MODERATING EFFECTS OF EMPLOYEES' DARK AND LIGHT PERSONALITY TRAITS AND CULTURAL TENDENCIES IN THE RELATIONSHIPS OF WORKPLACE MISTREATMENT WITH WORK-RELATED 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, voice behaviors, loyalty, OCBs, CWBs and two types of burnout (i.e., personal and work-related burnout. Furthermore, the moderating effects of personality traits (i.e., dark triad, agreeableness and conscientiousness) and cultural variables (i.e., power distance and fatalism) in the links of workplace mistreatment (i.e., workplace incivility, mobbing, abusive supervision) with outcome variables (i.e., job satisfaction, voice behaviors, loyalty, OCBs, CWBs, personal and work-related 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, voice behaviors, and loyalty but not with OCBs. Furthermore, workplace mistreatment was related to burnout and CWBs. Narcissism had moderating effect in the relationship between workplace mistreatment and CWBs. Conscientiousness moderated the relationships between workplace mistreatment and CWBs as well as loyalty. Agreeableness moderated the relationships

between workplace mistreatment and CWBs. Lastly, fatalism moderated the relationships of workplace mistreatment and job satisfaction, voice behaviors andloyalty. The findings are discussed regarding their theoretical contributions, suggestion for future studies as well as implications for practices.

Keywords: Workplace mistreatment, Voice, Burnout, Dark triad

ÖZET

ÇALIŞANLARIN KARANLIK VE AYDINLIK KİŞİLİK ÖZELLİKLERİNİN VE KÜLTÜREL DEĞİŞKENLERİN İŞ YERİNDE KÖTÜ MUAMELE VE İŞ İLE İLGİLİ DEĞİŞKENLER ARASINDAKİ İLİŞKİLERDE DÜZENLEYİCİ ROLÜ

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Bu çalışma, iş yeri nezaketsizliğinin, iş yerinde psikolojik tacizin ve istismarcı yöneticiliğin çalışanların iş doyumu, seslilik davranışları, örgütsel sadakatleri, örgütsel vatandaşlık davranışları üzerindeki pozitif yönlü etkisini ve üretim karşıtı iş davranışları ve tükenmişlikleri (kişisel tükenmişlik ve iş ile ilgili tükenmişlik) üzerindeki negatif etkileri ortaya çıkarmayı amaçlamıştır. Ek olarak, bazı kişilik özelliklerinin (karanlık üçlü kişilik özellikleri, uyumluluk ve sorumluluk) ve kültürel değişkenlerin (kadercilik ve güç mesafesi) önerilen ilişkilerdeki düzenleyici rolü incelenmiştir. Çalışmanın verileri 715 gönüllü çalışandan toplanmıştır. Önerilen çalışma modeli Yapısal Eşitlikçi Modellemesi (YEM) kullanılarak analiz edilmiştir. Sonuçlar önerildiği gibi iş yerinde kötü muamelenin (iş yeri nezaketsizliği, iş yerinde psikolojik taciz ve istismarcı yöneticilik) iş görenlerin iş doyumunu, seslilik davranışını ve örgütsel sadakatlerinin negatif ilişkili olduklarını ortaya çıkarmıştır. Ayrıca, iş yerinde kötü muamelenin çalışanların tükenmişlik ve üretim karşıtı iş davranışları ile de pozitif ilişkili olduğu bulunmuştur. Bulgulara göre narsizm, iş

yerinde kötü muamele ile üretim karşıtı iş davranışları arasındaki ilişkide düzenleyici etkiye sahiptir. Sorumluluk ise iş yerinde kötü muamele ve üretim karşıtı iş davranışları ayrıca örgütsel sadakat ilişkisinde düzenleyici role sahiptir. Uyumluluk, iş yerinde kötü muamele ve üretim karşıtı iş davranışları arasındaki ilişkide düzenleyici role sahiptir. Son olarak kadercilik, iş yerinde kötü muamele ile iş doyumu, seslilik davranışı ve örgütsel sadakat arasındaki ilişkide düzenleyici etkiye sahiptir. Çalışmanın bulguları teoriye yaptığı katkılar, gelecek çalışmalar için öneriler ve uygulamaya yönelik çıkarımlar çerçevesinde tartışılmıştır.

Anahtar Kelimeler: İş yerinde kötü muamele, Karanlık üçlü, Tükenmişlik

To my beloved family...

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF SYMBOLS AND ABBREVIATIONS

BFI   : Big Five Inventory

CFI   : Comparative Fit Index

CWBs : Counterproductive Workplace Behaviors

DT   : Dark Triad

GFI   : Goodness of Fit Index

MMR : Moderated Multiple Regression

NFI   : Normed Fit Index

OCB-C : Organizational Citizenship Behaviors Checklist

OCBs : Organizational Citizenship Behaviors

RMSEA : Root Mean Square Residual

SEM   : Structural Equation Modeling

TLI   : Tucker-Lewis Index

WFC : Work-Family Conflict

WIS   : Workplace Incivility Scale

CHAPTER 1

INTRODUCTION

1.1 OVERVIEW OF THE STUDY

Employees face many different types of mistreatment that may be resulted from organizational structures, problems in personal communication, and/or due to work-related conflicts (Cortina, Magley, Williams & Langhout, 2001). Particularly workplace incivility (Pearson & Andersson, 1999), mobbing (Zapf, 1999), and abusive supervision (Tepper, 2000) have gained increased attention from the researchers in the fields of organizational psychology and organizational behavior in recent years. Workplace incivility refers to relatively minor deviant behaviors that are disrespectful and impolite such as endorsing sarcastic manners and staring abrasively (Lim, Cortina & Magley, 2008). Mobbing is defined as systematized attacks on the target individual's civil rights such as social confinement (Leymann, 1996). Abusive supervision refers to perceived experience of antagonistic or hostile behaviors performed by the supervisor which do not include physical harm (Tepper, 2000). As implied by the definitions, different from abusive supervision in which the source is the supervisor, incivility and mobbing may be performed by various sources including peers, subordinates, and supervisors. However, studies conducted up to now revealed that regardless of the source of mistreatment, workplace incivility, mobbing, and abusive supervision have negative employee-related, work-related, and organizational outcomes (e.g., Leymann, 1990; Pearson & Andersson, 1999; Zapf, 1999).

Hobfoll's (1989) conservation of resources (COR) theory suggests that individuals have a tendency to protect their core values and resources and stress occurs when individuals are faced with any threat to these values and resources. In organizational contexts, different types of mistreatment are likely to create stress by threating employees' core resources such as self-esteem and self-efficacy.

While many studies have been conducted in Western cultural contexts, the number of studies that focused on workplace mistreatment is very limited in Turkey.

1

In addition, the majority of the studies conducted in both Western cultural contexts and Turkey focused on one type of mistreatment in their efforts to reveal possible antecedents and consequences. Furthermore, moderating effects of personality variables as well as cultural tendencies on the relationships of different types of workplace mistreatment with main attitudinal and behavioral outcomes have been very rarely studied in the Western contexts (Liu, Chi, Friedman & Tsai, 2009) and they have not been studied in Turkey yet. In other words, the majority of the studies ignore the effects of personality traits as well as cultural tendencies such as fatalism in the relationships of workplace mistreatment and outcome variables (Taylor, 1962; Yang, Caughlin, Gazica, Truxillo & Spector, 2004). Therefore, the first aim of the study is to investigate the relationships of three different types of workplace mistreatment (i.e., workplace incivility, mobbing, abusive supervision) with both positive and negative outcomes within a comprehensive theoretical model. The outcome variables included in the present study are job satisfaction (Vroom, 1962), organizational citizenship behaviors (OCBs; Organ, 1988), loyalty (Graham, 1991), voice behaviors (LePine & Van Dyne, 1998), burnout (Maslach & Jackson, 1981) and counterproductive work behaviors (CWBs; Spector & Fox, 2002). Workplace incivility, mobbing, and abusive supervision are expected to be negatively associated with job satisfaction, OCBs, voice behaviors, and loyalty; whereas they are suggested to be positively related to burnout and CWBs (Allen, Holland & Reynolds, 2015; Grunau, 2007; Tepper, 2000).

Additionally, I suggest that these relationships may be influenced by employees' personality characteristics and cultural tendencies. Therefore, the second aim of the study is to investigate the moderating roles of the Dark Triad (DT; Paulhus & Williams, 2002) personality traits as well as agreeableness and conscientiousness which are among the positive Big Five personality traits (Costa, McCrae & Dye, 1991), cultural orientations of power distance (Hofstede, 1983), and fatalism in the relationships of included types of mistreatment and workplace outcomes.

The DT personality traits which are subclinical narcissism, Machiavellianism, and psychopathy are expected to moderate the relationship between workplace mistreatment and workplace outcomes in such a way that people with high scores on the DT traits (Paulhus & Williams, 2002) show more negative responses to all types of mistreatment, which in turn, may lead them to report higher scores for the negative outcome variables (i.e., burnout and CWBs) and lower scores for the positive outcome variables (i.e., voice behaviors, loyalty, job satisfaction, OCBs) than those with low

scores on the DT traits (e.g., O'Boyle, Forsyth, Banks & McDaniel, 2012). As opposed to that, employees' agreeableness and conscientiousness traits are expected to moderate the relationship between workplace mistreatment and the mentioned outcome variables in such a way that agreeableness and conscientiousness are suggested to reduce the negative effects of workplace mistreatment on work-related and organizational outcomes.

Besides, cultural orientations of power distance and fatalism are suggested to moderate the relationship between workplace mistreatment and workplace outcomes. That is, high levels of power distance and fatalism orientations reported by employees are expected to weaken these relationships (Bolat, Bolat, Seymen & Yüksel, 2017; Kiani & Khodabakhsh, 2013).

1.2 MISTREATMENT AT WORKPLACE

The modern era requires us to spend a vast amount of time in workplace. People face a lot of stressors at work besides the busyness of life such as incivility, mobbing, and abusive supervision which all have undesired outcomes both for employees and organizations. Due to the increased levels of incidents and related negative consequences, researchers have paid high levels of attention to the relationships between workplace mistreatment and its outcomes especially in the last two decades (Andersson & Pearson, 1999; Lim, Cortina & Magley, 2008; Welbourne & Sairol, 2016).

1.2.1 Workplace Incivility

Workplace incivility is a relatively new addition to the workplace mistreatment literature; yet, many studies investigated its antecedents and outcomes. Andersson and Pearson (1999) describe workplace incivility as low-intensity aberrant behaviors with unclear intention of harming and defying the workplace rules of reciprocal respect. There are three main characteristics of workplace incivility which are violating workplace norms, unclear intent, and low intensity. These three characteristics help us differentiate workplace incivility from other deviant behaviors such as workplace aggression and mobbing.

Sarcasm, derogatory tones, silent treatment, ignoring coworkers and lack of courtesy are common examples of uncivil behaviors (Andersson & Pearson, 1999; Lim, Cortina & Magley, 2008; Welbourne & Sairol, 2016). Avoiding phrases like

''thank you or please'', not cleaning up one's own trash, and being disturbingly loud on personal phone calls are among the examples of workplace incivility behaviors (Martin, 1996; Pearson & Andersson, 1999). Individuals' emotional states may provoke uncivil behaviors. Similarly, adverse mood, hostility, and fear may lead to workplace incivility. Another antecedent is one's ability to adapt to the workplace. If one cannot fit into the workplace, s/he may exhibit troublesome behaviors which may include workplace incivility (Reio Jr & Ghosh, 2009). Unfortunately, workplace incivility is very common in work organizations and it has negative impacts on employees, job processes as well as organizational outcomes. Up to 96% of employees experience incivility at the workplace (Welbourne & Sairol, 2016) and the estimated cost of incivility is $14,000 per employee annually (Schilpzand, De Pater, & Erez, 2016).

1.2.2 Mobbing

The word mobbing was first used by ethologist Konrad Lorenz (1963), to define animal behavior. He defined mobbing as an attack from a group of small animals directed at one large animal. This term was adopted by researchers who focused on destructive child behavior (Olweus, 1994), and later Leymann (1996) used the term mobbing to define similar damaging behaviors in the workplace. It is a phenomenon that refers to a systematic psychological terror that includes attacks to one's civil rights (Leymann, 1996). Mobbing is characterized by intense behaviors that damage the victim psychologically (Leymann, 1996).

Mobbing is a workplace problem that is complex and highly prevalent. Early mobbing studies mainly appeared in Nordic countries (Einarsen, 2000). Many studies conducted with different samples from a variety of cultural contexts concluded that mobbing is a very common form of workplace mistreatment in Western cultural contexts (e.g., Einarsen, 2000). Consistently, a study by Çobanoğlu (2005) stated that more than 20% of employees experienced mobbing in Turkey (as cited in Akar, Anafarta, & Sarvan, 2011, p. 180).

Mobbing is categorized into five dimensions based on the effects on the victims which are; communication of the victim (e.g., silencing the victim by verbal threats), social relations of the victim (e.g., being isolated or ostracized), victims' personal rights (e.g., being mocked or rumored), victims' occupation (e.g., to give unreasonable tasks), and victims' physical health (e.g., forcing to work in physically inappropriate

conditions) (Leymann.1996). Antecedents of mobbing are categorized into three dimensions. The first dimension includes organizational antecedents such as work overload, leadership styles, and uncertainties within organizational structures and procedures. The second cluster of antecedents consists of group dynamics such as hostility among employees, excessive competition, and ambition. The third dimension includes personal antecedents such as psychological states of employees, personality, demographic and perceptual differences (Duffy & Sperry, 2007; Akar, Anafarta & Sarvan, 2011). Systematic and prolonged maltreatment, immoral, and hateful communication which is embedded in mobbing may harm the victim in many ways. Psychological, psychosomatic, and social harms may make the victim helpless and unarmed (Leymann, 1996). Mobbing may continue for years and victims are likely to become doubtful of their coping resources which leads them to experience further adversities (Leymann, 1990).

1.2.3 Abusive Supervision

Supervisory processes and their effects on employees have received a lot of interest in the literature. In the last decades, the destructive side of leadership has gained increased attention from scholars in the fields of organizational psychology and organizational behavior (Tepper, 2007). Tepper (2000) described abusive supervision as subordinates' impression of the supervisor's continuous verbal or non-verbal behaviors that are characterized by hostility but do not include physical aggression. Abusive supervision is based on a subjective evaluation of the exposed individual (Tepper, 2000). That is, the same behavior performed by a supervisor may be perceived as abusive by one employee, but may not be perceived in the same manner by another subordinate. Also, systematic occurrence of abusive supervision is emphasized in Tepper's (2000) definition meaning that a supervisor should systematically perform these behaviors in order to be defined as an abusive supervisor. Finally, abusive supervisory behaviors are defined as intentional (Tepper, 2007). Generally, abusive supervisors exhibit behaviors such as non-physical overreactions including angry outbursts, getting credit for someone else's work, and/or insulting a subordinate in public (Tepper, 2007). Abusive supervision has numerous adverse consequences including increased feelings of injustice, high turnover rates, negative attitudes towards job, organization, and life, increased work-family conflict,

depression, and emotional exhaustion (Mackey, Frieder, Brees & Martinko, 2017; Tepper, 2000; Zhang & Liao, 2015).

Miscommunication with subordinates and hostile norms within the organization may cause abusive supervision (Zhang & Bednall, 2016). In addition, abusive supervisory behaviors may be evaluated differently depending on organizational or personal norms as well as employees' emotional states and personality traits. For example, it was found that employees who were less tolerant, agreeable, and emotionally stable (i.e., those who score high on neuroticism) tended to label managers' behavior as malicious than individuals with low levels of these traits (Brees, Mackey, Martinko & Harvey, 2014). Situational variables may also affect the interpretation of the same behaviors differently. To illustrate, in times of crisis and stressful working environments managers' hostile acts and abusive behaviors are perceived as more tolerable and normal (Tepper, Simon, & Park, 2017).

1.3 CONSEQUENCES OF MISTREATMENT AT WORKPLACE
1.3.1 Negative Effects on Positive Outcomes (I.e., Job Satisfaction, Voice Behaviors, Loyalty, and OCBs)

Job satisfaction is the first dependent variable of this study and it reflects the individual's inner appraisal of the job, colleagues, and/or work environment. Job satisfaction is related to physical factors (e.g., crowdedness, lighting, etc.), personal factors (e.g., workload, responsibilities), interpersonal relations with customers, colleagues, and managers, and organizational factors (e.g., level of structure, organizational policies, and norms) (Aziri, 2011; Judge, Weiss, Kammeyer-Mueller & Hulin, 2017). According to Hoppock (1935), job satisfaction reflects both psychological and physiological satisfaction with one's job. Another perspective emphasizes the role of the employee suggesting that an employee's adaptation to his/her duties influences the level of job satisfaction (Aziri, 2011). Even though definitions vary, it is known that job satisfaction is high to the extent that an individual's expectations and needs are satisfied in workplace (Lambert, Hogan, & Barton, 2002).

All types of workplace mistreatment are negatively associated with job satisfaction (e.g., Erdoğan & Yıldırım, 2017; Nguyen & Stinghamber, 2019). Hobfoll's (1989) conversation of resources theory (COR) suggests that when resources (e.g., psychological, physical, emotional) are threatened and deprived, individuals

exert effort to protect their resources. Workplace mistreatment may deplete employee's energy to cope with stress and work demands (Akırmak & Ayla, 2019; Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). Workplace mistreatment adversely affect employees' physical health (Reio & Gosh, 2009), turnover intentions (Griffin, 2010) and organizational commitment (Spence Laschinger, Leiter, Day & Gilin, 2009). Workplace incivility negatively impacts job satisfaction in many ways. To illustrate, Sidle (2019) stated that employees who encounter with workplace incivility are more likely to show reduced creativity and lower levels of job satisfaction. In addition, organizational withdrawal and turnover intentions escalate with increase of incivility (Cortina, Magley, Williams, & Langhout, 2001). General psychological distress is also positively associated with workplace incivility (Cortina et al., 2001). Similarly, mobbing has a negative impact on job satisfaction. Several studies showed that mobbing behaviors lead victims to have low levels of job satisfaction (Erdoğan & Yıldırım, 2017; Keashly, 1994; Quine, 2001). Consistently, Ertüreten, Cemalcilar, and Aycan (2013) stated that mobbing has many employee-related outcomes including low levels of job satisfaction, emotional attachment to the organization, and organizational commitment.

Supporting the notion that abusive supervision is negatively associated with employees' job satisfaction, particularly supervisor behaviors that intend to inhibit communication and allege an employee was found to give the most harmful effect to one's job satisfaction (Akar et al., 2011). Consistently, the negative relationship between abusive supervision and job dissatisfaction is established with many studies. Tepper (2000) also stated employees with more abusive supervisors exhibit less positive attitudes towards the job. Research suggests that especially employees who seek approval of their supervisors, have high levels of achievement ambition and desire to prove their competency suffer from negative effect of abusive supervision on job satisfaction (Kernan, Watson, Fang Chen, & Gyu Kim, 2011). In line with the theoretical background and the findings of previous research, the first hypothesis is generated as follows:

Hypothesis 1a: Mobbing, workplace incivility, and abusive supervision are negatively related to employees' job satisfaction.

Voice behavior is the second dependent variable in the present research. It is an extra-role and proactive behavior generally initiated by employees that improves the organization's effectiveness (Li & Tian, 2016). Employees' helpful ideas,

judgments, and worries presented through voice behaviors may enhance the adaptability of the organization to changing conditions (Li & Tian, 2016). Voice behavior includes presenting useful recommendations and constructive criticisms that may be beneficial for the organization. However, it is known that employees generally consider the risks and gains before performing a specific behavior and they want to avoid humiliation (Li & Tian, 2016). Consistently, employees prefer to make comments in a civil work environment and a hostile workplace climate may cause employees to avoid voice behaviors. Avoiding voice behavior despite potential benefits may also be a way of coping with mistreatment (Cortina & Magley, 2003). Previous research showed that mobbing and voice behavior was negatively related and workplace mistreatment was positively associated with organizational silence (Kalay, Oğrak, Bal & Nışancı, 2014; Öztürk & Cevher, 2016). According to Morrison (2014) abusive supervision, fear, social stressors, and career risks inhibit voice behaviors of employees. Abusive supervision leads to employee silence which means employees avoid their voice behaviors due to a lack of positive relationship with their supervisors and motivation (Al Hawari, Bani Mehlem, & Quratulain, 2020). Therefore, it is expected that employees who are exposed to abusive supervision as well as incivility and mobbing decrease their voice behaviors (Frieder, Hochwarter, & DeOrtentiis, 2015) and the next hypothesis of the present study is generated as follows:

Hypothesis 1b: Mobbing, workplace incivility, and abusive supervision are negatively related to employees' voice behavior.

Loyalty is the third dependent variable of this research; it is a psychological state that characterizes the relationship between the employee and the organization, and it affects the decision to stay in the organization (Allen & Grisaffe, 2001; Sazkaya & Dede, 2018). Loyalty indicates employees' identification with the organization. There is a positive relationship between loyalty and job satisfaction. Personnel training and development, rewards, teamwork, and working conditions are the factors that affect this relationship (Türkyılmaz, Akman, Özkan, & Pastuszak, 2011). When employees are exposed to workplace incivility continuously, they develop negative attitudes towards the organization; and, as a result, they withdraw extra efforts for the company (Pearson, Andersson, & Wegner, 2001). Consistently, employees who are exposed to mobbing and abusive supervision are quite likely to make negative evaluations of the organization, develop cynicism towards the organization and show low levels of loyalty (Pearson & Porath, 2005).

Hypothesis 1c: Mobbing, workplace incivility, and abusive supervision are negatively related to employees' loyalty.

Another dependent variable of the study is organizational citizenship behaviors (OCBs; Organ, 1988). To enhance the organizational effectiveness, an employee engages in additional, extra-role behaviors such as helping a work-related problem, behaving kindly, not complaining about problems, and not being wasteful in the workplace, etc. which are all included in OCBs (Zellars, Tepper & Duffy, 2002). According to Organ (1988) OCBs have five sub-dimensions which are civic virtue (e.g., being dutiful, attending all the meetings), altruism (e.g., helping others), conscientiousness (e.g., being sensitive to organization rules), courtesy (e.g., intention to prevent and minimize problems), sportsmanship (e.g., being tolerant of problems at workplace) (Podsakoff, MacKenzie, Paine & Bachrach, 2000). Workplace incivility is known to harm OCBs. Studies showed that even witnessing incivility reduces employees' OCBs (Porath & Erez, 2009). Furthermore; Mao, Chang, Johnson, and Sun (2019) showed a negative relationship between workplace incivility and OCBs. Çınar (2015) and Ertürk (2015) found that there was a negative relationship between mobbing and OCBs. Lastly, the literature suggests that abusive supervision harms extra-role performance behaviors such as voice behaviors and OCBs (Zhang & Liao, 2015). Therefore, the next hypothesis is as follows:

Hypothesis 1d: Mobbing, workplace incivility, and abusive supervision are negatively related to OCBs.

1.3.2 Positive Effects on Negative Outcomes (Burnout and CWBs)

Burnout is the first negative work outcome that is investigated in scope of this study. Lowered energy levels, fewer sources to fight off the high demands portray burnout (Maslach & Jackson, 1981). Burnout has three dimensions which are cynicism, lack of efficacy, and exhaustion (Azeem, 2013). Some negative outcomes such as low levels of productivity, organizational commitment, and high levels of turnover intentions are associated with burnout and they may be serious threats for organizations and employees. Organizational structure, duties, work experience, and customers arouse stress and prolonged chronic stress which leads to burnout (Best, Stapleton & Downey, 2005; Leiter & Maslach, 2005; Swider & Zimmerman, 2010). The Conservation of Resources Theory (Hobfoll, 1989) explains the outcomes of workplace mistreatment. According to this theory, when faced with stressors,

9

individuals may consume more energy trying not to lose their resources. The fear of losing their resources causes chronic stress (Hobfoll, 1989).

In organizations where incivility and mobbing or psychological harassment is intense, the rate of employees experiencing burnout increases as a result of the increase in the stress factor (Albar & Ofluoğlu, 2017; Gül, İnce & Özcan, 2011; Türkan & Kılıç, 2015). In other studies, it was concluded that abusive supervision was also positively associated with burnout, especially with emotional burnout (Carlson, Ferguson, Hunter, & Whitten, 2012). Another study found that abusive supervision was strongly and significantly related to depersonalization and emotional exhaustion dimensions of burnout (Yagil, 2006). Workplace mistreatment may be related to personal burnout as a result of heightened stress levels. A study showed that all three sub-dimensions of burnout and well-being were negatively linked (Wang, Liu, Yu, Chang & Wang, 2017). Therefore, it is plausible to expect a negative relationship between workplace mistreatment and personal burnout. Although, they are expected to have stronger effects on work-related burnout, workplace incivility, mobbing, and abusive supervision are also suggested to be positively related to personal burnout.

Hypothesis 2a: Mobbing, workplace incivility, and abusive supervision are positively related to employees' personal burnout and work-related burnout.

