyonel olmayan bir şekilde hitap etti mi?	
5.	İşyerindeki ilişkilerde biri sizi yok saydı mı ya da dışladı mı?	
6.	Biri sorumluluk alanınıza giren bir konuda yaptığınız bir değerlendirmeyi şüphe ile karşıladı mı?	
7.	Biri istemediğiniz halde sizi kişisel konularda bir tartışmaya sürüklemeye çalıştı mı?	

BÖLÜM 14: GÜÇ MESAFESİ VE KADERCİLİK ÖLÇEĞİ

Lütfen aşağıdaki ifadeleri okuyunuz ve katılma derecenizi verilen 6 basamaklı ölçeği kullanarak belirtiniz.

1= Kesinlikle katılmıyorum

2= Katılmıyorum

3= Pek katılmıyorum

4= Biraz katılıyorum

5= Katılıyorum

6= Kesinlikle katılıyorum

1.	Makam sahibi kişilere konumları gereği saygı gösterilmelidir.	
2.	Çoğu zaman çabalamaya değmez, çünkü işler istendiği gibi gitmez.	
3.	Makam sahibi ve statü sahibi kişiler özel ayrıcalıklara ve imtiyazlara sahip olmalıdırlar.	
4.	Plan yapmak bir kişiyi yalnızca mutsuz eder çünkü yapılan planlar zaten hiçbir zaman gerçekleşmez.	
5.	Toplumdaki kişiler arasında statü farkı olması kabul edilebilir.	
6.	Ne kadar uğraşırsan uğraş kötü bir şeyler olacaksa önüne geçemezsin.	
7.	Aileler çocuklarına büyüklerine karşı itaatkâr olmaları gerektiğini öğretmelidir.	
8.	İnsanın gelecekteki başarısı ya da başarısızlığı doğumuyla birlikte kaderine yazılmıştır bu yüzden kişi bunu kabul etmelidir.	
9.	Otorite sahibi kişilerin talepleri her zaman yerine getirilmelidir.	
10.	Bilge insan günü yaşar ve geleceği düşünmez.	
11.	Bir toplumda otorite konusunda hiyerarşi olması gerekir.	
12.	Öğrenciler öğretmenleriyle fikir çatışmasına girmemelidir.	

BÖLÜM 15: ÜRETKENLİK KARŞITI İŞ DAVRANIŞLARI ÖLÇEĞİ

Aşağıda kurumlarda gözlenen iş davranışlarına yönelik bazı ifadeler yer almaktadır. Lütfen bu ifadeleri dikkatlice okuyunuz. Mevcut işinizde aşağıdaki maddelerde yer alan davranışları **eğer pandemi başlangıcından beri uzaktan çalışıyorsanız, pandemi öncesindeki son 6 ayı düşünerek** ne sıklıkla yaptığınızı verilen 5 basamaklı ölçeği kullanarak belirtiniz.

1= Hiçbir Zaman

2= Çok Seyrek

3= Ayda bir ya da iki kez

4= Haftada bir ya da iki kez

5= Her gün

1. İşyerinde önemsiz konulardan yakınma	
2. İşvereninize ait araç/gereçleri kasıtlı bir şekilde boşa harcama	
3. İşyerindekileri performanslarından dolayı aşağılama	
4. Dışarıdaki insanlara çalıştığınız yer hakkında kötü şeyler söyleme	
5. İnsanların özel hayatlarıyla alay etme	
6. İzin almadan işe geç gelme	
7. İşyerindeki diğer çalışanları yok sayma	
8. Hasta olduğunuzu bahane ederek işe gelmeme	
9. İşyerindeki insanlarla tartışma çıkarma	
10. İşyerindeki biriyle dalga geçme ya da ona hakaret etme	

BÖLÜM 16. Son olarak, lütfen aşağıdaki soruları cevaplayınız.

Son olarak, lütfen aşağıdaki soruları cevaplayınız.

1. Yaşınız: ___

2. Cinsiyetiniz:

☐ Kadın

☐ Erkek

☐ Belirtmek İstemiyorum

3. En son aldığınız eğitim derecesi:

___ İlkokul

___ Ortaokul

___ Lise

___ İki yıllık yüksekokul

___ Üniversite (dört yıllık)

___ Yüksek lisans

___ Doktora

4. Lütfen aşağıdaki seçeneklerden size uygun olanı seçiniz.

a. Mavi yakalı çalışanım

b. Beyaz yakalı çalışanım

5. Çalıştığınız sektör:

___ Kamu

___ Özel

___ Sivil Toplum Kuruluşu (STK)

___ Diğer (lütfen açıklayınız)

6. Kurumunuzun faaliyet gösterdiği iş kolu:

❒ Finans   ❒ Teknoloji

❒ Hızlı Tüketim Malları   ❒ İnşaat ve Malzeme

❒ Sağlık ve İlaç   ❒ Medya

❒ Otomotiv   ❒ Tekstil

❒ Metal   ❒ Eğitim

❒ Dayanıklı Tüketim Malları

❒ Diğer (Lütfen belirtiniz) ……………

7. Kaç yıldır mevcut işyerinizde çalışıyorsunuz? (Lütfen yıl ve ay olarak belirtiniz. Örneğin, 3 yıl 0 ay veya 2 yıl 7 ay gibi)

___Yıl

___Ay

8. Kaç yıldır doğrudan bağlı bulunduğunuz yöneticiniz ile birlikte çalışıyorsunuz?

____Yıl

____Ay

9. Doğrudan bağlı bulunduğunuz yöneticinizin cinsiyeti nedir?

☐ Kadın

☐ Erkek

Mağaza veya sanal alışverişte kullanabileceğiniz 25 TL tutarındaki D&R mağazası hediye çekinizi gönderebilmemiz için lütfen size ulaşabileceğimiz bir e-posta adresi yazınız.