The second negative work outcome discussed in this study, "counterproductive work behaviors (CWBs)", is defined as intentional behaviors of employees that do not comply with the corporate goals and values and disrupt the functioning of the organization (Spector & Fox, 2002). For instance, stealing from the organization, sabotaging others' work, and   withdrawal of effort are listed among CWBs (Penney & Spector, 2005). Studies showed that there was a positive relationship between workplace incivility and CWBs (Penney & Spector, 2005). If it is believed that impolite behavior is done to harm someone, a negative emotional state arises (Sakurai & Jex, 2012). Consistently, it was also found that negative emotions mediated and strengthen the relationship between incivility and CWBs. CWBs may also emerge as a way of coping with stress aroused by workplace mistreatment. Therefore, the next hypothesis is generated as follows:

Hypothesis 2b: Mobbing, workplace incivility, and abusive supervision are positively related to employees' CWBs.

1.4 MODERATING EFFECTS OF EMPLOYEES' PERSONALITY CHARACTERISTICS IN THE RELATIONSHIPS OF WORKPLACE MISTREATMENT WITH THE OUTCOME VARIABLES

1.4.1 The Dark Triad Personality Traits

The Dark triad (DT) research has skyrocketed in recent years. Three callous personality traits that are present at subclinical level have been defined as the DT: Machiavellianism, narcissism, and psychopathy (Palmer, Komarraju, Carter & Karau, 2017; Paulhus & Williams, 2002). These three personality traits are intercorrelated and they may have overlapping dimensions; yet, they are independent traits (Palmer, Komarraju, Carter & Karau, 2017; Paulus & Williams, 2002). Narcissism encompasses includes a sense of superiority and grandiosity; Machiavellianism comprises being manipulative, cold, and fraudulent; psychopathy involves lack of empathy, use of hostile tactics, and tendency for sabotage (Palmer, Komarraju, Carter, & Karau, 2017).

Machiavellianism is originated from Niccolo Machiavelli's (1513) famous book "The Prince". Christie and Geis (1970), built upon Machiavelli's ideas and defined individuals who had Machiavellian personality as those who behaved in a goal- and self-centered manner, endorsed unethical behaviors, and thought that every means to the desired end is justifiable (Özsoy, 2018). Subclinical narcissism includes being hubris, desire to be the center of attention and the authority, excessive level of need for admiration and approval by others (Özsoy, 2018). Subclinical psychopathy is troublesome to define; the most prominent features are lacking remorse and empathy, extreme levels of selfishness and impulsiveness (Özsoy, 2018). The common elements of the DT are being malicious, an inclination of promoting one's self, emotional frostiness, dishonesty, and offensiveness (Paulus & Williams, 2002). Literature suggests that people who score high on the DT personality traits tend to engage in more deviant behaviors that involve aggression and hostility as a way of revenge (Palmer, Komarraju, Carter & Karau, 2017).

Social exchange theory points out a mutual exchange of rewards and costs in relationships (Emerson, 1976). Blau (1986) explained social exchange as a favor including an expectation of return. It is widely used for explaining the effects of the DT personality traits on work outcomes (O'Boyle et al., 2012). In the workplace, exchange includes solid rewards such as salary or psychological rewards such as admiration (O'Boyle et al., 2012). Humans are social beings and they need cooperation

and reciprocity to maintain interpersonal relationships. On the other hand, Machiavellianism, narcissism, and psychopathy disrupt interpersonal relationships since they exploit self-serving strategies (O'Boyle et al., 2012).

Employees whose DT scores are high are likely to undermine reciprocity and relationships. Machiavellians don't trust others so they are skeptical about reciprocity. Narcissists believe that they are superior to others so rules don't apply to them. Individuals who score high on psychopathy do not care much about others' suffering (O'Boyle et al., 2012). In the current study I suggest that narcissism, Machiavellianism, and psychopathy moderate the relationships between workplace mistreatment and workplace outcomes. Individuals who score high on the DT personality traits are suggested to give more extreme and negative reactions to all forms of workplace mistreatment than individuals who score low on these traits. Therefore, it is expected that high levels of narcissism, Machiavellianism, and psychopathy among employees will strengthen the relationships between workplace mistreatment and the outcomes that are examined in the present study.

Hypothesis 3a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are stronger for employees who score high on narcissism than those who score low on narcissism.

Hypothesis 3b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are stronger for employees who score high on psychopathy than those who score low on psychopathy.

Hypothesis 3c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.

Hypothesis 4a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors are stronger for employees who score high on narcissism than those who score low on narcissism.

Hypothesis 4b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships

of incivility, mobbing and abusive supervision with voice behaviors are stronger for employees who score high on psychopathy than those who score low on psychopathy.

Hypothesis 4c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.

Hypothesis 5a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are stronger for employees who score high on narcissism than those who score low on narcissism.

Hypothesis 5b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are stronger for employees who score high on psychopathy than those who score low on psychopathy.

Hypothesis 5c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.

Hypothesis 6a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are stronger for employees who score high on narcissism than those who score low on narcissism.

Hypothesis 6b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are stronger for employees who score high on psychopathy than those who score low on psychopathy.

Hypothesis 6c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.

Hypothesis 7a: Narcissism moderates 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 are stronger for employees who score high on narcissism than those who score low on narcissism.

Hypothesis 7b: Psychopathy moderates 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 are stronger for employees who score high on psychopathy than those who score low on psychopathy.

Hypothesis 7c: Machiavellianism moderates 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 are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.

Hypothesis 8a: Narcissism 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 are stronger for employees who score high on narcissism than those who score low on narcissism.

Hypothesis 8b: Psychopathy 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 are stronger for employees who score high on psychopathy than those who score low on psychopathy.

Hypothesis 8c: Machiavellianism 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 are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.

1.4.2 Conscientiousness and Agreeableness

The most dominant approach to assess human personality traits is the Five-Factor Model (FFM; Costa & McCrae, 1985). The five-factor model contains five broad dimensions that represent the most common human traits: Openness to experience, agreeableness, conscientiousness, neuroticism, and extraversion (Costa, McCrae, & Dye, 1991). The present study focused only on agreeableness and conscientiousness as they may are likely to be moderators involved in the relationship between workplace mistreatment and related outcomes involved in the present

research. People who score high on agreeableness are generally good-natured, harmonious, obedient, and gentle (Roccas, Sagiv, Schwartz & Knafo, 2002). Agreeableness contradicts with tendencies of exerting dominance and power (Roccas, Sagiv, Schwartz & Knafo, 2002). Conscientious people are well-organized, meticulous, honest, and responsible (Roccas, Sagiv, Schwartz & Knafo, 2002).

Agreeableness and conscientiousness were consistently found to be negatively associated with the DT personality traits (e.g., Furnham, Richards & Paulhus, 2013; Lee & Ashton, 2005; Paulhus & Williams, 2002). Paulhus and Williams (2002) reported that the strongest correlation was between Machiavellianism and agreeableness ($r = -.47$), followed by narcissism ($r = -.36$) and Psychopathy ($r = -.25$). Furthermore, the same study suggested that people who scored high on psychopathy and Machiavellianism displayed lower scores on conscientiousness; Machiavellianism had higher correlation ($r = -.34$) with conscientiousness than psychopathy ($r = -.24$). In this study, it is suggested that agreeableness and conscientiousness may reduce the negative effects of workplace mistreatment on workplace outcomes and make these relationships weaker. More specifically, compared to employees who score low on agreeableness and conscientiousness, employees who score high on agreeableness and conscientiousness are expected to be less likely to report low levels of job satisfaction and OCBs and high levels of CWBs and (work-related and personal) burnout when they are exposed to incivility, mobbing, and abusive supervision.

Hypothesis 9a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are weaker for employees who score high on agreeableness than those who score low on agreeableness.

Hypothesis 9b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.

Hypothesis 10a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors are

weaker for employees who score high on agreeableness than those who score low on agreeableness.

Hypothesis 10b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.

Hypothesis 11a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are weaker for employees who score high on agreeableness than those who score low on agreeableness.

Hypothesis 11b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.

Hypothesis 12a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are weaker for employees who score high on agreeableness than those who score low on agreeableness.

Hypothesis 12b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.

Hypothesis 13a: Agreeableness moderates 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 are weaker for employees who score high on agreeableness than those who score low on agreeableness.

Hypothesis 13b: Conscientiousness moderates 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 are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.

Hypothesis 14a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with work-related burnout and personal burnout in such a way that positive relationships of incivility, mobbing and abusive supervision

with work-related burnout and personal burnout are weaker for employees who score high on agreeableness than those who score low on agreeableness.

Hypothesis 14b: Conscientiousness 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 are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.

1.5 MODERATING ROLES OF EMPLOYEES' CULTURAL ORIENTATIONS IN THE RELATIONSHIPS OF WORKPLACE MISTREATMENT WITH THE OUTCOME VARIABLES

Culture is a broad concept that refers to a body of knowledge, accumulated experience, and patterns of behaviors and emotions which is specific to a society (Birkou, Blanzieri, Giorgini & Giunchiglia, 2009; Rinne, Steel & Fairweather, 2012). Cultural differences may lead to different responses to same behaviors, and it is known that workplace behaviors are highly influenced by culture (Daller & Yıldız, 2006). Hofstede (1983) used the term "mental programs" to refer to cultural orientations that are hard to change. Also, Hofstede (1983) defined various dimensions of culture. Such as individualism/collectivism and power distance. The present study only focused on power distance.

1.5.1 Power Distance

Individuals vary in their intellectual and physical abilities and this situation creates inequality (Hofstede, 1983). In brief, power distance is defined as the inequality between stronger people and less strong or weaker people (Bochner & Hesketh, 1994). In some countries, this gap grows into a power gap and becomes unrelated to capacity. In such cultural contexts, power distance between unequal parties are accepted and tolerated (i.e., high power distance contexts). Consistently, individuals who score high on power distance believe that inequality between powerful ones (e.g., authority figures, leaders) and individuals who have low levels of power (e.g., followers, subordinates) are normal and should be accepted. On the other hand, in some countries or cultural contexts inequality is perceived as a highly negative situation and is tried to be minimized (Hofstede, 1983). Individuals who score low on power distance deny to accept power gap between authority figures and followers and

desire to establish equality. In organizations, on the other hand, high power distance established in community culture affects subordinate-superior relations. Generally, employees who have adopted or internalized high power distance prefer authoritarian or paternalistic leadership styles, they do not expect to be given voice in decisions, and accept that they are not equal with their superiors (Bolat, Bolat, Seymen, & Yüksel, 2017). In low power distance cultures, on the contrary, individuals (and employees) want to have the right to speak in decision making processes, to be treated as equals, and to have similar rights with their superiors (Bolat et al., 2017). People living in countries with high power distance may be less affected by behaviors of abusive managers, as they tend to think that managers are in highly different position from them, their authority and status should be accepted, and their authoritarian behavior is normal. On the other hand, employees who score low on power distance are likely to show stronger reactions when they are exposed to abusive supervisory behaviors, as they think that power or status gap between them and their immediate supervisors should be minimal and that their supervisors do not have right to mistreat them just because of their professional status. Therefore, it is suggested in this study that power distance moderates the relationship between abusive supervision and related outcomes.

Hypothesis 15a: Power distance moderates the relationships of abusive supervision with job satisfaction, voice behaviors, loyalty, and OCBs in such a way that negative relationships of abusive supervision with job satisfaction, voice behaviors, loyalty, and OCBs are weaker for employees who score high on power distance than those who score low on power distance.

Hypothesis 15b: Power distance moderates the relationships of abusive supervision with CWBs and work-related and personal burnout in such a way that positive relationships of abusive supervision with CWBs and work-related and personal burnout are weaker for employees who score high on power distance than those who score low on power distance.

1.5.2 Fatalism

Fatalist individuals has a strong belief in fate and destiny and they believe that future cannot be changed by their actions, they cannot play a role in what happens in their lives (Taylor, 1962). They don't believe they have power to manage even their own behaviors and this pattern of thought makes them aimless to take action towards

change (Taylor, 1962). Not taking any lesson from experiences and applying them to life, additionally treating the future as same as the past characterizes the fatalist view. Psychologically, high level of fatalism results in feelings of worthlessness, pointlessness, and impotency for individuals (Kiani & Khodabakhsh, 2013). Individuals who score high on fatalism are likely to accept negative as well as positive events as their own destiny, and they are likely to treat negative situations as uncontrollable or unchangeable. In this study, it is suggested that employees who score high on fatalism are likely to be more indifferent, insensitive, and unresponsive to different types of mistreatment they are exposed to in the workplace and they are more likely to accept these situations than employees with low scores on fatalism. Therefore, it is predicted that fatalism moderates the relationships between different types of mistreatment in the workplace and related outcomes.

Hypotheses 16a: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing, and abusive supervision with job satisfaction are weaker for employees who score high on fatalism than those who score low on fatalism.

Hypotheses 16b: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing, and abusive supervision with voice behaviors are weaker for employees who score high on fatalism than those who score low on fatalism.

Hypotheses 16c: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing, and abusive supervision with loyalty are weaker for employees who score high on fatalism than those who score low on fatalism.

Hypotheses 16d: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that positive relationships of incivility, mobbing, and abusive supervision with OCBs are weaker for employees who score high on fatalism than those who score low on fatalism.

Hypotheses 16e: Fatalism moderates 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 are weaker for employees who score high on fatalism than those who score low on fatalism.

Hypotheses 16f: Fatalism 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 are weaker for employees who score high on fatalism than those who score low on fatalism.

In summary, workplace incivility, mobbing, and abusive supervision are expected to be negatively related to employees' job satisfaction, voice behaviors, loyalty, and OCBs. On the other hand, these different types of workplace mistreatment are expected to positively related to employees' CWBs and burnout. The DT personality traits are anticipated to strengthen the relationships between workplace mistreatment and outcome attitudes and behaviors. Finally, agreeableness, conscientiousness, power distance, and fatalism are predicted to weaken the relationships between workplace mistreatment and the dependent variables. The proposed theoretical model of the present research is presented in Figure 1.

The Dark Triad Personality Traits

Narcissism   Psychopathy   Machiavellianism

+

+   +

Outcome Variables

Job Satisfaction

Voice

Loyalty

OCBs

CWBs

Personal Burnout

Work-related Burnout

Workplace Incivility

Mobbing

Abusive Supervision

-

-

-

-

-

-

Agreeableness   Conscientiousness

Power Distance   Fatalism

Figure 1: Proposed Model of the Study Variables

CHAPTER II

METHOD

2.1 PARTICIPANTS AND THE PROCEDURE

The data of the present thesis is a part of the dataset of the supervisor's project funded by the Scientific Research Projects Council of the Çankaya University (Project Number: FEF.20.001). A total of 735 employees, who have been working in the same organization and with the same immediate manager/supervisor at least for 1 year have participated in this study. Participation was voluntary. Before starting the survey an informed consent was prepared to clarify all necessary information regarding the survey and the research. In addition, participants were given the information that they can withdraw from the study anytime they wanted. Participants were informed that their data would remain confidential and only would be used for scientific purposes. After approving the informed consent participants were presented the online survey package which contained the measures of mobbing, workplace incivility, abusive supervision, job satisfaction, voice, loyalty, OCBs, CWBs, burnout, the DT, agreeableness, conscientiousness, power distance, and fatalism (Appendix B).

Online survey has been prepared using Qualtrics software which was purchased by the Department of Psychology. Considering the survey was lengthy and that participants might be distracted after a period of time, the two bogus items were added to the longest measures which were Psychological Harassment at Work Scale and the Short Dark Triad. The items were as follows: "If you are reading this question please select 4" and "If you are reading this question please select 3". The thesis supervisor and the researcher briefly described the topic of the study and shared the questionnaire link on online professional networks such as Linkedin, e-mail, and WhatsApp groups and via their social media accounts such as Twitter and Instagram. In addition, personal communication was established with colleagues and Human Resources specialists in different organizations.

The online survey was available to both white-collar and blue-collar employees. When the white-collar sample reached 353 participants, the survey was rearranged to be available only to blue-collar employees. That is, participants who answered the first inclusion question as "I am a blue-collar employee" were allowed to continue to the main survey. At the same time, the researcher personally contacted the blue-collar participants after obtaining the necessary permissions. The blue-collar workers were provided a tablet after opening the survey link by the researcher. In line with the pandemic precautions, the researcher protected the safe social distance and the tablet was sterilized after it is used by each participant. When the number of blue-collar participants reached to 360, the survey was closed completely. Out of 360 blue-collar employees, 52 participants were reached face-to-face, and 308 participants were reached via online channels.

The Scientific Research Projects Council of the Çankaya University has 700 online gift cards for the participants who provided reliable data. The gift cards were purchased from a popular book store (D&R) and were worth of 25 Turkish liras. The store that was chosen since it provides a large variety of options from books to stationery equipment and toys. All of the online gift cards were sent to participants who correctly responded to the bogus items, filled the complete survey package, and gave an e-mail address.

The link to the online survey was clicked (or seen) by 2034 participants. 351 of them left the survey without answering any questions. There were three items related to the inclusion criteria at the beginning of the survey. The first item was "I have been working in the same organization at least for 1 year" and 265 participants chose the answer of "No" for this item. Also, 24 participants closed the survey after choosing the answer of "Yes" to this item. The next item was "I have been working with the same manager at least for 1 year" and 39 participants chose the "No" option and 29 participants ended the survey after choosing the answer of "Yes" for this item. Lastly, 39 participants chose the answer of "No" for the question "Do you accept to participate in the study?". In total, 730 people replied "No" and withdrew from the study after these three questions. Another 30 participants are excluded because they are failed to respond correctly to the bogus items. 2 participants were excluded since they provided the same e-mail address twice and did not respond to the researcher's e-mail messages regarding this issue. Within the remaining 921 participants, 735 of them have filled the complete survey package. 713 participants have provided reliable data

and e-mail addresses; 16 participants did not provide an e-mail address so they could not get the online gift card. The participants' demographic characteristics are presented in Table 1.

Table 1: Demographic Characteristics of the Participants

Age	*M*	31.20
	SD	14.63
Gender (%)	Male	36.4
	Female	60.1
	Prefer not to disclose	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
Sector (%)	Public sector	26.8
	Private sector	69.1
	Civil society organizations	1.1
	Other	3.0
Employee type (%)	Blue-collar	49.8
	White-collar	50.2
Tenure (Year)	*M*	4.35
	SD	4.69
Tenure with the Supervisor (Year)	*M*	3.09
	SD	3.13
Supervisor Gender	Female	32.4
	Male	66.7
Industry (%)	Finance	5.1
	Fast-moving consumer goods	6.1
	Health and pharmaceuticals	15.7
	Automotive	3.5
	Metal	2.5
	Durable consumer goods	2.3
	Technology	5.8
	Construction and materials	6.2
	Media and textile	6.1
	Education	23.1
	Other	23.7

2.2 MEASURES

All scales are presented in Appendix 1. Considering the probability of performing behaviors asked in certain scales (i.e., Psychological Harassment At Work Scale, Workplace Incivility Scale, Organizational Citizenship Behavior Scale, and Counterproductive Workplace Behavior Scale) other than the scales for general behavioral styles and/or personality traits would change for people who worked online or part-time during the COVID-19 pandemic, the phrase "if you have been working from home or online since the beginning of the pandemic, please give your answers by considering the last 6 months before the pandemic…" was added to the instructions of these scales.

2.2.1 Demographic Information Form

Participants' age, gender, education level, sector, line of business, tenure at the current job and tenure with the immediate supervisor, and the gender of the immediate supervisor were asked in the demographic information form.

2.2.2 Psychological Harassment at Work Scale

Psychological Harassment at Work Scale was developed by Tınaz, Gök, and Karatuna (2010). It consists of 28 items and four sub-dimensions. These are work-oriented behaviors; damage to reputation; exclusionary behaviors and verbal-written-visual attacks. Participants are asked to indicate how often they have been exposed to each specified behavior in the last 6 months before the pandemic, using a 5-point Likert scale ranging from "1 = never" to "5 = always". The Cronbach's alpha internal consistency coefficient for the scale was reported as .93. For the work-oriented behaviors subscale, the Cronbach's alpha coefficient is reported as .87, for damage to reputation as .83, for exclusionary behavior as.80, lastly for verbal-written-visual attacks as .79 (Tınaz, Gök & Karatuna, 2010). Sample items are as follows: "I am criticized for every task I do and my mistakes are held against me (Work-oriented behaviors); I am exposed to negative mimics and glances (Damage to reputation); My colleagues avoid working and participating in the same projects as me (Exclusionary behaviors); I am being disturbed with unnecessary phone calls both in-office and outside office (verbal-written-visual attacks) ".

2.2.3 Workplace Incivility Scale (WIS)

WIS scale which was developed by Cortina, Magley, Williams, and Langhout (2001) was used to measure incivility. Researchers reported the Cronbach's alpha coefficient as .89 (Cortina, Magley, Williams & Langhout, 2001). It consists of 7 items and it is adapted to Turkish by Gök, Karatuna, and Başol (2019). Participants are asked how often they are exposed to different behaviors displayed by their supervisor/manager, colleague, and/or subordinates in the organization where they work, and the participants use a 5-point Likert scale ranging from "1 = never" to "5 = always". The Cronbach's alpha internal consistency coefficient for the Turkish scale was reported as .92 (Gök, Karatuna, & Başol, 2019). The sample item is as follows: (Have you ever been in a situation where any of your supervisors or coworkers) "Put you down or was condescending to you? ".

2.2.4 Abusive Supervision Scale

This scale was developed by Tepper (2000). It has 15 items to evaluate abusive supervision. The Cronbach's alpha coefficient was reported as .90 (Tepper, 2000). It is adapted to Turkish by Ülbeği, Özgen, and Özgen (2014). Participants are asked how often their immediate supervisor exhibits the behaviors listed in the items. The scale uses a five-point Likert type scale from ''1 = I never remember he/she treated me this way'' to ''5 = he/she always treats me this way''. Ülbeği et al. (2014) reported the Cronbach's alpha internal consistency coefficient of the Turkish form as .97. Sample items are as follows: (S/he) "Ridicules me." and " (S/he) Tells me my thoughts or feelings are stupid.".

2.2.5 Job Satisfaction Scale

The one-item "Faces Scale" developed by Kunin (1955) was used to measure the general job satisfaction level. Participants are asked to indicate which facial expressions best reflect the general satisfaction level in their work and the scale includes 7 different facial expressions, ranging from the lowest to the highest satisfaction level. Facial expressions of both men and women are shown to the participants. The scale used in this study was adapted to Turkish by Erol (2010).

2.2.6 Employee Loyalty Scale

This scale was developed in German by Homburg and Stock Homburg (2001) and adapted into English by Matzler and Rentzl (2006). The Turkish version adapted by Sazkaya and Dede (2018) was used in this study to measure employee loyalty. The scale's Cronbach alpha was reported as .84 (Homburg & Stock Homburg, 2001). Participants are asked to what extent they agree with the opinions about the workplace. Participants give their answers using a 5-point Likert scale ranging from "1 = strongly disagree" and "5 = strongly agree". Considering that data would be collected from the employees of organizations operating in different sectors and offering different types of products and/or services, and that data would be collected from blue and white-collar employees who are expected to vary in terms of education levels, some wording changes was made in the items. The item "I talk positively about my company with the customers" has been revised as "When I talk to customers or service users, I say positive things about the institution I work for." The item "I talk positively about my company with my relatives and friends." has been changed to "When I talk to my relatives and friends, I say positive things about the institution I work for." The item "I can recommend my company's products and services to others." has been changed to "I can recommend the products and/or services of the institution I work for." The item "I would like to stay with my company in the future." changed into "In the future, I would like to stay in the institution where I am working now." Lastly, "Even if I got a job offer, I wouldn't be moving to another company right away." changed as "Even if I got a job offer, I wouldn't go to another institution right away." The Cronbach's alpha internal reliability coefficient of the Turkish scale was reported as .92 (Sazkaya & Dede, 2018).

2.2.7 Employee Voice Scale

A scale developed by Van Dyne ve LePine (1998) was used to measure voice behaviors. The researchers reported the Cronbach's alpha coefficient as .82 (Van Dyne & LePine). Arslan and Yener (2016) adapted this scale into Turkish. It consists of 6 items and one dimension. Participants give their answers using a 5-point Likert-type scale ranging from "1 = strongly disagree" and "5 = strongly agree". The Cronbach's alpha internal reliability coefficient of the Turkish version scale was reported as .76 (Arslan & Yener, 2016). The sample item is as follows: "I can communicate my

opinions about work issues to others in this group even if my opinion is different and others in the group disagree with me".

2.2.8 Organizational Citizenship Behavior Checklist

This scale is developed by Spencer, Bauer, and Fox (2010) and it contains 20 items. The Cronbach's alpha coefficient was reported as .82 (Spencer, Bauer & Fox, 2010). Öztaylan and Göncü-Köse (2018) adapted the scale into Turkish. It consists of two dimensions: Personal and institutional behaviors. Participants are asked how often they display the given behavior in the current workplace. Participants give their answers using a 5-point Likert scale ranging from "1 = never" to "5 = every day". The Cronbach's alpha internal reliability coefficient of the Turkish version of the scale was reported as .93 (Öztaylan & Göncü-Köse 2018). The sample item is as follows: "I took the time to advise, coach, or mentor a colleague.".

2.2.9 Copenhagen Burnout Inventory

This scale is developed by Kristensen et al. (2005) as an alternative to the Maslach Burnout Inventory. It has 19 items and 3 dimensions which are personal burnout, work-related burnout, and customer-related burnout. The Cronbach's alpha coefficient was reported as .87 (Kristensen et al., 2005). The customer burnout dimension of the scale was not used, because it was not suitable for the scope and purpose of this study. Therefore, the scale used in the present study contained 13 items. It was adapted into Turkish by Bakoğlu, Taştan Boz, Yiğit, and Yıldız (2009). Participants evaluate each item using a 5-point Likert-type scale ranging from "1 = never" to "5 = always". The Cronbach's alpha internal consistency coefficient of the Turkish scale was reported as .92. The sample items are as follows: "How often do you feel worn out?" (personal burnout) and "Are you exhausted in the morning at the thought of another day at work?" (work-related burnout).

2.2.10 Counterproductive Workplace Behaviors Scale

A scale which was developed by Spector and colleagues (2006) was used to assess CWBs. It was adapted to Turkish by Öcel (2010). The original form of the scale consists of 32 items and 5 sub-dimensions. The sub-dimensions of the scale are abuse, productivity deviation, sabotage, theft, and withdrawal. In this study, the short form of the scale consisting of 10 items was used. Participants are asked how frequent they

performed each of the behaviors described in the items and give their answers using a 5 point Likert scale ranging from "1 = never to" 5 = every day ". The Cronbach's alpha internal reliability coefficient of the original short form of the scale was reported as .89 (Spector, Bauer, & Fox, 2010). The Cronbach's alpha internal reliability of Turkish form was reported as .97 (Öcel, 2010). The sample items are as follows: "Deliberately wasting the tools/equipment belonging to your employer and "Arriving late to work without permission".

2.2.11 Short Dark Triad (SD3)

The Short Dark Triad (SD3) scale was developed by Jones and Paulhus (2014) to assess narcissism, Machiavellianism, and psychopathy. The Cronbach's alpha coefficients were reported as .71 for narcissism, .77 for Machiavellianism and as .80 for psychopathy (Jones & Paulhus, 2014). The adaptation of the scale into Turkish was conducted by Ağralı Ermiş, Şahin, and Demirus (2018). Each personality trait was evaluated with 9 items and the scale consists of 27 items. Participants give their answers using a 5-point Likert-type scale ranging from "1 = never" to "5 = always". The Cronbach's alpha internal consistency coefficients of the Turkish subscales were reported as .77 for narcissism, .71 for Machiavellism, and as .77 for psychopathy (Ağralı Ermiş, Şahin, & Demirus, 2018). The sample items are as follows: "You can do anything to attract important people to your side (Machiavellianism)", "Revenge must be taken swiftly and badly (psychopathy)" and "I know I'm special because everybody tells me that (narcissism)".

2.2.12 The Big Five Inventory (BFI)

The Five-Factor Personality Inventory (BFI) which was developed by Benet-Martinez and John (1998) was used. It consists of five sub-dimensions, but in this study, only agreeableness and conscientiousness subscales were used. Participants are asked to evaluate themselves on the proposed characteristics and make their evaluations using a 5-point (1 = strongly disagree; 5 = totally agree) Likert scale. The Cronbach's alpha coefficients for agreeableness and conscientiousness were reported as .83 and .79, respectively (Benet-Martinez & John, 1998). This inventory was adapted to Turkish by Sümer and Sümer (2005). The Cronbach's alpha values were reported as .70 for agreeableness and as .78 for conscientiousness (Basım, Çetin, &

Tabak, 2009). The sample items are as follows: ''Helpful, unselfish (agreeableness)'', ''Do not leave a job before finishing (conscientiousness)''.

2.2.13 Power Distance Scale

A 7-item scale developed by Aycan et al. (2000) was used to measure power distance. Participants make their evaluations using a 6-point (1 = strongly disagree, 6 = strongly agree) Likert type scale. The sample item is as follows: "Persons holding an office should be respected because of their position". The Cronbach's alpha coefficient of the scale was reported as .72 (Keleş & Aycan, 2011).

2.2.14 Fatalism Scale

To measure fatalism, the 5-item fatalism scale developed by Aycan et al. (2000) was used. In the original version of the scale, the participants gave their answers using a 7-point Likert type scale, but in this study, the items of power distance and fatalism were mixed and presented in a single section in the survey and, therefore, a 6-point Likert type scale was used (1 = strongly disagree, 6 = strongly agree). The Cronbach's alpha value of the fatalism scale was reported as .75. The sample item is: "Most of the time it's not worth to spend effort because things don't go as desired.".

CHAPTER III

RESULTS

3.1 OVERVIEW

In this chapter first of all data screening and cleaning processes are presented. Second reliability analyses of the measures are given briefly. Further the correlations among study variables are presented. Lastly the main results are discussed in detail.

Statistical Package of Social Sciences (SPSS) version 21 (IBM CORP, 2015) was used to compute descriptive statistics and correlations. The proposed regression model of the study was tested using Structural Equation Modeling (SEM) technique by using AMOS 25.0 (Arbuckle, 2013). The hypotheses suggesting moderated relationships were tested by performing Moderated Multiple Regression (MMR) using Process Macro 3.5.3 for SPSS by Hayes (2017).

3.2 DATA SCREENING AND DATA CLEANING

Since only the participants who completed the whole survey package were included in the main data set, there were no missing data. Mahalanobis distance analysis was performed in order to detect multivariate outliers. 20 participants were multivariate outliers and the data they provided were excluded from the data set. Therefore, the final sample included 715 participants.

3.3 RELIABILITY ANALYSES OF THE STUDY MEASURES

Since there was no translated/back-translated measure and all of the study measures were well-established by the previous studies, only reliability analyses of the scales were reported and the Cronbach's alpha coefficient was used as a measure of internal reliability.

3.3.1 Workplace Incivility

The Workplace Incivility Scale has 7 items. The Cronbach's alpha value was found as $\alpha = .88$.

3.3.2 Psychological Harassment at Work Scale

To measure mobbing Psychological Harassment at Work Scale was used. This scale has 28 items and four dimensions. The behaviors towards work scale contains 11 items and the Cronbach's alpha was calculated as $\alpha = .96$. The damage to reputation scale has 5 items and the Cronbach's alpha was $\alpha = .82$. The dismissive behaviors scale includes 6 items and the Cronbach's alpha coefficient was calculated as $\alpha = .85$. The verbal-written-visual attacks scale has 6 items and the Cronbach's alpha was found to be $\alpha = .81$. The Cronbach's alpha reliability coefficient of the overall scale was $\alpha = .96$.

3.3.3 Abusive Supervision

The Abusive Supervision Scale has 15 items. The Cronbach's alpha reliability coefficient was found as .94.

3.3.4 Employee Voice Scale

The Voice Behavior Scale has 6 items. The Cronbach's alpha reliability coefficient of the scale was .89.

3.3.5 Employee Loyalty Scale

The Employee Loyalty Scale has 5 items. The Cronbach's alpha reliability coefficient was .84.

3.3.6 Organizational Citizenship Behavior Checklist (OCB-C)

The OCB-C has 20 items and two subscales. The personal behaviors subscale contains 10 items and the Cronbach's alpha reliability coefficient was .85. The institutional behaviors subscale has also 10 items and the Cronbach's alpha reliability coefficient was .85. The Cronbach's alpha reliability coefficient of the overall scale was found as .92.

3.3.7 Counterproductive Work Behavior Scale (Short Form)

The short form of CWB scale has 10 items. The Cronbach's alpha reliability coefficient was found as .87.

3.3.8 Copenhagen Burnout Inventory

In the present study, work-related and personal burnout subscales of the Copenhagen Burnout Inventory was used. One of the reverse coded items in the work-related burnout subscale, which had 7 items, had an inter-item total correlation of -.20. After excluding this item, the Cronbach's alpha reliability coefficient of the 6-item work-related burnout scale was found as .88. The excluded item was as follows ''Do you find the strength to spare enough time for your family and friends during your non-work time?''. The personal burnout subscale includes 6 items and the Cronbach's alpha reliability coefficient was .87. The Cronbach's alpha reliability coefficient of the overall scale was found as .93.

3.3.9 Short Dark Triad Scale

To measure the DT personality traits, the Short Dark Triad (SD3) Scale was used. It has 27 items and 3 subscales. Each subscale includes 9 items. The Cronbach's alpha of the Machiavellianism subscale was .66. The Cronbach's alpha reliability coefficient of the narcissism subscale was found as .51 in the initial analysis. The results showed that the five items had inter-item correlations lower than .30; therefore, they are excluded from the subscale. The excluded items are as follows; ''I don't like to be the center of attention (Narcissism 2R)'', "I enjoy meeting important people (Narcissism 5)", "I feel embarrassed when someone compliments me (Narcissism 6R)", "I see myself as an ordinary person (Narcissism 8R)", and "I think people should respect me (Narcissism 9)". The Cronbach's alpha reliability coefficient of the subscale which included the remaining four items was .58. Lastly, the psychopathy subscale had a Cronbach's alpha reliability coefficient of .67. The two reverse coded items had inter-item correlations lower than .30. These items are as follows; "I avoid getting into dangerous situations (Psychopathy 2R)" and "Up until today, I have never been in any legal trouble (Psychopathy 7R).". The Cronbach's alpha reliability coefficient of the subscale after removing these two items was .72.

3.3.10 The Big Five Inventory

Agreeableness and conscientiousness were measured by using the Big Five Inventory. Each subscale has 9 items. The Cronbach's alpha reliability coefficients of agreeableness and conscientiousness subscales were .72 and .78, respectively.

3.3.11 Power Distance Scale

The power distance scale has 7 items. The Cronbach's alpha reliability coefficient was .76.

3.3.12 Fatalism Scale

The fatalism scale has 5 items. The Cronbach's alpha reliability coefficient was found as .70.

3.4 DESCRIPTIVE STATISTICS AND BIVARIATE CORRELATIONS AMONG THE STUDY VARIABLES

The means, standard deviations, minimum and maximum scores, skewness, and kurtosis values of study variables are presented in Table 2. Job satisfaction, voice behaviors, conscientiousness, and agreeableness scales had relatively high mean values. On the other hand, abusive supervision, mobbing, and CWBs had relatively low means. The means of the remaining scales were close to the midpoint.

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

Variables	Mean	SD	Min.	Max.	Skewness	Kurtosis
Workplace Incivility	2.07	0.79	1.00	4.71	0.54	-0.35
Mobbing	1.85	0.73	1.00	4.14	0.72	-0.55
Abusive Supervision	1.71	0.76	1.00	4.20	0.98	-0.09
Job Satisfaction	4.79	1.70	1.50	7.00	-0.50	-0.25
Voice	3.53	0.89	1.00	5.00	-0.38	-0.22
Loyalty	3.32	0.94	1.00	5.00	-0.12	-0.57
OCBs	2.94	0.75.	1.15	5.00	0.34	-0.04
CWBs	1.72	0.63	1.00	4.00	1.13	0.52
Burnout Personal	2.97	0.83	1.00	5.00	0.13	-0.34
Burnout Work	2.98	0.76	1.00	5.00	0.02	-0.24
Machiavellianism	3.19	0.59	1.00	4.67	-0.24	0.10
Narcissism	2.77	0.65	1.00	4.80	0.05	-0.13
Psychopathy	2.42	0.70	1.00	4.29	0.17	-0.44
Conscientiousness	3.85	0.65	2.22	5.00	-0.22	-0.71
Agreeableness	3.73	0.61	2.00	5.00	-0.27	-0.46
Power Distance	2.95	0.90	1.00	5.71	0.04	-0.42
Fatalism	2.74	0.90	1.00	6.00	0.41	0.29
Valid N (listwise)	715					

Note. Job satisfaction is rated on a 7-point Likert type scale. Fatalism and power distance are rated on a 6-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 found to be positively correlated with organizational tenure, tenure with the current supervisor and job satisfaction ($r = .33$, $p < .01$; $r = .22$ $p < .01$; $r = .08$, $p < .05$; respectively). Further, age was negatively correlated with personal burnout, work-related burnout, and Machiavellianism ($r = -.10$, $p < .05$; $r = -.08$, $p < .05$; $r = -.09$ $p < .05$; respectively).

Table 3: Bivariate Correlations Between Study Variables

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Age	-														
2. Gender	.08*	-													
3. Education Level	-.07	-.23**	-												
4. Organizational Tenure	.33**	.09*	-.08*	-											
5. Tenure with Supervisor	.22**	.09*	-.16**	.65**	-										
6. Workplace Incivility	-.06	.02	.01	-.07	-.11**	(.88)									
7. Mobbing	-.00	.13**	-.13**	-.07	-.07	.71**	(.96)								
8. Abusive Supervision	-.02	.13**	-.11**	-.07	-.06	.70**	.84**	(.94)							
9. Job Satisfaction	.08*	-.01	-.01	.10*	.12**	-.41**	-.43**	-.42**	-						
10. Voice Behavior	-.04	-.07	.10**	.09*	.11**	-.41**	-.53**	-.50**	.38**	(.89)					
11. Loyalty	.06	-.06	.04	.07	.12**	-.44**	-.46**	-.48**	.57**	.54**	(.84)				
12. OCBs	-.02	.00	.00	.09*	.10**	.08*	.05	.03	.08*	.27**	.26**	(.92)			
13. CWBs	-.05	.09*	-.09*	-.06	-.07	.45**	.65**	.60**	-.30**	-.41**	-.40**	-.08*	(.87)		
14. Burnout Work	-.08*	-.05	.11**	-.08*	-.10**	.41**	.36**	.37**	-.61**	-.23**	-.44**	.01	.22**	(.88)	
15. Burnout Personal	-.10*	-.09*	-.08*	-.12**	-.13**	.39**	.36**	.34**	-.56**	-.21**	-.37**	.06	.24**	.87**	(.87)
16. Machiavellianism	-.09*	.02	.02	-.12**	-.09*	.08*	.05	.06	-.11**	.10**	-.05	.03	.03	.27**	.26**
17. Psychopathy	-.05	.17**	-.21**	-.08*	-.05	.25**	.42**	.35**	-.10**	-.14**	-.19**	-.02	.39**	.17**	.21**
18. Narcissism	.01	.00	-.05	-.00	.04	-.14**	-.01	-.06	.13**	.14**	.16**	.10**	.04	-.13**	-.09*
19. Agreeableness	-.01	-.09*	.16**	.06	.05	-.22**	-.40**	-.37**	.18**	.35**	.27**	.25**	-.49**	-.03	-.03
20. Conscientiousness	.03	-.13**	.10**	.14**	.10**	.25**	-.34**	-.34**	.16**	.35**	.32**	.26**	-.44**	-.05	-.07
21. Power Distance	.05	.15**	-.25**	.09*	.07	-.07	.03	-.03	.17**	.07	.12**	.03	-.01	-.10**	-.09*
22. Fatalism	-.03	-.03	-.18**	-.07	-.03	.13**	.23**	.16**	-.09*	-.15**	-.10**	.00	.16**	.13**	.16**

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

Variables	16	17	18	19	20	21	22
16. Machiavellianism	*(.66)*						
17. Psychopathy	.49**	*(.72)*					
18. Narcissism	.24**	.33**	*(.58)*				
19. Agreeableness	-.05	-.42**	-.03	*(.72)*			
20. Conscientiousness	.05	-.25**	.10**	.47**	*(.78)*		
21. Power Distance	.14**	.22**	.19**	-.02	.02	*(.76)*	
22. Fatalism	.18**	.35**	.12**	-.15**	-.19**	.44**	*(.70)*

Note. * 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).

Gender was positively correlated with organizational tenure, tenure with supervisor, mobbing, abusive supervision, CWBs, psychopathy and power distance ($r = .09$, $p < .05$; $r = .09$, $p < .05$; $r = .13$, $p < .01$; $r = .13$, $p < .01$; $r = .09$ $p < .05$; $r = .17$, $p < .01$; $r = .15$, $p < .01$; respectively). To be more specific, male participants reported higher levels of mobbing, abusive supervision, CWBs, psychopathy tendency, and power distance. Additionally, gender was negatively correlated with education, personal burnout, agreeableness, and conscientiousness ($r = -.23$, $p < .01$; $r = -.09$, $p < .05$; $r = -.09$, $p < .05$; $r = -.13$, $p < .01$; respectively). That is, women had higher education levels and female participants reported higher levels of personal burnout than male participants. Furthermore, female participants had higher scores on agreeableness and conscientiousness.

Education level was positively correlated with voice behaviors ($r = .10$, $p < .01$), work-related burnout ($r = .11$, $p < .01$), agreeableness ($r = .16$, $p < .01$), and conscientiousness ($r = .10$, $p < .01$). On the other hand, education level was negatively correlated with organizational tenure ($r = -.08$, $p < .05$), tenure with the immediate supervisor ($r = -.16$, $p < .01$), mobbing ($r = -.13$, $p < .01$), abusive supervision ($r = -.11$, $p < .01$), CWBs ($r = -.09$, $p < .05$), personal burnout ($r = -.08$, $p < .05$), psychopathy ($r = -.21$, $p < .01$), power distance ($r = -.25$, $p < .01$), fatalism ($r = -.18$, $p < .01$).

Organizational tenure was positively correlated with tenure with the immediate supervisor ($r = .65$, $p < .01$), job satisfaction ($r = .10$, $p < .05$), voice behaviors ($r = .09$, $p < .05$), OCBs ($r = .09$, $p < .05$), conscientiousness ($r = .14$, $p < .01$), and power distance ($r = .09$, $p < .05$). On the contrary, organizational tenure was negatively correlated with work-related burnout, personal burnout, Machiavellianism, and psychopathy ($r = -.08$, $p < .05$; $r = -.12$, $p < .01$; $r = -.12$, $p < .01$; $r = -.08$, $p < .05$; respectively).

Tenure with the immediate supervisor was positively correlated with job satisfaction ($r = .12$, $p < .01$), voice behaviors ($r = .11$, $p < .01$), loyalty ($r = .12$, $p < .01$), OCBs ($r = .10$, $p < .01$), and conscientiousness ($r = .10$, $p < .01$). Conversely, tenure with the immediate supervisor was negatively correlated with workplace incivility ($r = -.11$, $p < .01$), work-related burnout ($r = -.10$, $p < .01$), personal burnout ($r = -.13$, $p < .01$), and Machiavellianism ($r = -.09$, $p < .05$).

Workplace incivility was positively correlated with mobbing ($r = .71$, $p < .01$), abusive supervision ($r = .70$, $p < .01$), OCBs ($r = .08$, $p < .05$), CWBs ($r = .45$, p

< .01), work-related burnout ($r = .41$, $p < .01$), personal burnout ($r = .39$, $p < .01$), Machiavellianism ($r = .08$, $p < .05$), psychopathy ($r = .25$, $p < .01$), conscientiousness ($r = .25$, $p < .01$), and fatalism ($r = .13$, $p < .01$). On the other hand, workplace incivility was negatively correlated with job satisfaction ($r = -.41$, $p < .01$), voice behaviors ($r = -.41$, $p < .01$), loyalty ($r = -.44$, $p < .01$), narcissism ($r = -.14$, $p < .01$), and agreeableness ($r = -.22$, $p < .01$).

Mobbing was positively correlated with abusive supervision ($r = .84$, $p < .01$), CWBs ($r = .65$, $p < .01$), work-related burnout ($r = .36$, $p < .01$), personal burnout ($r = .36$, $p < .01$), psychopathy ($r = .42$, $p < .01$), and fatalism ($r = .23$, $p < .01$). Further, mobbing was found to be negatively correlated with job satisfaction ($r = -.43$, $p < .01$), voice behaviors ($r = -.53$, $p < .01$), loyalty ($r = -.46$, $p < .01$), agreeableness ($r = -.40$, $p < .01$), and conscientiousness ($r = -.34$, $p < .01$).

Abusive supervision was positively correlated with CWBs ($r = .60$, $p < .01$), work-related burnout ($r = .37$, $p < .01$), personal burnout ($r = .34$, $p < .01$), psychopathy ($r = .35$, $p < .01$), and fatalism ($r = .16$, $p < .01$). On the contrary, abusive supervision was negatively correlated with job satisfaction ($r = -.42$, $p < .01$), voice behaviors ($r = -.50$, $p < .01$), loyalty ($r = -.48$, $p < .01$), agreeableness ($r = -.37$, $p < .01$), and conscientiousness ($r = -.34$, $p < .01$).

Job satisfaction was positively correlated with voice behaviors ($r = .38$, $p < .01$), loyalty ($r = .57$, $p < .01$), OCBs ($r = .08$, $p < .05$), narcissism ($r = .13$, $p < .01$), agreeableness ($r = .18$, $p < .01$), conscientiousness ($r = .16$, $p < .01$), and power distance ($r = .17$, $p < .01$). Also, job satisfaction was negatively correlated with CWBs ($r = -.30$, $p < .01$), work-related burnout ($r = -.61$, $p < .01$), personal burnout ($r = -.56$, $p < .01$), Machiavellianism ($r = -.11$, $p < .01$), psychopathy ($r = -.10$, $p < .01$), and fatalism ($r = -.09$, $p < .05$).

Voice behaviors were positively correlated with loyalty ($r = .54$, $p < .01$), OCBs ($r = .27$, $p < .01$), Machiavellianism ($r = .10$, $p < .01$), narcissism ($r = .14$, $p < .01$), agreeableness ($r = .35$, $p < .01$), and conscientiousness ($r = .35$, $p < .01$). On the contrary voice behaviors were negatively correlated with CWBs ($r = -.41$, $p < .01$), work-related burnout ($r = -.23$, $p < .01$), personal burnout ($r = -.21$, $p < .01$), psychopathy ($r = -.14$, $p < .01$), and fatalism ($r = -.15$, $p < .01$).

Loyalty was positively correlated with OCBs ($r = .26$, $p < .01$), narcissism ($r = .16$, $p < .01$), agreeableness ($r = .27$, $p < .01$), conscientiousness ($r = .32$, $p < .01$), and power distance ($r = .12$, $p < .01$). On the other hand, loyalty was negatively correlated

with CWBs ($r = -.40$, $p < .01$), work-related burnout ($r = -.44$, $p < .01$), personal burnout ($r = -.37$, $p < .01$), psychopathy ($r = -.19$, $p < .01$), and fatalism ($r = -.10$, $p < .01$).

OCBs were positively correlated with narcissism ($r = .10$, $p < .01$), agreeableness ($r = .25$, $p < .01$), and conscientiousness ($r = .26$, $p < .01$). Also OCBs were negatively correlated with CWBs ($r = -.08$, $p < .05$).

CWBs were positively correlated with work-related burnout ($r = .22$, $p < .01$), personal burnout ($r = .24$, $p < .01$), psychopathy ($r = .39$, $p < .01$), and fatalism ($r = .16$, $p < .01$). On the other and, CWBs were negatively correlated with agreeableness and conscientiousness ($r = -.49$, $p < .01$; $r = -.44$, $p < .01$; respectively).

Work-related burnout was positively correlated with personal burnout ($r = .87$, $p < .01$), Machiavellianism ($r = .27$, $p < .01$), psychopathy ($r = .17$, $p < .01$), and fatalism ($r = .13$, $p < .01$). On the contrary, work-related burnout was negatively correlated with narcissism and power distance ($r = -.13$, $p < .01$; $r = -.10$, $p < .01$; respectively).

Personal burnout was positively correlated with Machiavellianism ($r = .26$, $p < .01$), psychopathy ($r = .21$, $p < .01$), and fatalism ($r = .16$, $p < .01$). Furthermore, personal burnout was negatively correlated with narcissism and power distance ($r = -.09$, $p < .05$; $r = -.09$, $p < .05$; respectively).

Machiavellianism was positively correlated with psychopathy ($r = .49$, $p < .01$), narcissism ($r = .24$, $p < .01$), power distance ($r = .14$, $p < .01$), and fatalism ($r = .18$, $p < .01$).

Psychopathy was positively correlated with narcissism, power distance and fatalism ($r = .33$, $p < .01$; $r = 22$, $p < .01$; $r = .35$, $p < .01$; respectively). As expected, psychopathy was negatively correlated with agreeableness and conscientiousness ($r = -.42$, $p < .01$; $r = -.25$, $p < .01$; respectively).

Narcissism was positively correlated with conscientiousness, power distance, and fatalism ($r = .10$, $p < .01$; $r = .19$, $p < .01$; $r = 12$, $p < .01$; respectively).

Agreeableness was positively correlated with conscientiousness ($r = .47$, $p < .01$), and negatively correlated with fatalism ($r = -.15$, $p < .01$).

Conscientiousness was negatively correlated with fatalism ($r = -.19$, $p < .01$). Finally, power distance was positively correlated with fatalism ($r = .44$, $p < .01$).

3.5 HYPOTHESIS TESTING

3.5.1 The SEM Results of the Proposed Regression Model

In order to test the hypothesized regression model, SEM was conducted using AMOS 25.0 (Arbuckle, 2013). I proposed that workplace incivility, mobbing, and abusive supervision would be directly linked to job satisfaction, voice behavior, loyalty, OCBs, CWBs, work-related burnout, and personal burnout. The error terms of work-related burnout and OCBs; job satisfaction and voice behaviors; CWBs and OCBs; CWBs and loyalty; and work-related burnout and OCBs were allowed to covary in the model. The results indicated that the model provided good fit to the data ($\square 2$(N = 715, df = 6) = 9.52, CFI = .99, TLI = .99, NFI = .99, RMSEA = .03, $p > .05$). The standardized parameter estimates are presented in Figure 2. The non-significant paths are not shown in the figure to make the figure parsimonious.

The findings revealed that workplace incivility (β = -.18, $p < .001$), mobbing (β = -.17, $p = .01$), and abusive supervision (β = -.16, $p = .01$) were negatively related to job satisfaction. Therefore, Hypothesis 1a was fully supported. Hypothesis 1b which suggested that workplace incivility (β =-.01, $p = .76$), mobbing (β = -.37, $p < .001$), and abusive supervision (β = -.19, $p < .01$) would be negatively related to voice behaviors was partially supported since workplace incivility was not significantly related to voice behaviors. Workplace incivility (β = -.18, $p < .001$) and abusive supervision (β = -.27, $p < .001$) were negatively related to employees' loyalty towards the organization. However, mobbing was not significantly associated with loyalty (β = -.12, $p = .06$). Therefore, Hypothesis 1c which suggested that workplace incivility, mobbing, and abusive supervision would be negatively related to employees' loyalty was partially supported. Finally, Hypothesis 1d proposed that workplace incivility, mobbing, and abusive supervision would be negatively associated with OCBs. The SEM analysis revealed that only workplace incivility (β = .12, $p = .04$) was significantly related to OCBs; but not in the negative direction as suggested. Mobbing (β = .03, $p = .68$) and abusive supervision (β = -.08, $p = .25$) were not significantly related to OCBs. Therefore, Hypothesis 1d was not supported.

Hypothesis 2a suggested positive relationships between workplace incivility, mobbing, and abusive supervision and personal burnout, and work-related burnout. According to the SEM analyses, workplace incivility (β = .27, $p < .001$) was significantly related to personal burnout. Mobbing (β = .12, $p = .07$) and abusive supervision (β = .05, $p = .44$) were not significantly associated with personal burnout.

Also, workplace incivility ($\beta = .28$, $p < .001$) and abusive supervision ($\beta = .13$, $p = .04$) were positively related to work-related burnout. However, mobbing ($\beta = .04$, $p = .50$) was not significantly associated with work-related burnout. Therefore, Hypothesis 2a was partially supported.

Hypothesis 2b suggested that workplace incivility, mobbing, and abusive supervision would be positively related to CWBs. The SEM analyses revealed that mobbing ($\beta = .52$, $p < .001$) and abusive supervision ($\beta = .22$, $p < .001$) were significantly and positively related to CWBs. On the other hand, workplace, incivility ($\beta = -.07$, $p = .10$) was not significantly related to CWBs. Therefore, Hypothesis 2b is partially supported.

Figure 2: SEM Results of the Proposed Model

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

43
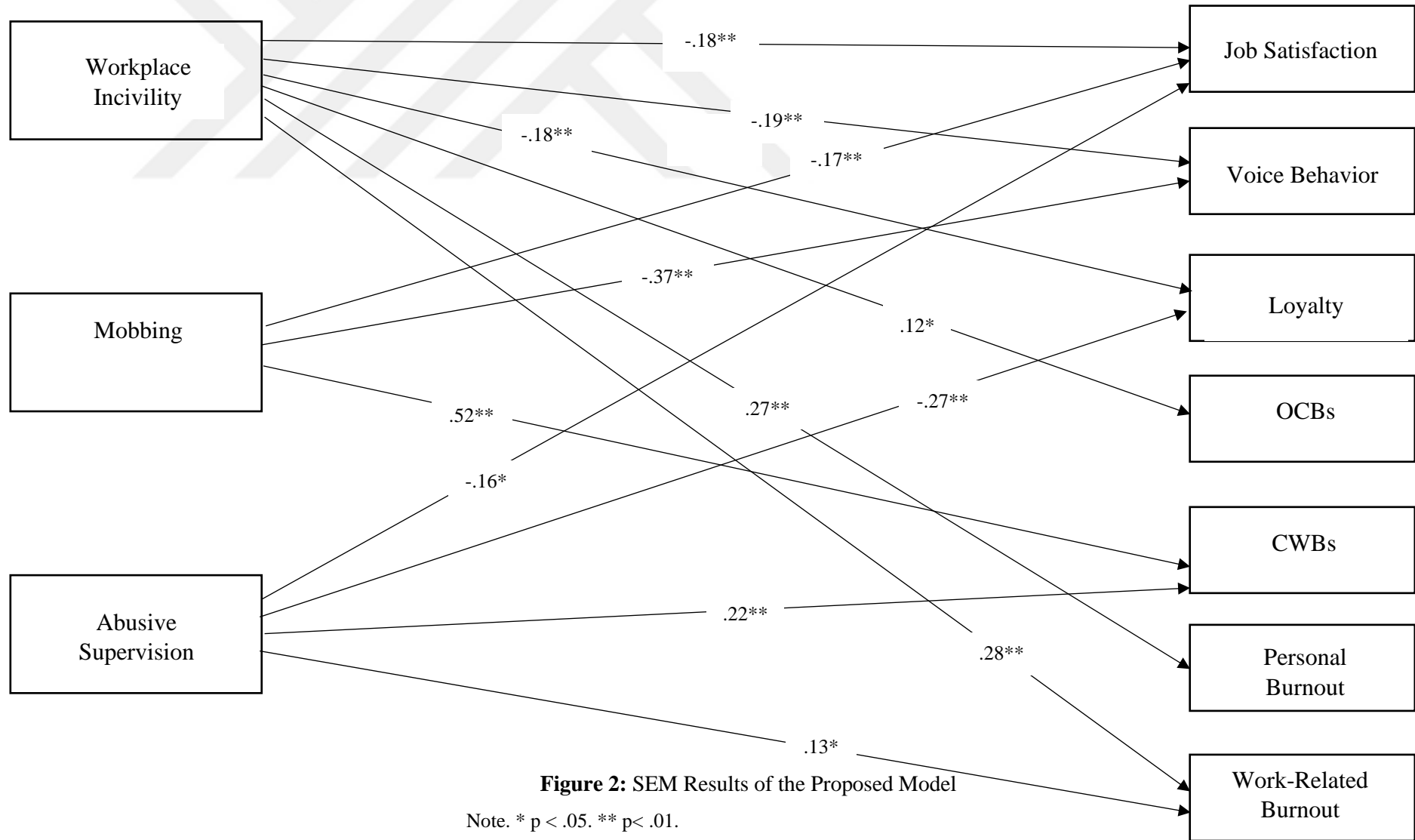
3.5.2 MMR Analyses for the DT Personality Traits

In order to investigate the moderating effects of the DT personality traits in the relationships of workplace incivility, mobbing and abusive supervision with the outcome variables (i.e., job satisfaction, voice behaviors, loyalty, OCBs, CWBs, and burnout) a set of moderation analyses were conducted using Process Macro for SPSS (Hayes, 2017).

3.5.2.1 MMR Analyses for Narcissism

MMR analyses revealed that the interaction effects of incivility, mobbing and abusive supervision with narcissism on job satisfaction were not significant ($B = -.02$, $SE = .11$, $p = .81$, 95% CI [-.23, .18]); $B = -.05$, $SE = .10$, $p = .61$, 95% CI [-.26, .15]; ($B = -.01$, $SE = .09$, $p = .90$, 95% CI [-.19, .17]; respectively.). Therefore, Hypothesis 3a which suggested that narcissism would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be stronger for employees who score high on narcissism than those who score low on narcissism was not supported.

Similarly, the interaction effects of incivility, mobbing and abusive supervision with narcissism on voice behaviors were not significant ($B = .001$, $SE = .05$, $p = .97$, 95% CI [-.10, .11]; $B = .02$, $SE = .06$, $p = .93$, 95% CI [-.11, .12]); $B = -.03$, $SE = .06$, $p = .67$, 95% CI [-14, .09]); respectively). Therefore, Hypothesis 4a which suggested that narcissism would moderate the relationships of incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors would be stronger for employees who score high on narcissism than those who score low on narcissism was not supported.

According to the results, the interaction effects of incivility and abusive supervision with narcissism on loyalty were not significant ($B = .07$, $SE = .06$, $p = .19$, 95% CI [-.04, .18]; $B = .10$, $SE = .06$, $p = .11$, 95% CI [-.02, .23]; respectively). However, the interaction effect of mobbing with narcissism on loyalty was significant ($B = .13$, $SE = .06$, $p = .04$, 95% CI [.00, .25]). The unstandardized simple slope for employee's -1 SD below the mean of narcissism was $B = -.68$, $SE = .06$, $p < .001$, 95% CI [-.81, -.56]. The unstandardized simple slope for the employees +1 SD above the

mean of narcissism was B = -.51, SE = .06, p < .001, 95% CI [-.63, -.40]. To be more specific, in high mobbing condition, employees who scored high on narcissism were more likely to have higher scores on loyalty than those who scored low on narcissism. Therefore, Hypothesis 5a was not supported and the direction of the significant interaction effect of mobbing and narcissism on loyalty was opposite of the suggested direction.
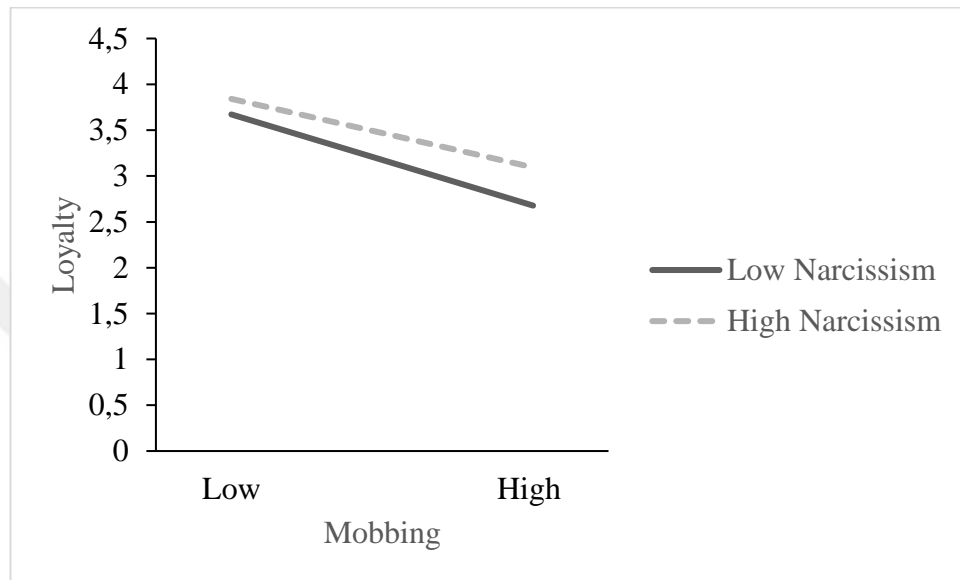
Figure 3: Moderating Effect of Narcissism in the Relationship Between Mobbing and Loyalty

Moderation effects of narcissism in the relationships of workplace incivility, mobbing, abusive supervision with OCBs were not significant (B = -.06, SE = .05, p = .25, 95% CI [-.15, .04]; B = -.09, SE = .06, p = .13, 95% CI [-.20, .02]; B = -.08, SE = .06, p = .17, 95% CI [-.19, .03]; respectively). Therefore, Hypothesis 6a which suggested that narcissism would moderate the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs would be stronger for employees who score high on narcissism than those who score low on narcissism was not supported.

The interaction effect of workplace incivility with narcissism on CWBs was statistically significant (B = .10, SE = .04, p = .01, 95% CI [.02, .17]). The unstandardized simple slope for the employees -1 SD below the mean of narcissism was B = .31, SE = .04, p < .001, 95% CI [.24, .38]. The unstandardized simple slope for the employees +1 SD above the mean of narcissism was B = .44, SE = .04, p < .001, 95% CI [.37, .51]. As expected, employees who scored high on narcissism when

incivility was high were more likely to exhibit more CWBs than those who scored low on narcissism.

Figure 4: Moderator Role of Narcissism in the Relationship Between Workplace Incivility and CWBs

Also the moderating effect of narcissism was significant in the relationship between mobbing and CWBs ($B = .14$, $SE = .04$, $p < .001$, 95% CI [.07, .22]). The unstandardized simple slope for the employees -1 SD below the mean of narcissism was $B = .46$, $SE = .04$, $p < .001$, 95% CI [.40, .53]. The unstandardized simple slope for the employees +1 SD above the mean of narcissism was $B = -.65$, $SE = .03$, $p < .001$, 95% CI [.59, .72]. In line with the expectations, employees who scored high on narcissism were more likely to have higher scores on CWBs when mobbing was high than those who scored low on narcissism.
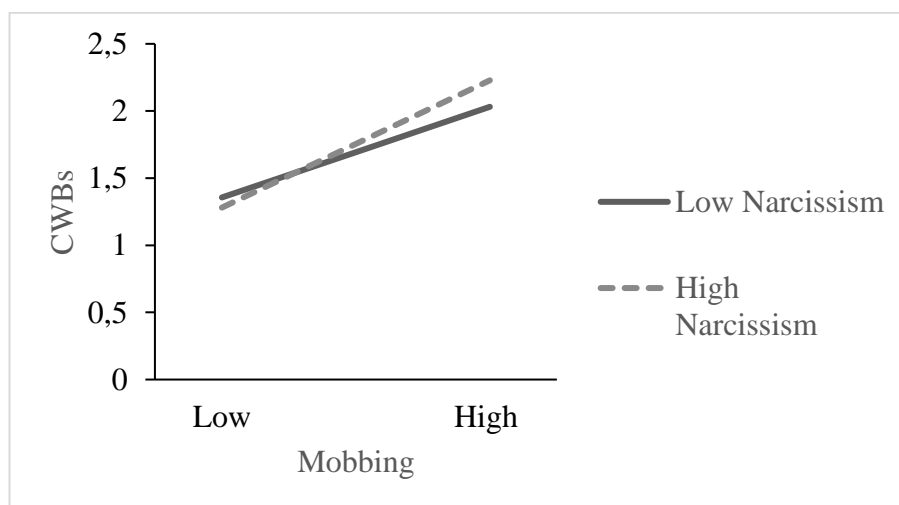
Figure 5: Moderating Effect of Narcissism in the Relationship Between Mobbing and CWBs

The interaction effect of abusive supervision and narcissism on CWBs was also statistically significant ($B = .17$, $SE = .04$, $p < .001$, 95% CI [.10, .25]). The unstandardized simple slope for the employees -1 SD below the mean of narcissism was $B = .39$, $SE = .03$, $p < .001$, 95% CI [.32, .46]. The unstandardized simple slope for the employees +1 SD above the mean of narcissism was $B = .62$, $SE = .04$, $p < .001$, 95% CI [.55, .69]. As proposed, when abusive supervision was high employees who had high narcissism scores engaged in more CWBs than employees who had low narcissism scores.
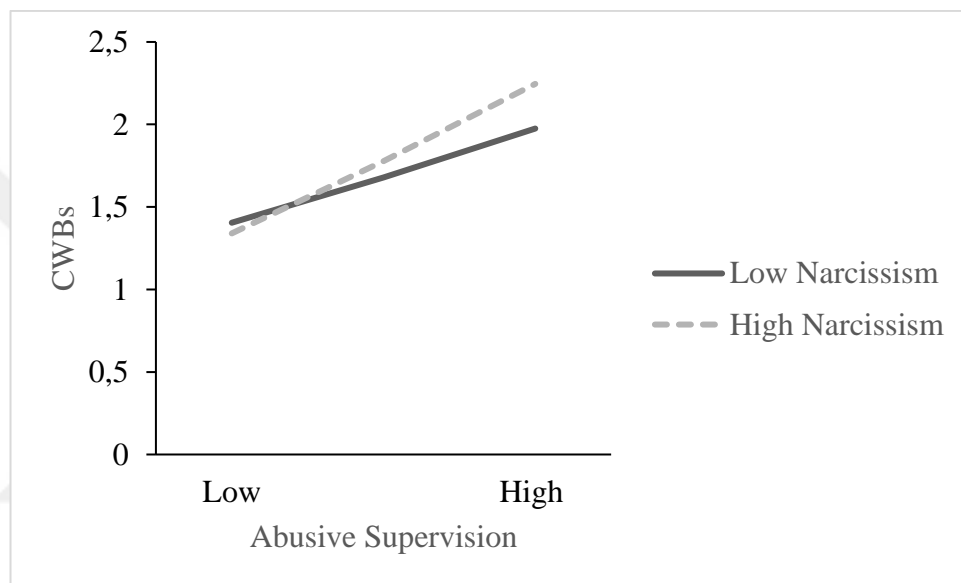
Figure 6: Moderating Effect of Narcissism in the Relationship Between Abusive Supervision and CWBs

Therefore, Hypothesis 7a which suggested that narcissism 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 for employees who score high on narcissism than those who score low on narcissism was fully supported.

MMR analyses were conducted to reveal the moderating effect of narcissism in the relationships of workplace incivility, mobbing, abusive supervision with work-related and personal burnout. The results indicated that narcissism did not moderate the relationships of workplace incivility with personal and work-related burnout ($B = -.01$, $SE = .05$, $p = .91$, 95% CI [-.11, .10]; $B = -.001$, $SE = .05$, $p = .97$, 95% CI [-.09, .09]; respectively). Furthermore, narcissism did not moderate the relationships of

mobbing with personal and work-related burnout ($B = .02$, $SE = .06$, $p = .75$, 95% CI [-.10, .14]; $B = .01$, $SE = .06$, $p = .84$, 95% CI [-.10, .12]; respectively). Finally, narcissism did not moderate the relationships of abusive supervision with personal and work-related burnout ($B = .02$, $SE = .06$, $p = .70$, 95% CI [-.10, .14]; $B = .03$, $SE = .05$, $p = .52$, 95% CI [-.07, .14]). Therefore, Hypothesis 8a which suggested that narcissism 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 for employees who score high on narcissism than those who score low on narcissism was not supported.

3.5.2.2 MMR Analyses for Psychopathy

The interaction effect of workplace incivility and psychopathy on job satisfaction was significant ($B = .18$, $SE = .09$, $p < .05$, 95% CI [.001, .35]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = .91$, $SE = .10$, $p < .001$, 95% CI [-1.1, .72]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = -.67$, $SE = .09$, $p < .001$, 95% CI [-.84, -.49]. Contrary to expectations, employees who had high levels of psychopathy were more likely to reported slightly higher levels of job satisfaction when workplace incivility was high than those who had low scores on psychopathy. In low incivility condition, employees who scored low on psychopathy reported higher levels of job satisfaction than those who scored high on psychopathy.
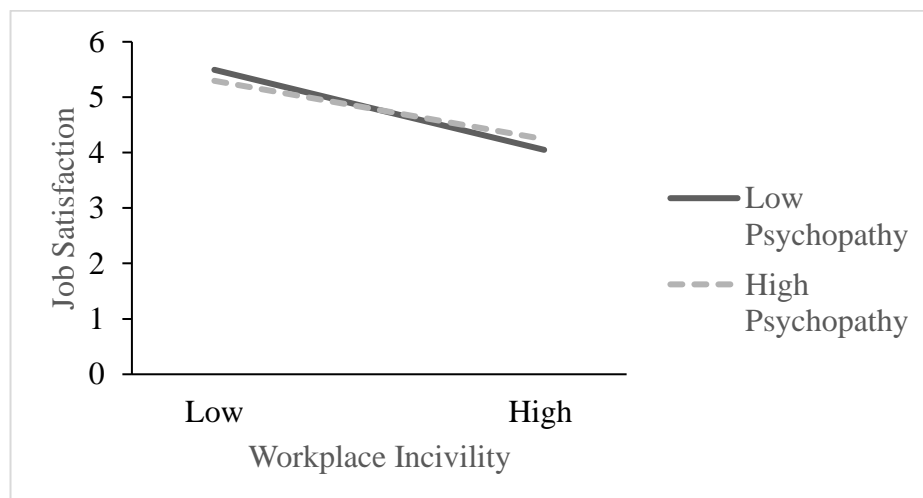
Figure 7: Moderating Role of Psychopathy in the Relationship Between Workplace Incivility and job Satisfaction

The interaction effect of mobbing and psychopathy on job satisfaction was also significant ($B = .33$, $SE = .10$, $p < .001$, 95% CI [.14, .52]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = -1.25$, $SE = .11$, $p < .001$, 95% CI [-1.48, -1.03]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = -.80$, $SE = .09$, $p < .001$, 95% CI [-.97, -.62]. The employees who scored high on psychopathy were more likely to have higher job satisfaction scores under high levels of mobbing than employees who scored low on psychopathy.

Figure 8: Moderating Effect of Psychopathy in the Relationship Between Mobbing and Job Satisfaction

Furthermore, the interaction effect of abusive supervision and psychopathy on job satisfaction was significant ($B = .35$, $SE = .09$, $p < .01$, 95% CI [.17, .53]. The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = -1.2$, $SE = .11$, $p < .001$, 95% CI [-1.4, -.97]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = -.70$, $SE = .08$, $p < .001$, 95% CI [-.87, -.54]. When abusive supervision was high employees who had high scores of psychopathy reported higher levels of job satisfaction than those who had low scores on psychopathy.
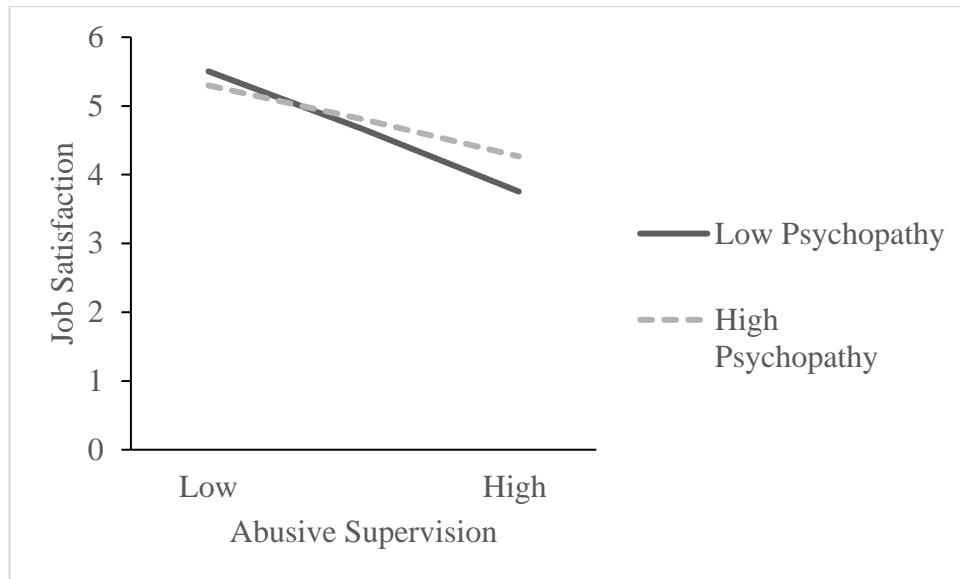
Figure 9: Moderating Effect of Psychopathy in Abusive Supervision and Job Satisfaction

In conclusion, Hypothesis 3b which suggested that psychopathy would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be stronger for employees who score high on psychopathy than those who score low on psychopathy was not supported because the effects were in the opposite direction of what I suggested.

In order to investigate the moderating effects of psychopathy in the relationships of workplace incivility, mobbing, abusive supervision with voice behaviors, a series of MMR analyses were conducted. The interaction effect of workplace incivility and psychopathy on voice behaviors was significant ($B = .13$, $SE = .05$, $p = .01$, 95% CI [.03, .24]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = .-55$, $SE = .06$, $p < .001$, 95% CI [-.66, -.44]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = -.36$, $SE = .05$, $p < .001$, 95% CI [-.46, -.26]. When mobbing was low, employees who had low scores of psychopathy were more likely to engage in voice behaviors than those who had low scores on psychopathy. However, in high mobbing condition, both types of employees reported similar scores which were lower than scores in low mobbing condition, indicating the significant negative main effect of mobbing on voice behaviors.

Figure 10: Moderating Role of Psychopathy in the Relationship Between Workplace Incivility and Voice Behaviors

The results showed that the interaction effect of mobbing and psychopathy on voice behaviors was significant ($B = .20$, $SE = .05$, $p < .001$, 95% CI [.10, .31]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = -.88$, $SE = .06$, $p < .001$, 95% CI [-1.01, -.76]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = -.60$, $SE = .05$, $p < .001$, 95% CI [-.70, -.50]. Contrary to expectations, employees who scored high on psychopathy were more likely to report higher levels of voice behaviors when they were exposed to high levels of mobbing than those who scored low on psychopathy.
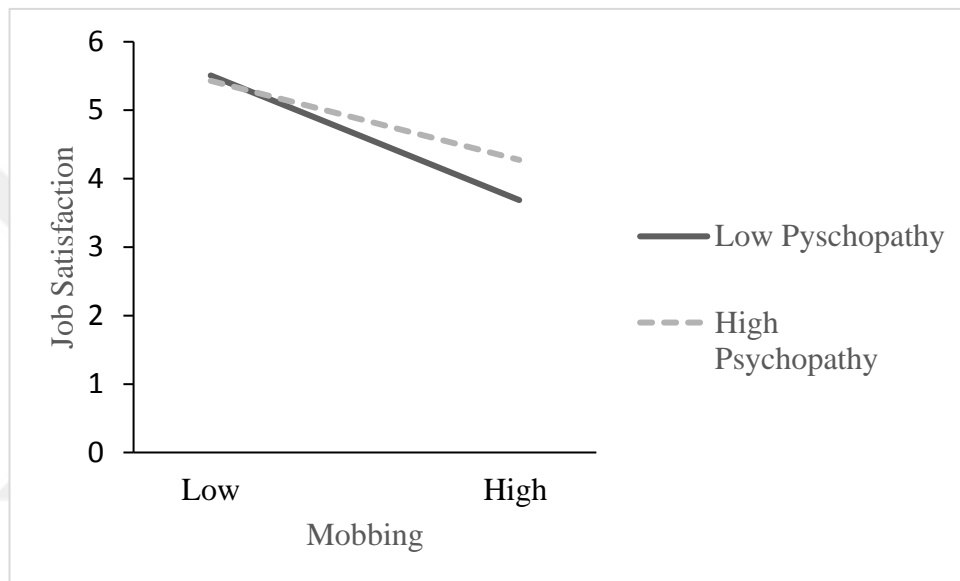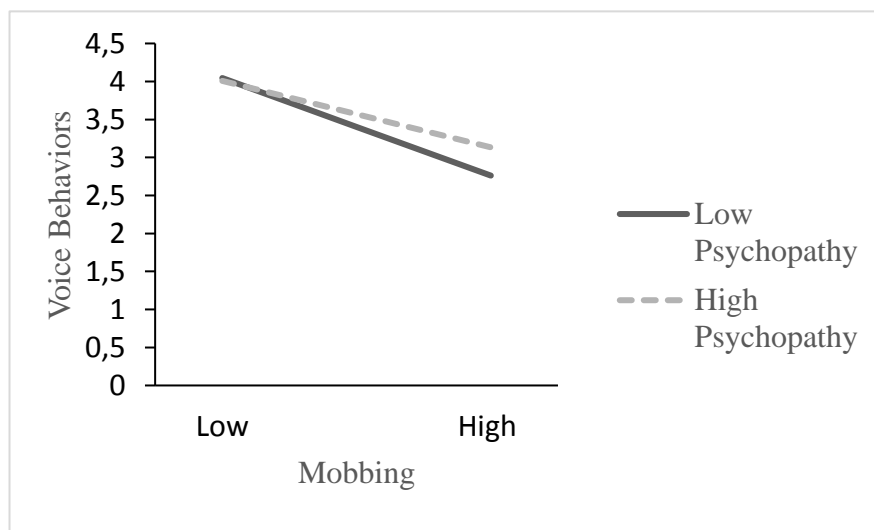

Figure 11: Moderating Effect of Psychopathy in the Relationship Between Mobbing and Voice Behaviors

Furthermore, the interaction effect of abusive supervision and psychopathy on voice behaviors was significant $B = .15$, $SE = .05$, $p < .01$, 95% CI [.05, -.26]. The unstandardized simple slope for employees -1 SD below the mean of psychopathy was $B = -.75$, $SE = .06$, $p < .001$, 95% CI [-.87, -.62]. The unstandardized simple slope for employees +1 SD above the mean of psychopathy was $B = -.53$, $SE = .05$, $p < .001$, 95% CI [-.63, -.44]. When abusive supervision was high, employees who scored high on psychopathy were more likely to report voice behaviors than those who scored low on psychopathy.

Figure 12: Moderating Effect of Psychopathy in the Relationship Between Abusive Supervision and Voice Behaviors

Therefore Hypothesis 4b which suggested that psychopathy would moderate the relationships of workplace incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors would be stronger for employees who score high on psychopathy than those who score low on psychopathy was not supported because generally the results were in the opposite direction of the expected results.

Psychopathy was not a significant moderator in the relationship between workplace incivility and loyalty ($B = .03$, $SE = .06$, $p = .56$, 95% CI [-.08, .14]), However, the interaction effect of mobbing and psychopathy on loyalty was significant ($B = .19$, $SE = .06$, $p < .01$, 95% CI [.07, .31]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = -.76$, $SE = .07$, $p < .001$,

95% CI [-.90, -.63]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = -.50$, $SE = .06$, $p < .001$, 95% CI [-.61, -.39]. Meaning that employees who scored low on psychopathy were more likely to have lower loyalty levels when they were exposed to high levels of mobbing than employees who had higher levels of psychopathy.
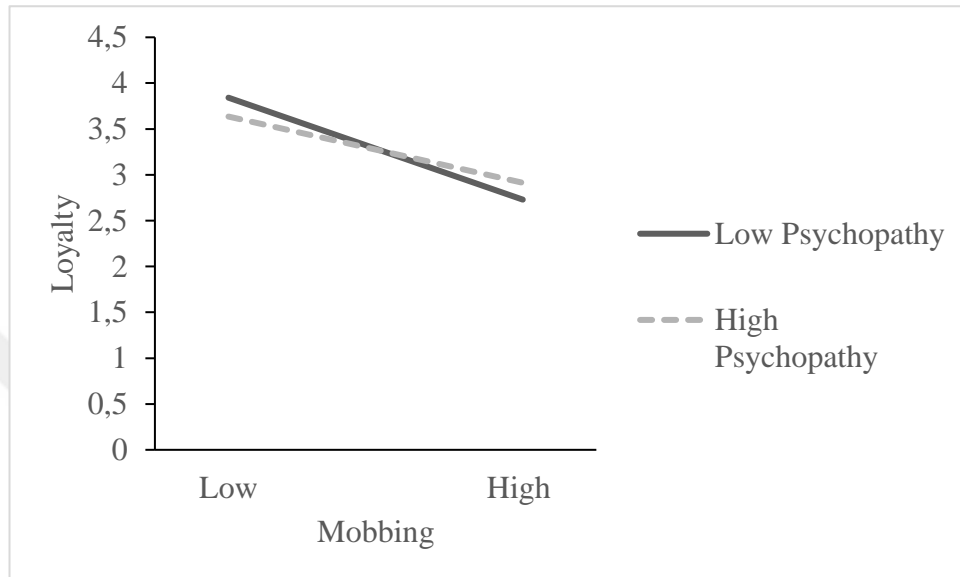
Figure 13: Moderating Effect of Psychopathy in the Relationship Between Mobbing and Loyalty

In addition, the interaction effect of abusive supervision and psychopathy on loyalty was significant ($B = .13$, $SE = .06$, $p < .05$, 95% CI [.01, .24]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = -.70$, $SE = .07$, $p < .001$, 95% CI [-.83, -.57]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = -.53$, $SE = .05$, $p < .001$, 95% CI [-.62, -.42]. When abusive supervision was high, employees who had high and low scores on psychopathy reported similar levels of loyalty. However, under low abusive supervision condition, employees who had low scores on psychopathy reported higher levels of loyalty than employees who scored high on psychopathy.
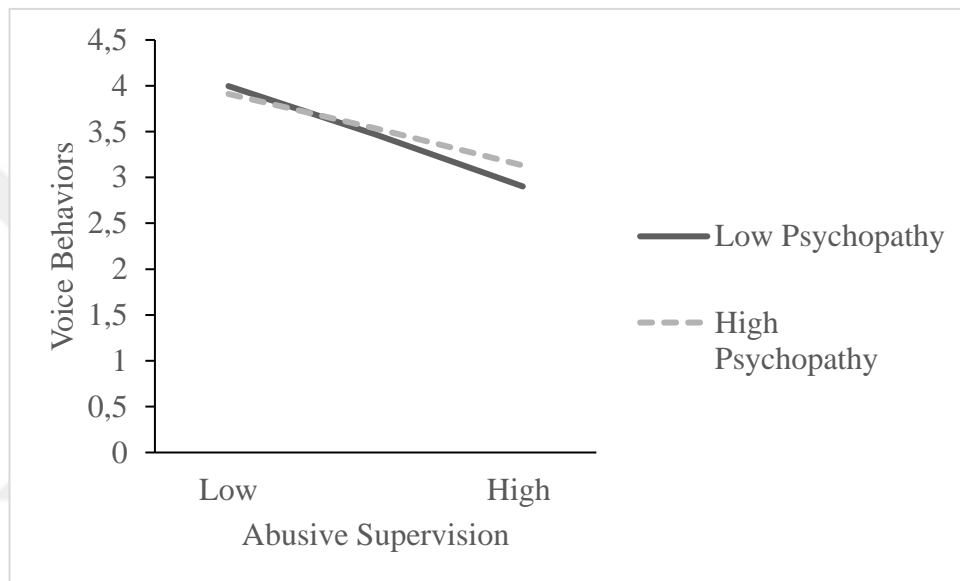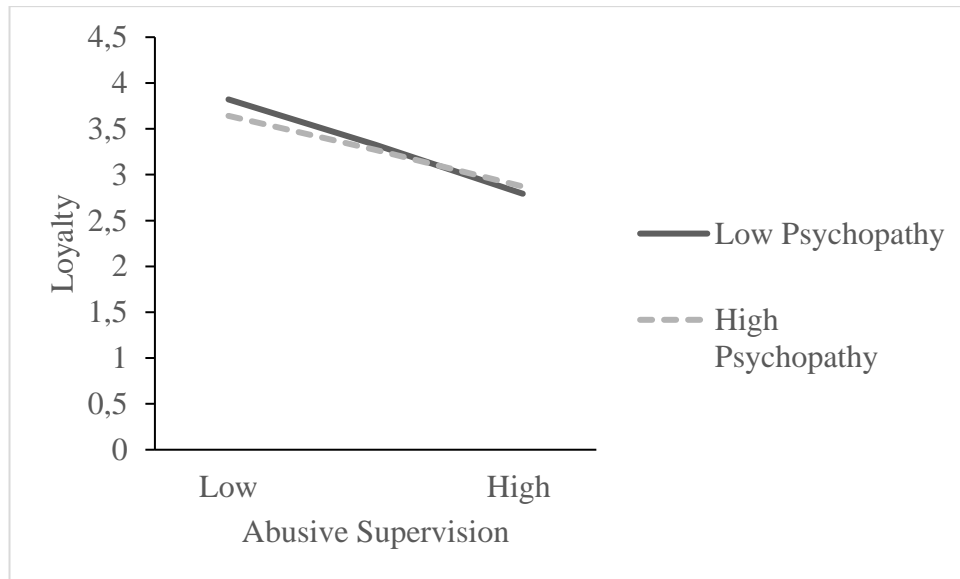
Figure 14: Moderating Effect of Psychopathy in the Relationship Between Abusive Supervision and Loyalty

Therefore, Hypothesis 5b which suggested that psychopathy would moderate the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty would be stronger for employees who scored high on psychopathy than those who scored low on psychopathy was not supported and the direction of the significant interaction effects of mobbing, abusive supervision and psychopathy on loyalty were opposite of the suggested direction.

To test the moderating effects of psychopathy in the relationships of workplace incivility, mobbing, and abusive supervision with OCBs, a series of MMR analyses were conducted. The results revealed that psychopathy had no significant moderating effect in these relationships ($B = .07$, $SE = .05$, $p = .15$, 95% CI [-.02, .17]; $B = .02$, $SE = .05$, $p = .66$, 95% CI [-.08, .12]; $B = .02$, $SE = .05$, $p = .70$, 95% CI [-.08, .12]; respectively). Therefore, Hypothesis 6b which suggested that psychopathy would moderate the relationships of workplace incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs would be stronger for employees who scored high on psychopathy than those who scored low on psychopathy was not supported.

The interaction effect of workplace incivility, mobbing and abusive supervision with psychopathy on CWBs were not significant ($B = .05$, $SE = .03$, $p = .13$, 95% CI [-.02, .12]; $B = .04$, $SE = .03$, $p = .25$, 95% CI [-.03, .11]; $B = .04$, $SE =$

.03, *p* = .20, 95% CI [-.02, .11]; respectively). Therefore, Hypothesis 7b which suggested that psychopathy 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 for employees who scored high on psychopathy than those who scored low on psychopathy was not supported.

Lastly, to investigate the moderating effects of psychopathy in the relationships of workplace incivility, mobbing, and abusive supervision with burnout, a series of MMR analyses were conducted. Analyses revealed that the interaction effect of workplace incivility with psychopathy on personal and work-related burnout were not significant (*B* = -.04, *SE* = .05, *p* = .36, 95% CI [-.14, .05]; *B* = -.05, *SE* = .05, *p* = .23, 95% CI [-.14, .03]; respectively). On the other hand, psychopathy had significant moderating effect in the relationship of mobbing and personal burnout (*B* = -.17, *SE* = .06, *p* < .01, 95% CI [-.28, -.06]). The unstandardized simple slope for employees -1 SD below the mean of psychopathy was *B* = .52, *SE* = .07, *p* < .001, 95% CI [.39, .65]. The unstandardized simple slope for employees +1 SD above the mean of psychopathy was *B* = .29, *SE* = .05, *p* < .001, 95% CI [.18, .39]. To summarize, employees who had high levels of psychopathy were likely to experience higher levels of personal burnout when under low mobbing condition than those who had low scores on psychopathy. In high mobbing condition, both types of employees reported similar levels of personal burnout.
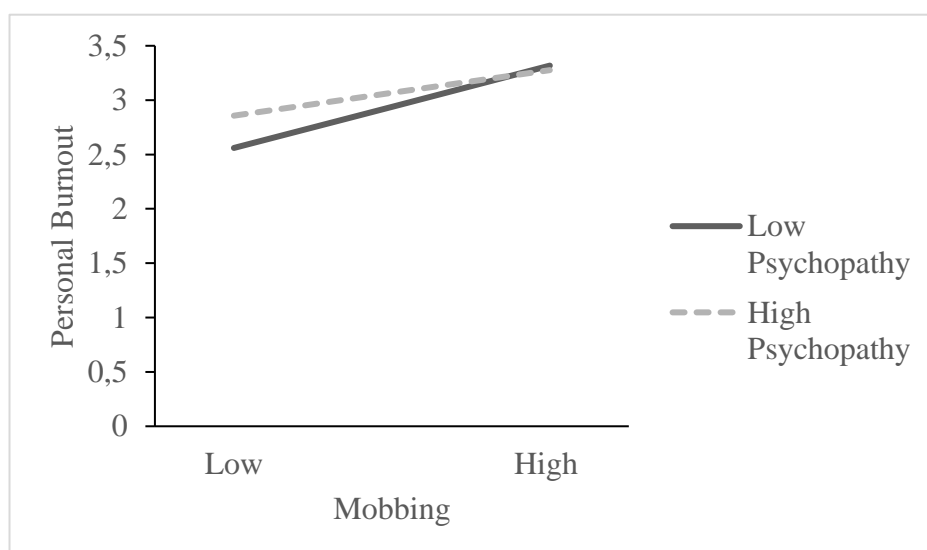
Figure 15: Moderator Effect of Psychopathy in the Relationship Between Mobbing and Personal Burnout

The interaction effect of mobbing with psychopathy on work-related burnout was also significant ($B = -.14$, $SE = .05$, $p < .01$, 95% CI [-.24, -.04]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = .48$, $SE = .06$, $p < .001$, 95% CI [.36, .60]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = .28$, $SE = .05$, $p < .001$, 95% CI [.19, .38]. Employees who had high scores on psychopathy were more likely to have higher levels of work-related burnout when mobbing was low than those who had low scores on psychopathy. In high mobbing condition, both types of employees reported similar levels of work-related burnout.
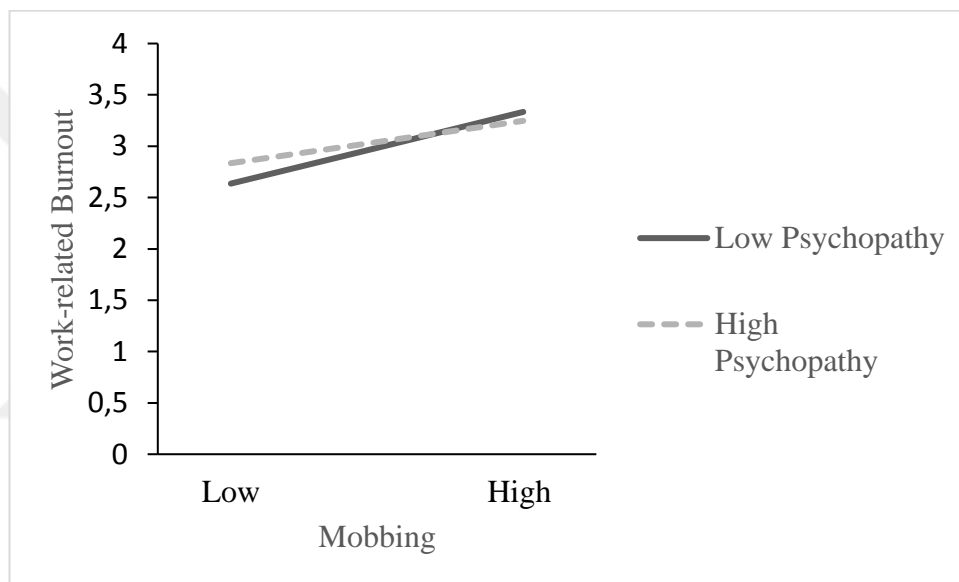
Figure 16: Moderating Effect of Psychopathy in the Relationship Between Mobbing and Work-related Burnout

The moderating effect of psychopathy was significant in the relationship between abusive supervision and personal burnout ($B = -.15$, $SE = .05$, $p < .01$, 95% CI [-.26, -.04]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = .47$, $SE = .06$, $p < .001$, 95% CI [.35, .60]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = .26$, $SE = .05$, $p < .001$, 95% CI [.17, .36]. Employees who had high levels of psychopathy reported higher levels of personal burnout when abusive supervision was low than those who had low scores on psychopathy.
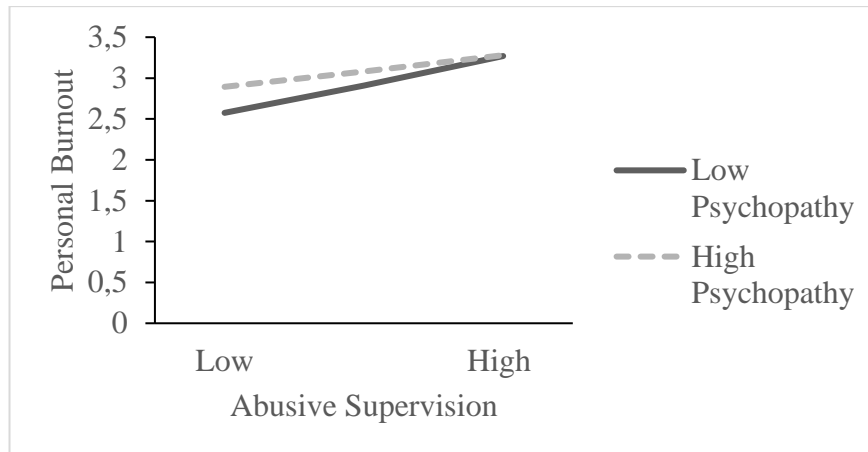
Figure 17: Moderating Effect of Psychopathy in the Relationship Between Abusive Supervision and Personal Burnout

Lastly, the moderating effect of psychopathy in the relationship between abusive supervision and work-related burnout was significant ($B = -.12$, $SE = .05$, $p < .05$, 95% CI [-.22, -.03]). The unstandardized simple slope for the employees -1 SD below the mean of psychopathy was $B = .46$, $SE = .06$, $p < .001$, 95% CI [.34, .57]. The unstandardized simple slope for the employees +1 SD above the mean of psychopathy was $B = .29$, $SE = .04$, $p < .001$, 95% CI [.20, .37]. In the low mobbing condition, employees who had high levels of psychopathy reported higher levels of work-related burnout than those who had low levels of psychopathy. When abusive supervision was high employees who had high scores on psychopathy tend to experience similar levels of work-related burnout with those who scored low on psychopathy and these scores were higher than those in low abusive supervision condition.
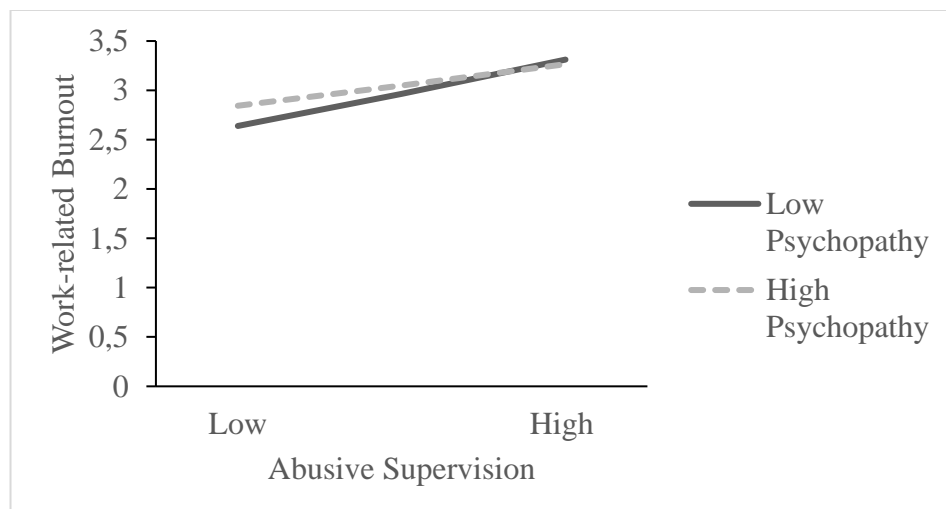
Figure 18: Moderating Effect of Psychopathy in the Relationship Between Abusive Supervision and Work-related Burnout

Therefore, Hypothesis 8b which suggested that psychopathy 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 for employees who scored high on psychopathy than those who scored low on psychopathy was not supported. The direction of the significant interactions were opposite of the suggested direction.

3.5.2.3 MMR Analyses for Machiavellianism

In order to investigate the moderating effect of Machiavellianism in the relationships of workplace incivility, mobbing, abusive supervision with job satisfaction, a series of MMR analyses were conducted. According to the results Machiavellianism did not moderate the relationships of workplace incivility, mobbing, abusive supervision with job satisfaction ($B = .06$, $SE = .11$, $p = .57$, 95% CI [-.16, .29]; $B = .06$, $SE = .12$, $p = .58$, 95% CI [-.17, .30]); $B = -.01$, $SE = .12$, $p = .97$, 95% CI [-.23, .22]; respectively). Therefore, Hypothesis 3c which suggested that Machiavellianism would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be stronger for employees who scored high on Machiavellianism than those who scored low on Machiavellianism was not supported.

Moderating effect of Machiavellianism in the relationship between workplace incivility and voice behaviors was not significant ($B = .05$, $SE = .07$, $p = .43$, 95% CI [-.08, -.18]). The moderating role of Machiavellianism in the relationship between abusive supervision with voice behaviors was also not statistically significant ($B = .08$, $SE = .06$, $p = .20$, 95% CI [-.04, .21]). However, Machiavellianism had a significant moderating effect in the relationship between mobbing and voice behaviors ($B = .19$, $SE = .06$, $p = .004$, 95% CI [.06, .31]). The unstandardized simple slope for the employees -1 SD below the mean of Machiavellianism was $B = -77$, $SE = .05$, $p < .001$, 95% CI [-.88, -.67]. The unstandardized simple slope for the employees +1 SD above the mean of Machiavellianism was $B = -55$, $SE = .05$, $p < .001$, 95% CI [-.66, -.45]. Employees who had high Machiavellianism levels were more likely to engage in voice behaviors when mobbing was high than those who had low levels of Machiavellianism.

Figure 19: Moderating Effect of Machiavellianism in the Relationship Between Mobbing and Voice Behaviors

Therefore Hypothesis 4c which suggested that Machiavellianism would moderate the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors would be stronger for employees who scored high on Machiavellianism than those who scored low on Machiavellianism was not supported. The direction of the significant interaction effect of mobbing and Machiavellianism on voice behaviors was opposite of the suggested direction.

MMR analyses revealed that Machiavellianism did not moderate the relationship between workplace incivility and loyalty ($B = .002$, $SE = .07$, $p = .97$, 95% CI [-.14, .14]). On the other hand the moderating effect of Machiavellianism was statistically significant in the relationship between mobbing and loyalty $B = .21$, $SE = .07$, $p = .005$, 95% CI [-.06, .35]. The unstandardized simple slope for the employees -1 SD below the mean of Machiavellianism was $B = -72$, $SE = .06$, $p < .001$, 95% CI [-.84, -.60]. The unstandardized simple slope for the employees +1 SD above the mean of Machiavellianism was $B = -48$, $SE = .06$, $p < .001$, 95% CI [-.60, -.36]. When mobbing was high employees with high levels of Machiavellianism reported slightly more loyalty than those who had low scores on Machiavellianism. When mobbing was low employees who had low levels of Machiavellianism exhibited slightly higher levels of loyalty than those who had high levels of Machiavellianism.

Figure 20: Moderating Effect of Machiavellianism in the Relationship Between Mobbing and Loyalty

Finally, the moderating effect of Machiavellianism in the relationship between abusive supervision and loyalty was not statistically significant ($B = .08$, $SE = .07$, $p = .26$, 95% CI [-.06, .22]). Therefore Hypothesis 5c which suggested that Machiavellianism would moderate the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty would be stronger for employees who scored high on Machiavellianism than those who scored low on Machiavellianism was not supported. The direction of significant interaction effect of mobbing and Machiavellianism on loyalty was opposite of the suggested direction.

The moderating effect of Machiavellianism in the relationship between workplace incivility and OCBs was not significant ($B = .09$, $SE = .06$, $p = .12$, 95% CI [-.03, .22]). However, the moderating effect of Machiavellianism in the relationship between mobbing and OCBs was significant ($B = .22$, $SE = .06$, $p < .001$, 95% CI [.09, .34]. The unstandardized simple slope for the employees -1 SD below the mean of Machiavellianism was $B = -.09$, $SE = .05$, $p = .11$, 95% CI [-.19, .02]. The unstandardized simple slope for the employees +1 SD above the mean of Machiavellianism was $B = .17$, $SE = .05$, $p = .002$, 95% CI [.06, .27]. When mobbing was high, employees who had low Machiavellianism scores engaged in fewer OCBs than those who had high levels of Machiavellianism. In the low mobbing condition,

employees with high Machiavellianism scores reported significantly lower scores on OCBs than those with low Machiavellianism scores.
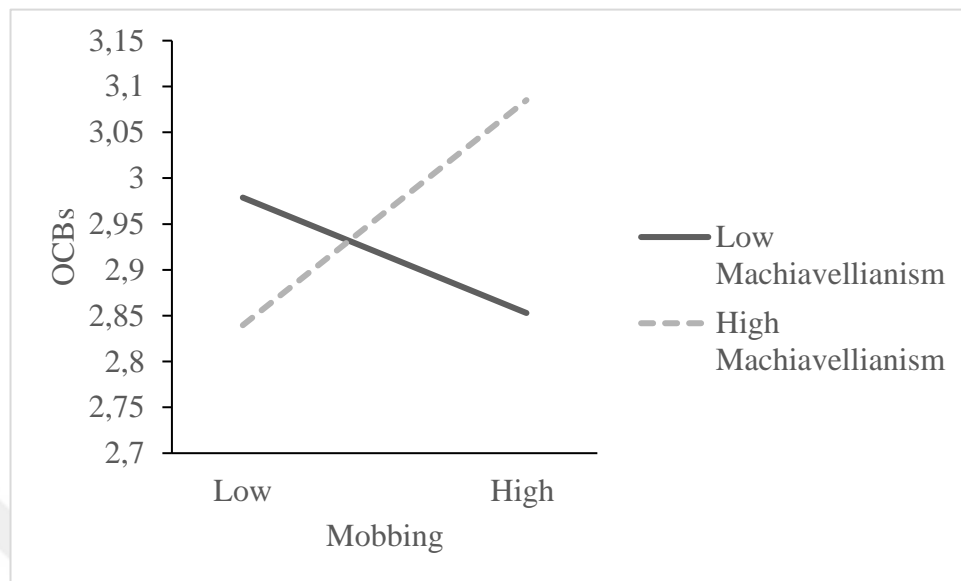
Figure 21: Moderating effect of Machiavellianism in the relationship between mobbing and OCBs

Machiavellianism's moderating effect in the relationship between abusive supervision with OCBs was also significant ($B = .17$, $SE = .06$, $p < .01$, 95% CI [.05, .30]). The unstandardized simple slope for the employees -1 SD below the mean of Machiavellianism was $B = -.08$, $SE = .05$, $p = .12$, 95% CI [-.19, .02]. The unstandardized simple slope for the employees +1 SD above the mean of Machiavellianism was $B = .12$, $SE = .05$, $p < .05$, 95% CI [.02, .22]. When abusive supervision was high employees who scored high on Machiavellianism were more likely to exhibit more OCBs than those who scored low on Machiavellianism. However, when their supervisors did not perform abusive supervisory behaviors, employees with high Machiavellianism scores reported significantly lower scores on OCBs than those with low Machiavellianism scores.
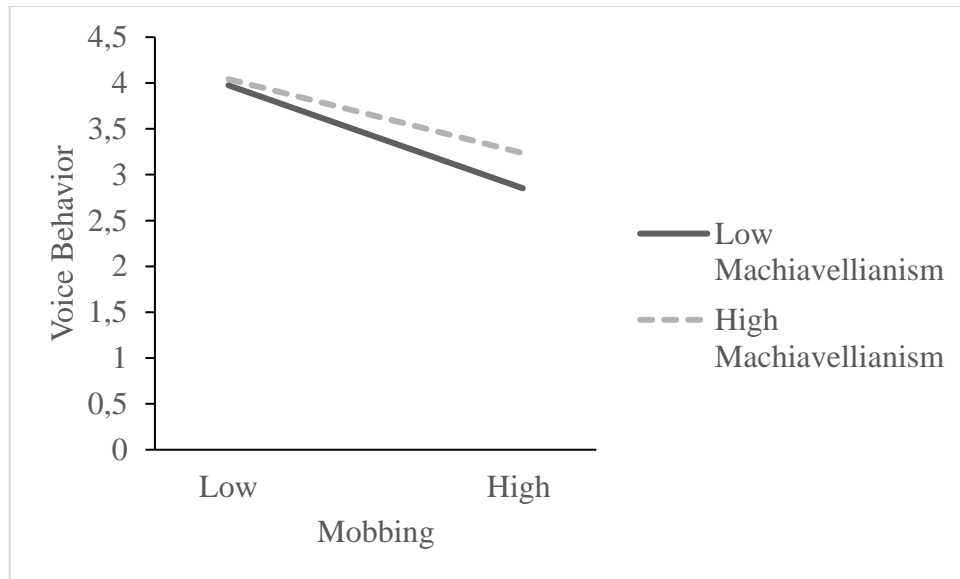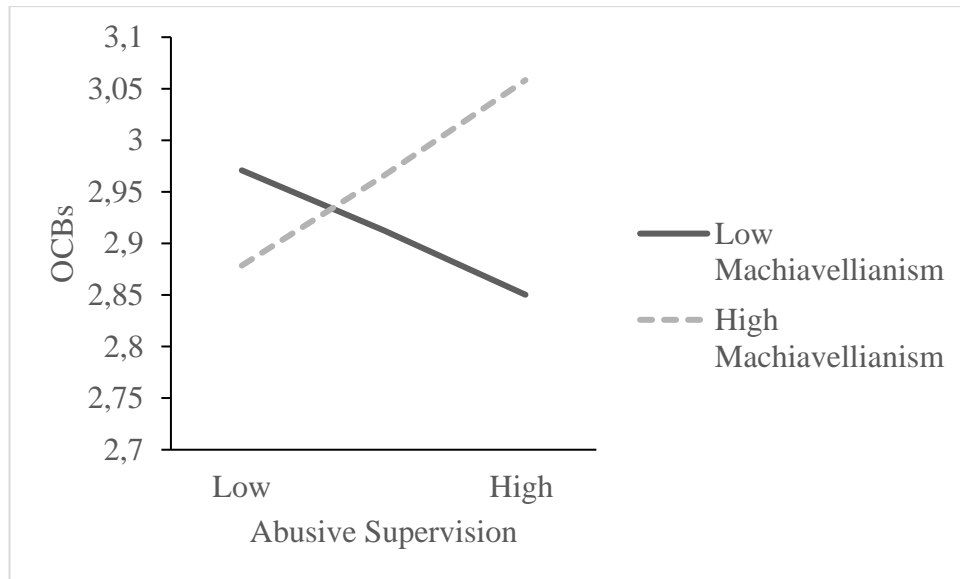
Figure 22: Moderating Effect of Machiavellianism in the Relationship Between Abusive Supervision and OCBs

Therefore Hypothesis 6c which suggested that Machiavellianism would moderate the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs would be stronger for employees who scored high on Machiavellianism than those who scored low on Machiavellianism was not supported. Because the direction of the significant interactions were different than the suggested directions.

Machiavellianism's moderating effect in the relationship between workplace incivility with CWBs was not significant ($B = -.07$, $SE = .05$, $p = .12$, 95% CI [-.16, -.02]). However, the moderating effect of Machiavellianism in the relationship between mobbing with CWBs was significant between ($B = -.21$, $SE = .04$, $p < .001$, 95% CI [-.29, -.13]). The unstandardized simple slope for the employees -1 SD below the mean of Machiavellianism was $B = .69$, $SE = .03$, $p < .001$, 95% CI [.62, .76]. The unstandardized simple slope for the employees +1 SD above the mean of Machiavellianism was $B = .44$, $SE = .03$, $p < .001$, 95% CI [.37, .51]. To summarize, employees who had high levels of Machiavellianism were more likely to exhibit fewer CWBs when mobbing was high than those who had low scores on Machiavellianism. When mobbing was low, employees who had high Machiavellianism scores performed more CWBs than those who had low Machiavellianism scores.
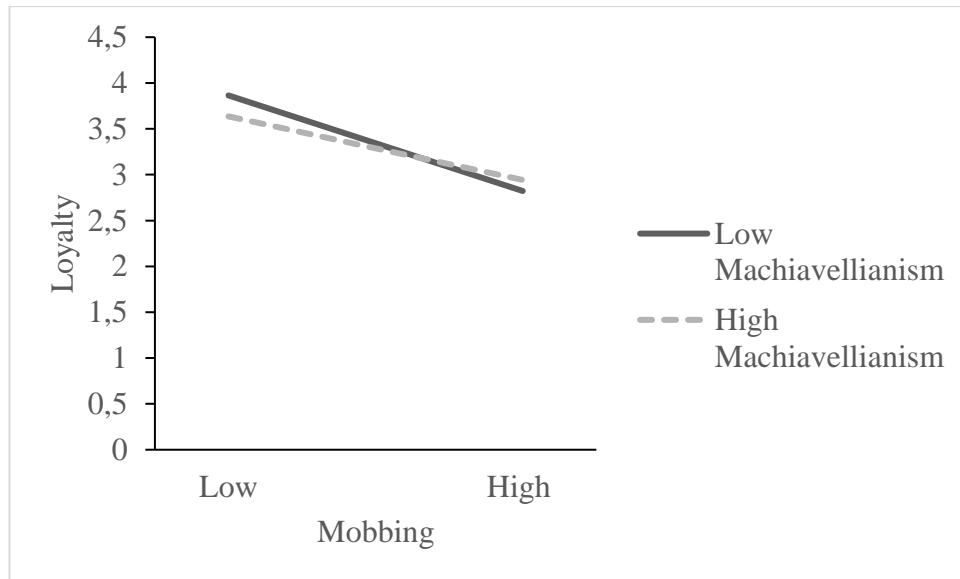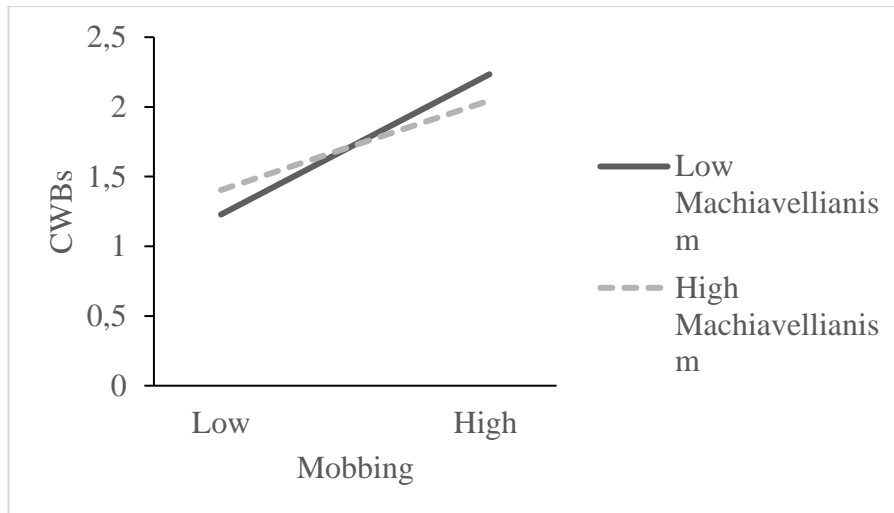
Figure 23: Moderating Effect of Machiavellianism in the Relationship Between Mobbing and CWBs

The moderating effect of Machiavellianism in the relationship between abusive supervision with CWBs was also significant ($B = -.17$, $SE = .04$, $p < .001$, 95% CI [-.25, -.08]. The unstandardized simple slope for the employees -1 SD below the mean of Machiavellianism was $B = .60$, $SE = .03$, $p < .001$, 95% CI [.53, .67]. The unstandardized simple slope for the employees +1 SD above the mean of Machiavellianism was $B = .40$, $SE = .03$, $p < .001$, 95% CI [.34, .47]. Employees who had low scores on Machiavellianism engaged in higher levels of CWBs when abusive supervision was high than those who scored high on Machiavellianism. When abusive supervision was low employees who had high levels of Machiavellianism were more likely to engage in more CWBs than those who had low levels of Machiavellianism.
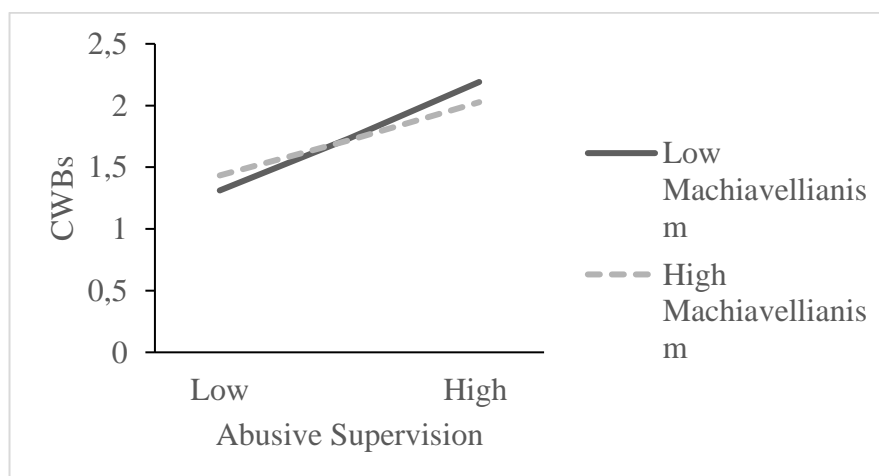
Figure 24: Moderating Effect of Machiavellianism in the Relationship Between Abusive Supervision and OCBs

Therefore Hypothesis 7c which suggested that Machiavellianism 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 for employees who scored high on Machiavellianism than those who scored low on Machiavellianism was not supported since the directions of the significant interactions were opposite of the suggested directions.

The moderating effects of Machiavellianism in the relationships of workplace incivility with personal burnout and work-related burnout were not significant ($B = .01$, $SE = .06$, $p = .82$, 95% CI [-.11, .13]; $B = .01$, $SE = .06$, $p = .91$, 95% CI [-.10, .12], respectively). Similarly, the moderating effects of Machiavellianism in the relationships of mobbing with personal burnout and work-related burnout were not significant ($B = -.001$, $SE = .07$, $p = 99$, 95% CI [-.13, .13]; $B = .002$, $SE = .06$, $p = 98$, 95% CI [-.12, .12], respectively). Lastly, the moderating effects of Machiavellianism in the relationships of abusive supervision with personal burnout and work-related burnout were not significant ($B = .01$, $SE = .06$, $p = .87$, 95% CI [-.10, .12]; $B = .01$, $SE = .06$, $p = .87$, 95% CI [-.10, .12], respectively). Therefore, Hypothesis 8c which suggested that Machiavellianism 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 for employees who scored high on Machiavellianism than those who scored low on Machiavellianism was not supported.

3.5.2.4 MMR Analyses for Agreeableness

The moderating effect of agreeableness in the relationship between workplace incivility and job satisfaction was not significant ($B = -.06$, $SE = .11$, $p = .56$, 95% CI [-.27, .15]). However, the moderating effect of agreeableness in the relationship between mobbing and job satisfaction was statistically significant ($B = -.45$, $SE = .12$, $p < .001$, 95% CI [-.68, -.22]. The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = -.65$, $SE = .09$, $p < .001$, 95% CI [-.83, -.47]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = -1.2$, $SE = .11$, $p < .001$, 95% CI [-1.4, -.98]. When mobbing was high, employees who scored high on agreeableness reported lower levels of job satisfaction than those who scored low on agreeableness. When mobbing was low,

employees who scored low on agreeableness reported lower levels of job satisfaction than those who scored high on agreeableness.
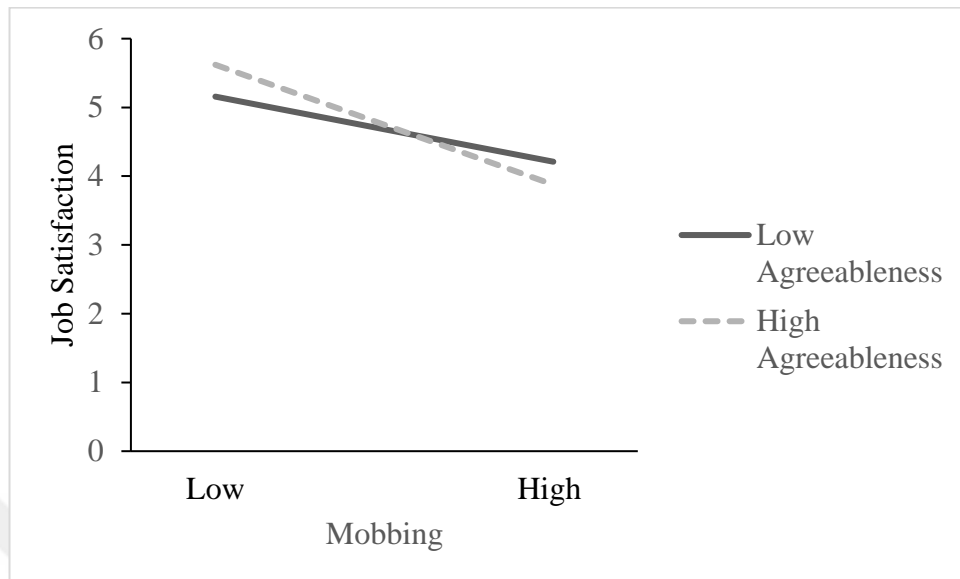
Figure 25: Moderating Effect of Agreeableness in the Relationship Between Mobbing and job Satisfaction

In the relationship between abusive supervision and job satisfaction the moderating effect of agreeableness was significant ($B = -.60$, $SE = .11$, $p < .001$, 95% CI [-.72, -.38]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = -.55$, $SE = .09$, $p < .001$, 95% CI [-.72, -.39]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = -1.3$, $SE = .11$, $p < .001$, 95% CI [-1.5, -1.1]. Employees who had high scores on agreeableness were more likely to experience less job satisfaction than those who had low scores on agreeableness when level of abusive supervision was high. When abusive supervision was at low levels, employees who had low scores on agreeableness reported less job satisfaction than those who had high scores on agreeableness.

Figure 26: Moderating Effect of Agreeableness in the Relationship Between Abusive Supervision and Job Satisfaction

Therefore, Hypothesis 9a which suggested that agreeableness would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be weaker for employees who scored high on agreeableness than those who score low on agreeableness was not supported. The direction of the significant interaction effects were opposite of the suggested directions.

The moderating effect of agreeableness in the relationship between workplace incivility and voice behaviors was not significant ($B = -.02$, $SE = .06$, $p = .78$, 95% CI [-.14, .10]). Similarly, the moderating effect of agreeableness in the relationship between mobbing and voice behaviors was not significant ($B = -.06$, $SE = .06$, $p = .37$, 95% CI [-.18, .07]. Lastly, agreeableness did not moderate the relationship between abusive supervision and voice behaviors ($B = -.10$, $SE = .06$, $p = .12$, 95% CI [-.22, .03]). Therefore, Hypothesis 10a which suggested that agreeableness would moderate the relationships of incivility, mobbing and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors would be weaker for employees who scored high on agreeableness than those who scored low on agreeableness was not supported.

The moderating effect of agreeableness in the relationship between workplace incivility with loyalty was not significant ($B = -.05$, $SE = .06$, $p = .42$, 95% CI [-.18,

.07]). However, the moderating effect of agreeableness in the relationship between mobbing and loyalty was significant ($B = -.22$, $SE = .07$, $p < .01$, 95% CI [-.37, -.08]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = -.43$, $SE = .06$, $p < .001$, 95% CI [-.55, -.32]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = -.70$, $SE = .07$, $p < .001$, 95% CI [-.84, -.57]. As expected, when mobbing was low, employees who had higher scores on agreeableness reported more loyalty than those who scored low on agreeableness. Under high mobbing condition, however, employees with high and low scores on agreeableness reported similar levels of loyalty, which were lower than those in high mobbing condition.
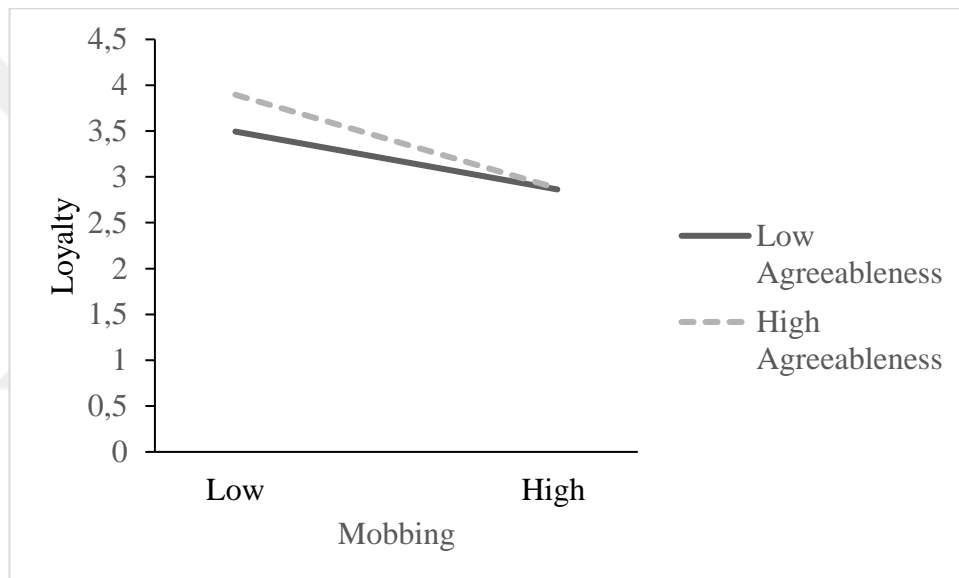
Figure 27: Moderating Effect of Agreeableness in the Relationship Between Mobbing and Loyalty

In the relationship between abusive supervision and loyalty agreeableness had a significant moderating effect ($B = -.27$, $SE = .07$, $p < .001$, 95% CI [-.41, -.14]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = -.43$, $SE = .05$, $p < .001$, 95% CI [-.53, -.33]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = -.76$, $SE = .07$, $p < .001$, 95% CI [-.90, -.63]. Employees who had high and low scores on agreeableness reported similar levels of loyalty when abusive supervision was high. As expected, when abusive supervision was low, employees who had high scores on agreeableness reported higher levels of loyalty than those who had low scores on agreeableness.
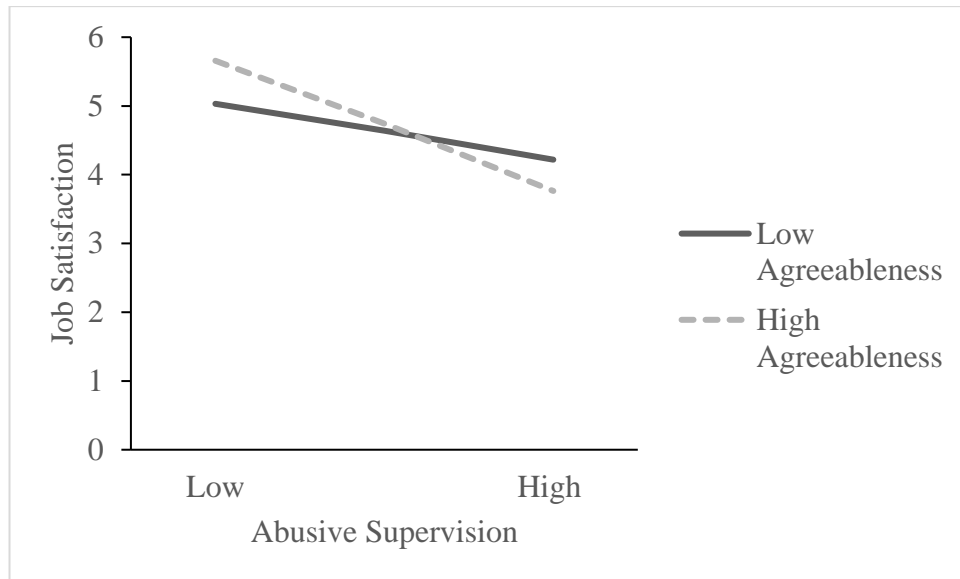
Figure 28: Moderating Effect of Agreeableness in the Relationship Between Abusive Supervision and Loyalty

Therefore, Hypothesis 11a which suggested that agreeableness would moderate the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty would be weaker for employees who scored high on agreeableness than those who scored low on agreeableness was not supported.

The moderating effect of agreeableness in the relationship between workplace incivility and OCBs was not significant ($B = -.02$, $SE = .06$, $p = .75$, 95% CI [-.13, .09]). Furthermore, the moderating effect of agreeableness in the relationship between mobbing and OCBs was not significant ($B = .02$, $SE = .06$, $p = .75$, 95% CI [-.10, .14]). Lastly, the moderating effect of agreeableness was found to be insignificant in the relationship between abusive supervision and OCBs ($B = -.03$, $SE = .06$, $p = .59$, 95% CI [-15, .08]). Therefore, Hypothesis 12a which suggested that agreeableness would moderate the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs would be weaker for employees who scored high on agreeableness than those who scored low on agreeableness was not supported.

Agreeableness was a significant moderator in the relationship between workplace incivility and CWBs ($B = -.20$, $SE = .04$, $p < .001$, 95% CI [-.28, -.13]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .41$, $SE = .03$, $p < .001$, 95% CI [.35, .48]. The unstandardized simple slope

for the employees +1 SD above the mean of agreeableness was $B = .17$, $SE = .03$, $p < .001$, 95% CI [.11, .24]. In high workplace incivility condition, employees' who had high scores of agreeableness were more likely to exhibit less CWBs than those who scored low on agreeableness.
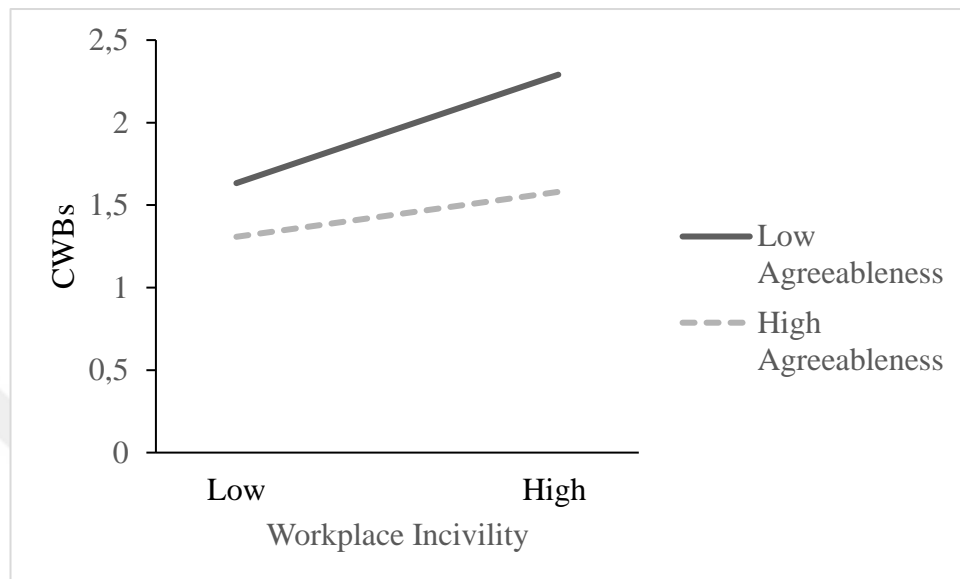
Figure 29: Moderating Effect of Agreeableness in the Relationship Between Workplace Incivility and CWBs

Also, the moderating effect of agreeableness in the relationship between mobbing with CWBs was significant ($B = -.24$, $SE = .04$, $p < .001$, 95% CI [-.32, -.17]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .59$, $SE = .03$, $p < .001$, 95% CI [.53, .65]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .29$, $SE = .04$, $p < .001$, 95% CI [.22, .37]. Employees who had higher levels of agreeableness were less likely to exhibit CWBs than those who had low scores on agreeableness.
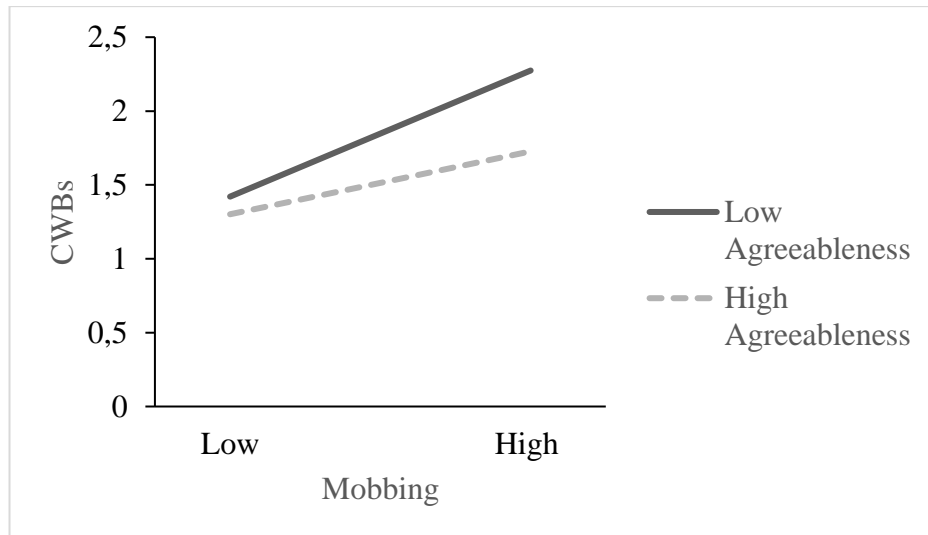
Figure 30: Moderating Effect of Agreeableness in the Relationship Between Mobbing and CWBs

In the relationship between abusive supervision and CWBs the moderating effect of agreeableness was also significant ($B = -.17$, $SE = .04$, $p < .001$, 95% CI [-.24, -.09]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .48$, $SE = .03$, $p < .001$, 95% CI [.42, .54]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .27$, $SE = .04$, $p < .001$, 95% CI [.20, .35]. Employees who had high levels of agreeableness were less likely to exhibit CWBs than those who had low levels of agreeableness when abusive supervision was high.
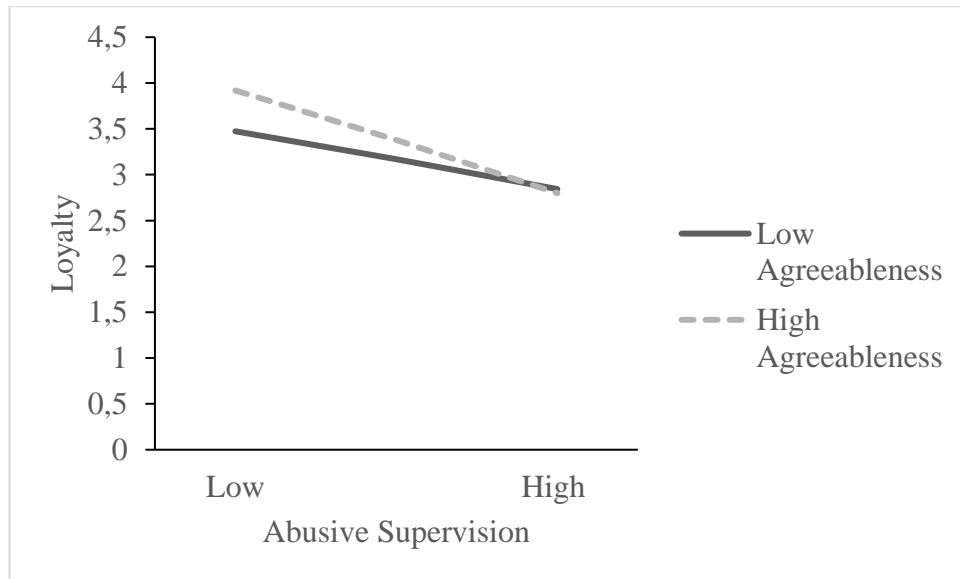

Figure 31: Moderating Effect of Agreeableness in the Relationship Between Abusive Supervision and CWBs

Therefore, Hypothesis 13a which suggested that agreeableness 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 weaker for employees who scored high on agreeableness than those who scored low on agreeableness was fully supported.

The moderating effect of agreeableness was also significant in the relationship between workplace incivility with personal burnout ($B = .16$, $SE = .06$, $p < .01$, 95% CI [.04, .27]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .33$, $SE = .05$, $p < .001$, 95% CI [.23, .43]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .52$, $SE = .05$, $p < .001$, 95% CI [.42, .62]. Employees who had high scores on agreeableness were more likely to experience personal burnout when workplace incivility was high than those who had low scores on agreeableness. When workplace incivility was low, personal burnout scores of employees with high and low scores on agreeableness were close to each other.

Figure 32: Moderating Effect of Agreeableness in the Relationship Between Workplace Incivility and Personal Burnout

The moderating effect of agreeableness in the relationship between workplace incivility and work-related burnout was also significant ($B = .16$, $SE = .05$, $p < .01$, 95% CI [.05, .27]. The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .30$, $SE = .05$, $p < .001$, 95% CI [.21, .40]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .50$, $SE = .05$, $p < .001$, 95% CI [.40, .59]. Employees who had high scores on

agreeableness were more likely to experience work-related burnout than those who scored low on agreeableness when workplace incivility was high.
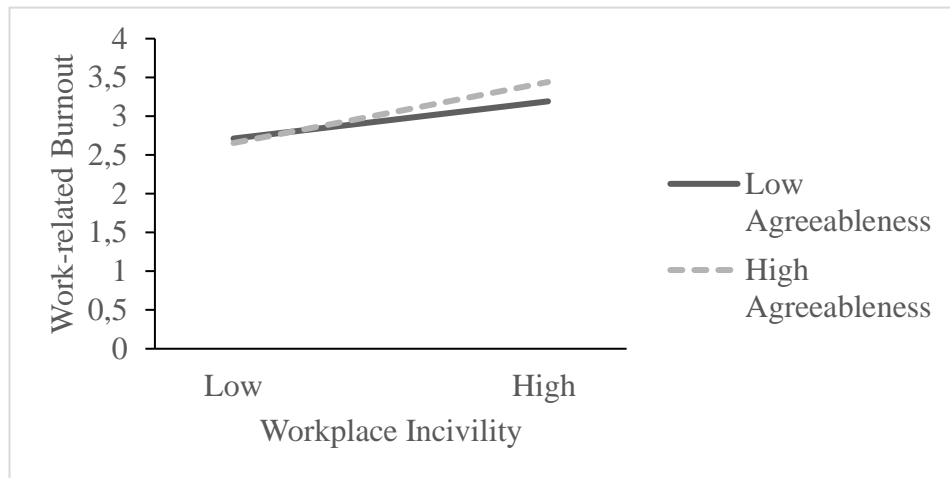
Figure 33: Moderating Effect of Agreeableness in the Relationship Between Workplace Incivility and Work-related Burnout

Agreeableness was also a significant moderator in the relationship between mobbing and personal burnout ($B = .38$, $SE = .07$, $p < .001$, 95% CI [.26, .51]. The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .28$, $SE = .05$, $p < .001$, 95% CI [.18, .39]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .75$, $SE = .06$, $p < .001$, 95% CI [.63, .88]. More specifically, employees who scored high on agreeableness reported higher levels of personal burnout than those who had low scores of agreeableness under high mobbing condition.
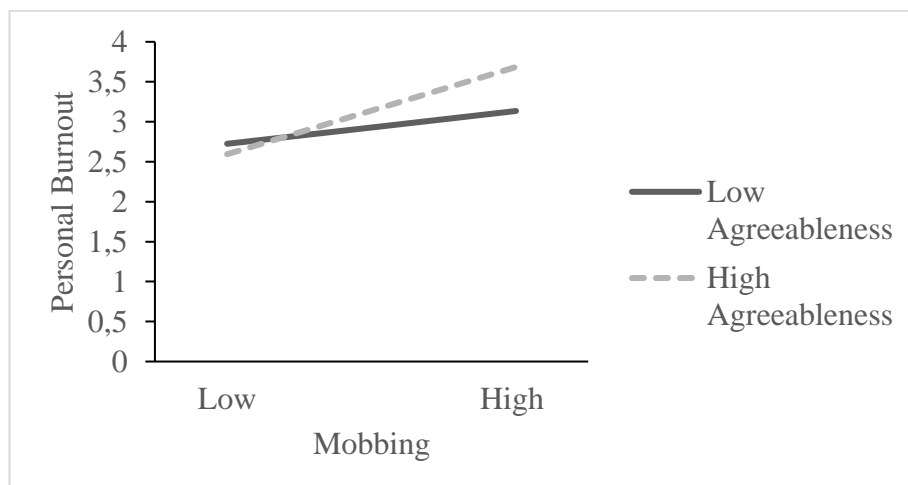
Figure 34: Moderating Effect of Agreeableness in the Relationship Between Mobbing and Personal Burnout

Furthermore, agreeableness was a significant moderator in the relationship between mobbing and work-related burnout ($B = .38$, $SE = .06$, $p < .001$, 95% CI [.27, .50]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .24$, $SE = .05$, $p < .001$, 95% CI [.14, .33]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .71$, $SE = .06$, $p < .001$, 95% CI [.59, .82]. Employees who had high levels of agreeableness were more likely to experience higher levels of work-related burnout when mobbing was high. In low mobbing condition, employees who had high levels of agreeableness experienced less work-related burnout.
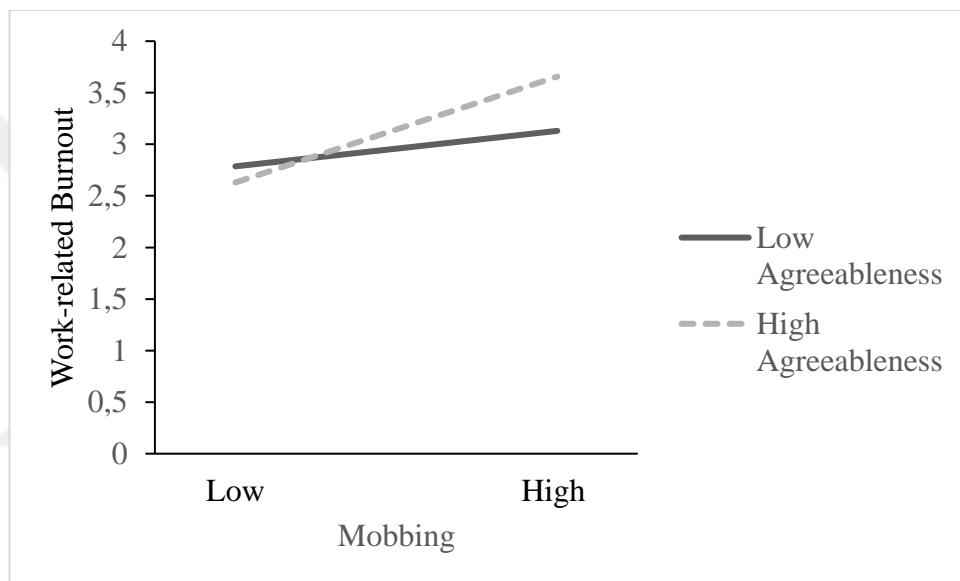
Figure 35: Moderating Effect of Agreeableness in the Relationship Between Mobbing and Work-related Burnout

The moderating effect of agreeableness in the relationship between abusive supervision and personal burnout was also significant ($B = .32$, $SE = .06$, $p < .001$, 95% CI [.20, .44]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .28$, $SE = .05$, $p < .001$, 95% CI [.19, .38]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .67$, $SE = .06$, $p < .001$, 95% CI [.55, .80]. Employees who had high agreeableness scores were more likely to experience personal burnout than those who had low scores on agreeableness when abusive supervision is high.
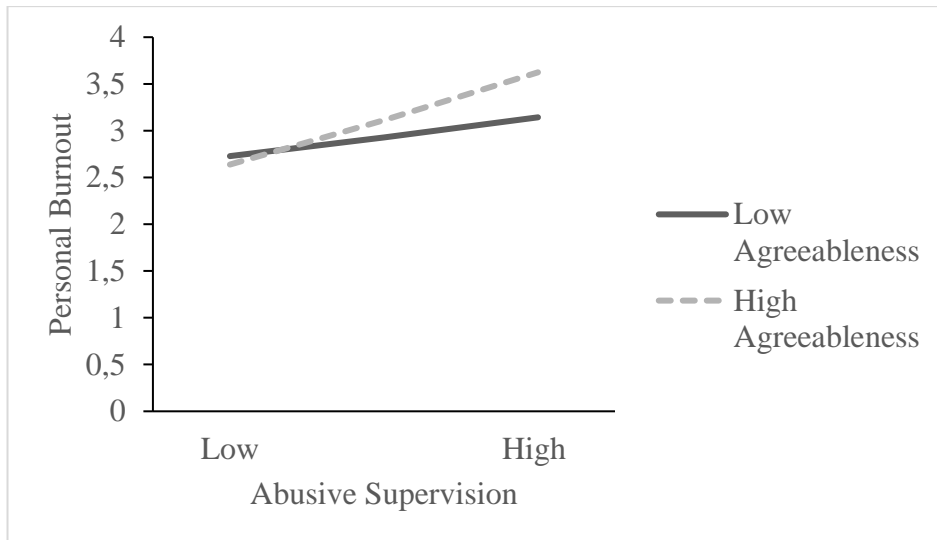
Figure 36: Moderating Effect of Agreeableness in the Relationship Between Abusive Supervision and Personal Burnout

Finally, the moderating effect of agreeableness in the relationship between abusive supervision and work-related burnout was significant ($B = .32$, $SE = .06$, $p < .001$, 95% CI [.21, .43]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was $B = .27$, $SE = .04$, $p < .001$, 95% CI [.18, .36]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was $B = .66$, $SE = .06$, $p < .001$, 95% CI [.55, .78]. Employees who had high agreeableness scores were more likely to experience work-related burnout than those who had low scores on agreeableness when abusive supervision was high.
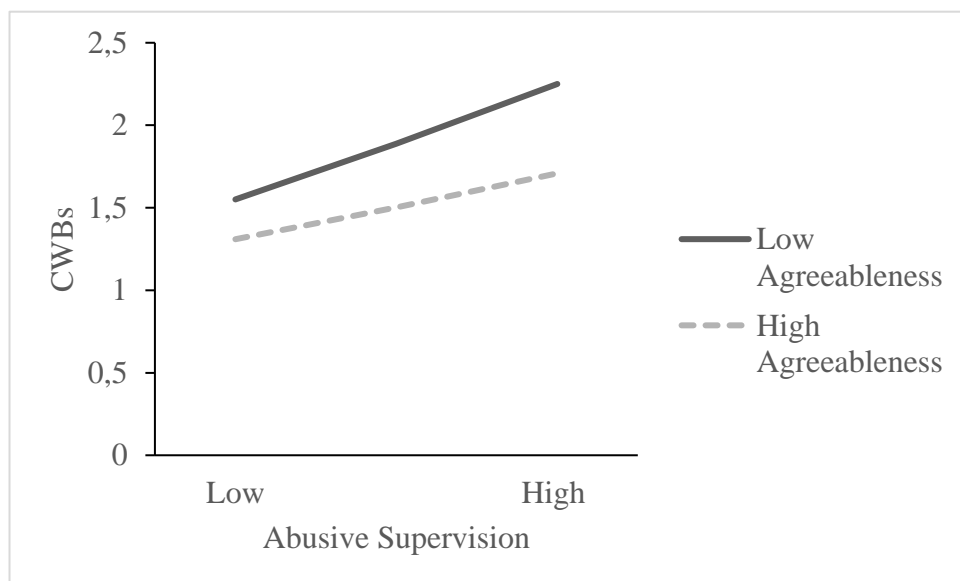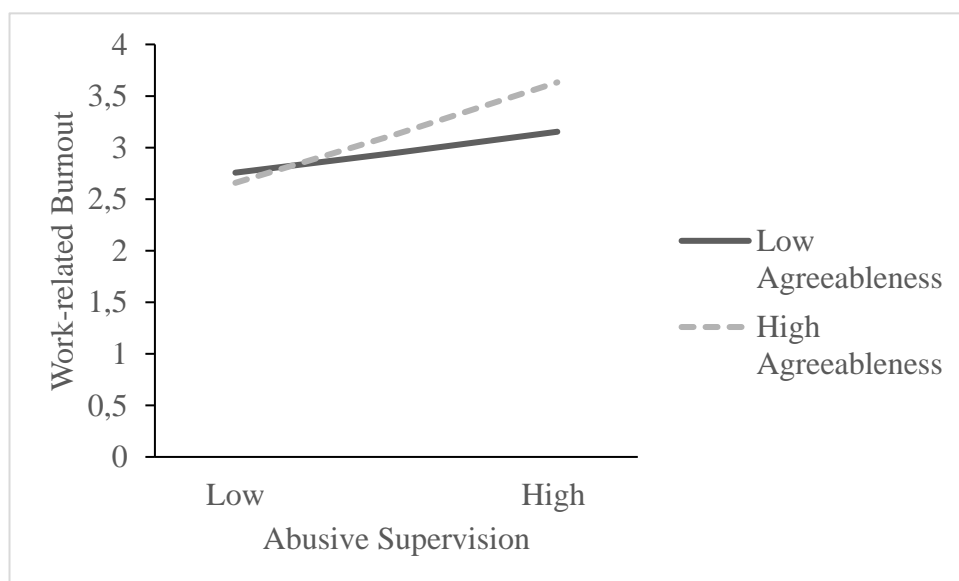

Figure 37: Moderating Effect of Agreeableness in the Relationship Between Abusive Supervision and Work-related Burnout

Therefore, Hypothesis 14a which suggested that agreeableness would moderate the relationships of incivility, mobbing and abusive supervision with work-related burnout and personal burnout in such a way that positive relationships of incivility, mobbing and abusive supervision with work-related burnout and personal burnout would be weaker for employees who scored high on agreeableness than those who scored low on agreeableness was not supported. The directions of the significant interaction effects were opposite of the suggested directions.

3.5.2.5 MMR Analyses for Conscientiousness

The moderating effect of conscientiousness in the relationship between workplace incivility and job satisfaction was not significant ($B = -.13$, $SE = .10$, $p = .21$, 95% CI [-.33, .07]). However, conscientiousness was a significant moderator in the relationship between mobbing and job satisfaction ($B = -.44$, $SE = .12$, $p < .001$, 95% CI [-.65, -.22]. The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was $B = -.66$, $SE = .09$, $p < .001$, 95% CI [-.84, -.48]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was $B = -1.2$, $SE = .11$, $p < .001$, 95% CI [-1.4, -1.0]. In high mobbing condition, employees who scored high on conscientiousness reported lower levels of job satisfaction than those who scored low on conscientiousness. As expected, employees who scored high on conscientiousness reported higher levels of job satisfaction than those who scored low on conscientiousness in low mobbing condition.
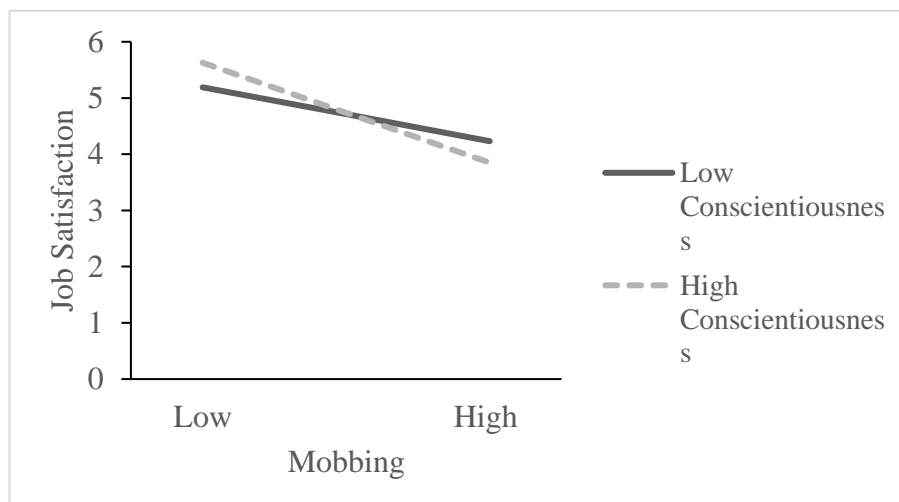
Figure 38: Moderating Role of Conscientiousness in the Relationship Between Mobbing and Job Satisfaction

The moderating effect of conscientiousness in the relationship between abusive supervision and job satisfaction was significant ($B = -.39$, $SE = .10$, $p < .001$, 95% CI [-.60, -.19]). The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was $B = -.65$, $SE = .08$, $p < .001$, 95% CI [-.81, -.48]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was $B = -1.2$, $SE = .11$, $p < .001$, 95% CI [-1.3, -.94]. Employees who had high scores on conscientiousness reported lower levels of job satisfaction than those who had low scores on conscientiousness when abusive supervision was high. In the low abusive supervision condition, employees who had high scores on conscientiousness reported higher levels of job satisfaction than those who had low scores on conscientiousness.
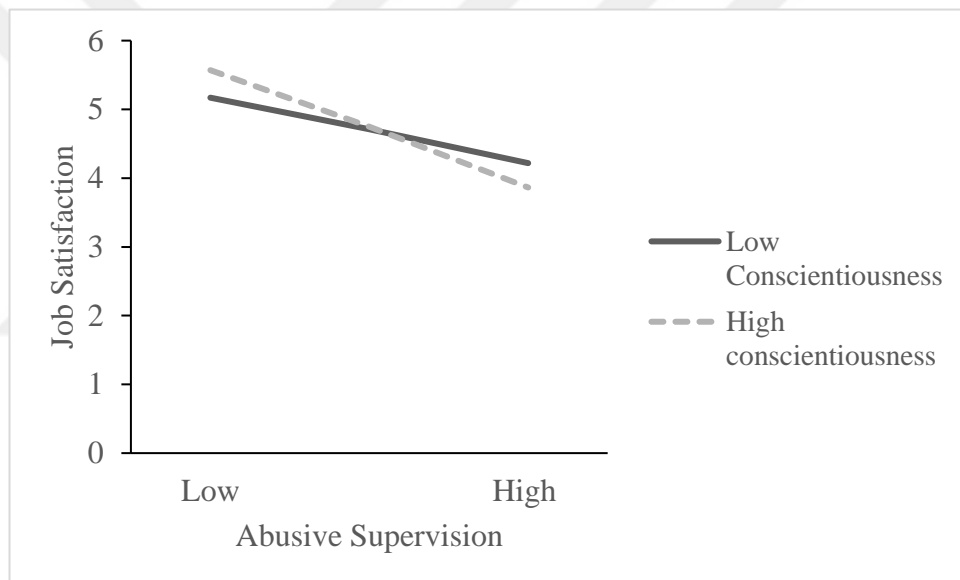
Figure 39: Moderating Role of Conscientiousness in the Relationship Between Abusive Supervision and Job Satisfaction

Therefore, Hypothesis 9b which suggested that conscientiousness would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be weaker for employees who scored high on conscientiousness than those who scored low on conscientiousness was not supported. The directions of the significant interaction effects were the opposite of the suggested directions.

The moderating effect of conscientiousness in the relationship between workplace incivility and voice behaviors was not significant (B = -.07, SE = .06, p = .21, 95% CI [-.19, .04]). The moderating effect of conscientiousness in the relationship between mobbing and voice behaviors was also not significant (B = -.08, SE = .06, p = .19, 95% CI [-.20, .04]). Finally, the moderating effect of conscientiousness in the relationships between abusive supervision and voice behaviors was not significant (B = -.09, SE = .06, p = .10, 95% CI [-.21, .02]). Therefore, Hypothesis 10b which suggested that conscientiousness would moderate the relationships of incivility, mobbing, and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behavior would be weaker for employees who scored high on conscientiousness than those who scored low on conscientiousness was not supported.

The moderating effect of conscientiousness in the relationship between workplace incivility and loyalty was significant (B = -.12, SE = .06, p = .04, 95% CI [-.25, -.001]. The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was B = -.39, SE = .05, p < .001, 95% CI [-.50, -.28]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was B = -.54, SE = .06, p < .001, 95% CI [-.66, -.43]. Employees who had high scores of conscientiousness reported higher level of loyalty than those who had low conscientiousness scores when workplace incivility was high.
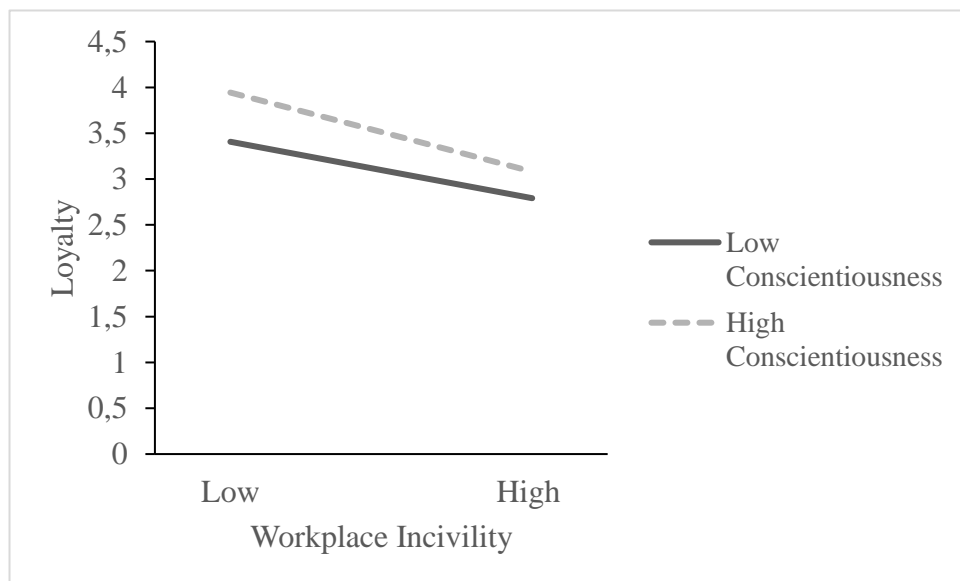
Figure 40: Moderating Role of Conscientiousness in the Relationship Between Workplace Incivility and Loyalty

Conscientiousness had also a significant moderating effect in the relationship between mobbing and loyalty (*B* = -.31, *SE* = .07, *p* < .001, 95% CI [-.44, -.18]. The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was *B* = -.37, *SE* = .05, *p* < .001, 95% CI [-.47, -.26]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was *B* = -.76, *SE* = .07, *p* < .001, 95% CI [-.89, -.62]. In low mobbing condition, employees with high levels of conscientiousness reported higher loyalty than those who scored low on conscientiousness. However, when level of mobbing was high, employees with high and low scores on conscientiousness reported similar levels of loyalty.
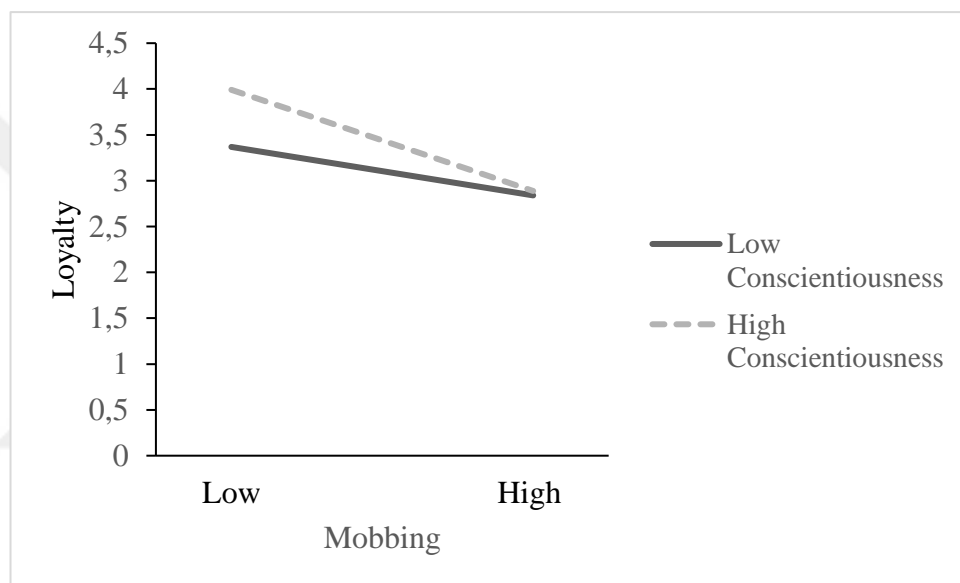
Figure 41: Moderator Role of Conscientiousness in the Relationship Between Mobbing and Loyalty

In the relationship between abusive supervision and loyalty conscientiousness had a significant moderating effect (*B* = -.25, *SE* = .06, *p* < .001, 95% CI [-.38, -.13]). The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was *B* = -.41, *SE* = .05, *p* < .001, 95% CI [-.51, -.31]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was *B* = -.74, *SE* = .07, *p* < .001, 95% CI [-.87, -.61]. Employees who had high scores on conscientiousness reported higher levels of loyalty than those who had low scores on conscientiousness when abusive supervision was low. However, when level of abusive supervision was high, employees with high and low scores on conscientiousness reported similar levels of loyalty.
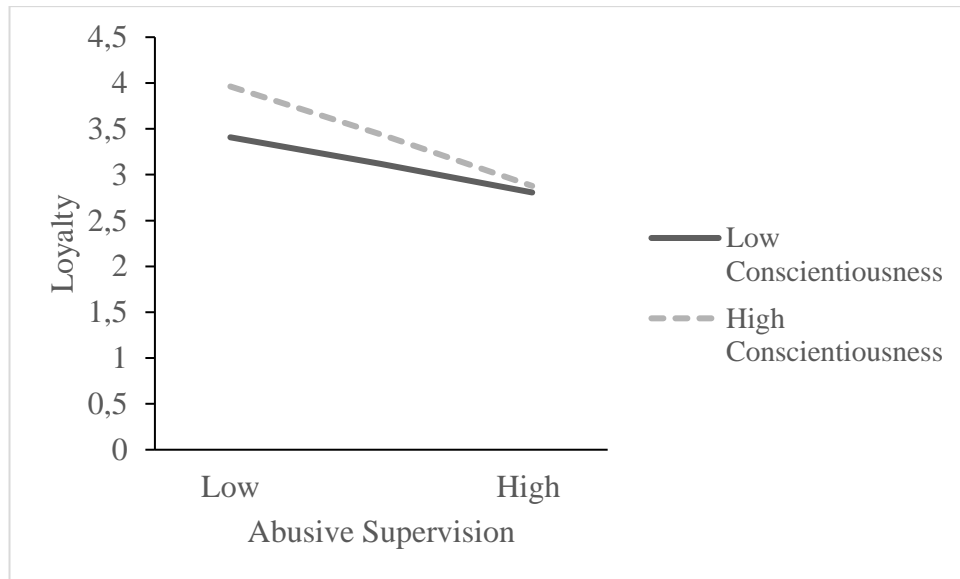
Figure 42: Moderating Role of Conscientiousness in the Relationship Between Abusive Supervision and Loyalty

Therefore Hypothesis 11b which suggested that conscientiousness would moderate the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty would be weaker for employees who score high on conscientiousness than those who score low on conscientiousness was partially supported.

The moderating effect of conscientiousness in the relationship between workplace incivility and OCBs was not significant (B = -.07, SE = .06, p = .20, 95% CI [-.17, .03]). Similarly, moderating effect of conscientiousness in the relationship between mobbing and OCBs was not significant (B = -.01, SE = .06, p = .80, 95% CI [-.13, .10]). Lastly, the moderating effect of conscientiousness in the relationships between abusive supervision and OCBs was not significant (B = .01, SE = .05, p = .88, 95% CI [-.10, .12]). Therefore, Hypothesis 12b which suggested that conscientiousness would moderate the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs would be weaker for employees who scored high on conscientiousness than those who scored low on conscientiousness was not supported.

The moderating effect of conscientiousness in the relationship between workplace incivility and CWBs was significant (B = -.16, SE = .04, p < .001, 95% CI

[-.24, -.09]. The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was *B* = .39, *SE* = .03, *p* < .001, 95% CI [.32, .46]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was *B* = .18, *SE* = .04, *p* < .001, 95% CI [.11, .25]. Employees who had high scores on conscientiousness were less likely to engage in CWBs than those who scored low on conscientiousness when workplace incivility was high.

Figure 43: Moderating Role of Conscientiousness in the Relationship Between Workplace Incivility and CWBs

According to the results the moderating effect of conscientiousness in the relationship between mobbing and CWBs was significant (*B* = -.21, *SE* = .04, *p* < .001, 95% CI [-.28, -.13]). The unstandardized simple slope for the employees -1 SD below the mean of agreeableness was *B* = .59, *SE* = .03, *p* < .001, 95% CI [.53, .65]. The unstandardized simple slope for the employees +1 SD above the mean of agreeableness was *B* = .33, *SE* = .04, *p* < .001, 95% CI [.25, .40]. The employees who had low levels of conscientiousness were more likely to engage in CWBs than those who had high scores on conscientiousness when they were exposed to high levels of mobbing.
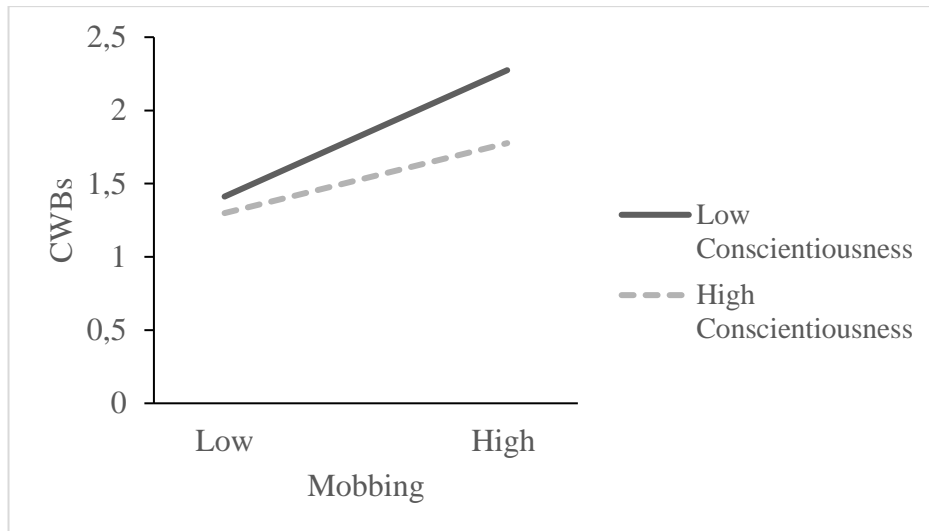
Figure 44: Moderator role of conscientiousness in the relationship between mobbing and CWBs

Finally, moderating effect of conscientiousness in the relationship between abusive supervision and CWBs was significant ($B = -.16$, $SE = .03$, $p < .001$, 95% CI [-.23, -.09]). The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was $B = .49$, $SE = .03$, $p < .001$, 95% CI [.44, .55]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was $B = .29$, $SE = .04$, $p < .001$, 95% CI [.21, .37]. Employees who had low scores on conscientiousness were more likely to engage in CWBs than those who had high scores on conscientiousness when abusive supervision was high.

Figure 45: Moderating Role of Conscientiousness in the Relationship Between Abusive Supervision and CWBs

Therefore, Hypothesis 13b which was suggested conscientiousness 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 weaker for employees who scored high on conscientiousness than those who scored low on conscientiousness was fully supported.

The moderating effect of conscientiousness was not significant in the relationships of workplace incivility with personal burnout ($B = .08$, $SE = .06$, $p = .15$, 95% CI [-.03, .19]), and work-related burnout ($B = .06$, $SE = .05$, $p = .28$, 95% CI [-.05, .16]). However, the moderating effect of conscientiousness was significant in the relationship between mobbing and personal burnout ($B = .32$, $SE = .06$, $p < .001$, 95% CI [.20, .44]). The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was $B = .27$, $SE = .05$, $p < .001$, 95% CI [.17, .36]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was $B = .69$, $SE = .06$, $p < .001$, 95% CI [.56, .82]. The employees who had high levels of conscientiousness were more likely to experience higher levels of personal burnout when mobbing was high. On the other hand, when mobbing was low employees who had low scores of conscientiousness were more likely to experience personal burnout.
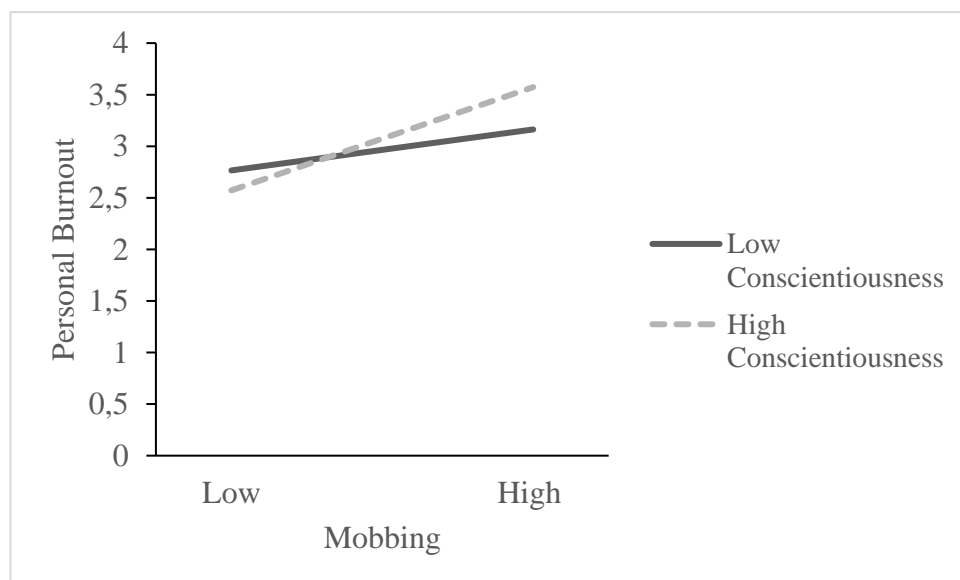
Figure 46: Moderating Role of Conscientiousness in the Relationship Between Mobbing and Personal Burnout

The moderating effect of conscientiousness was also significant in the relationship of mobbing with work-related burnout ($B = .28$, $SE = .06$, $p < .001$, 95% CI [.17, .39]). The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was $B = .26$, $SE = .05$, $p < .001$, 95% CI [.17, .35]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was $B = .62$, $SE = .06$, $p < .001$, 95% CI [.51, .74]. Employees who had high scores on conscientiousness were more likely to experience work-related burnout than those who had low scores on conscientiousness when mobbing was high.
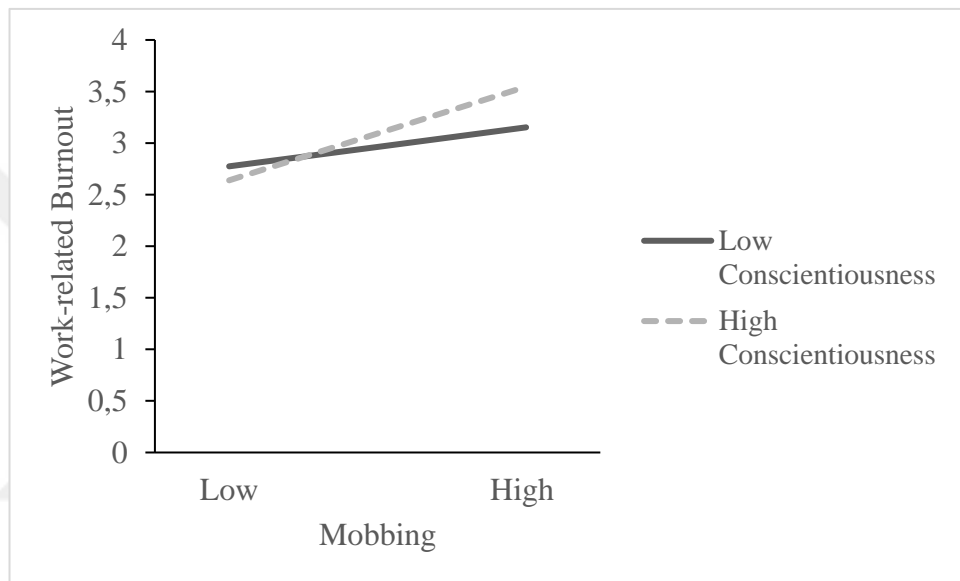
Figure 47: Moderating Role of Conscientiousness in the Relationship Between Mobbing and Work-related Burnout

The moderating effect of conscientiousness in the relationship between abusive supervision and personal burnout was significant ($B = .20$, $SE = .06$, $p < .001$, 95% CI [.08, .32]). The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was $B = .30$, $SE = .05$, $p < .001$, 95% CI [.21, .40]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was $B = .57$, $SE = .06$, $p < .001$, 95% CI [.44, .69]. Employees who had high levels of conscientiousness were more likely to experience personal burnout than those who had low scores of conscientiousness when abusive supervision was high.
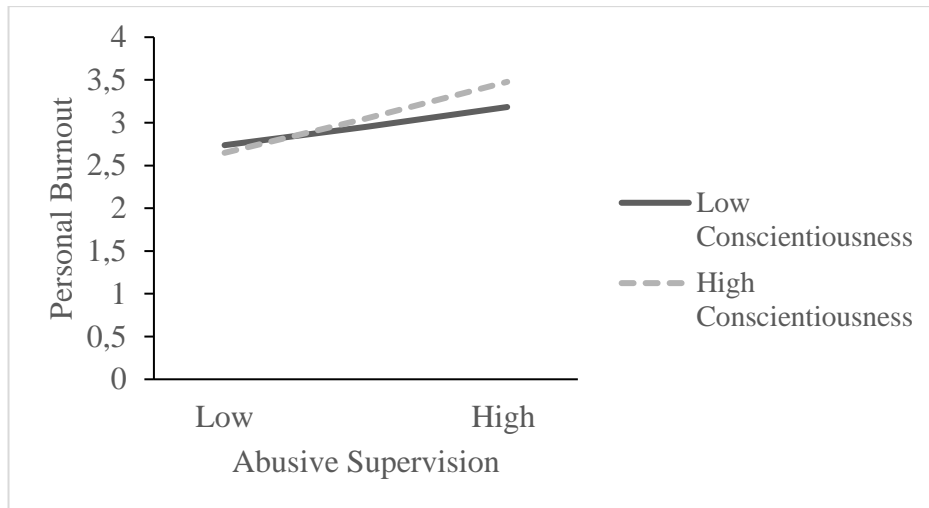
Figure 48. Moderating Role of Conscientiousness in the Relationship Between Abusive Supervision and Personal Burnout

The moderating effect of conscientiousness in the relationship between abusive supervision and work-related burnout was also significant ($B = .21$, $SE = .05$, $p < .001$, 95% CI [.10, .31]). The unstandardized simple slope for the employees -1 SD below the mean of conscientiousness was $B = .30$, $SE = .04$, $p < .001$, 95% CI [.21, .39]. The unstandardized simple slope for the employees +1 SD above the mean of conscientiousness was $B = .57$, $SE = .06$, $p < .001$, 95% CI [.45, .68]. Employees who had high scores on conscientiousness were more likely to experience work-related burnout than those who had low scores on conscientiousness when abusive supervision was high.
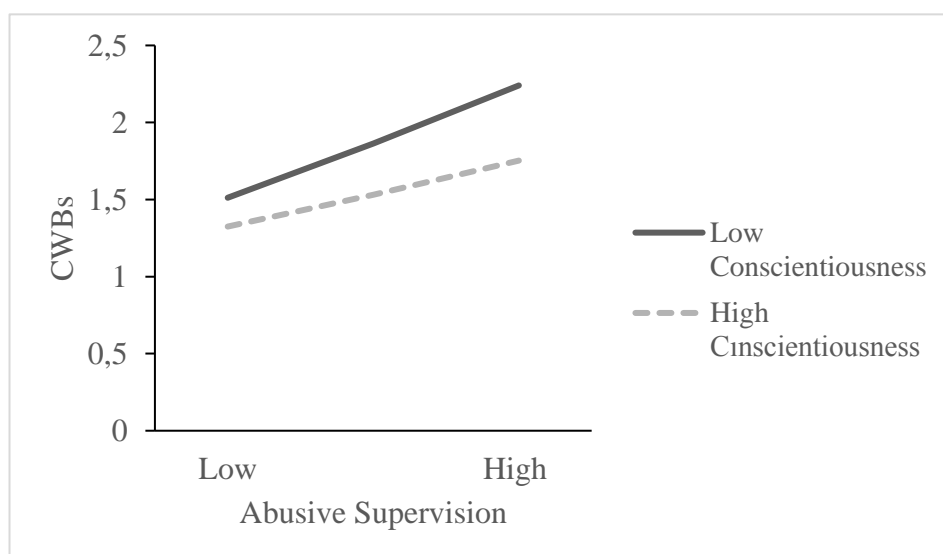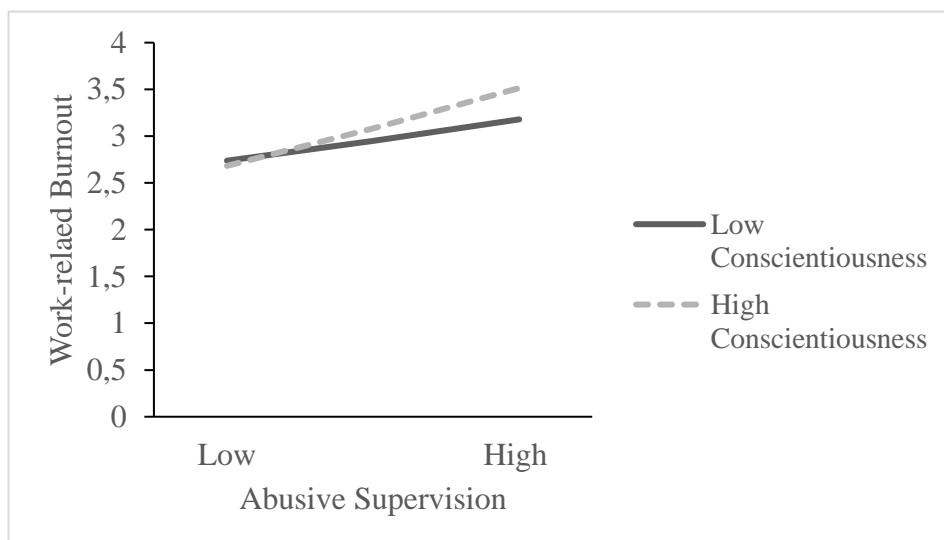

Figure 49: Moderating Role of Conscientiousness in the Relationship Between Abusive Supervision and Work-related Burnout

Therefore, Hypothesis 14b which suggested that conscientiousness 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 for employees who scored high on conscientiousness than those who scored low on conscientiousness was not supported. The directions of significant interaction effects were the opposite of suggested directions.

3.5.2.6 MMR Analyses for Power Distance

A set of MMR analyses were conducted to investigate the moderating effect of power distance in the relationships of abusive supervision with job satisfaction, voice behaviors, loyalty, OCBs, CWBs, and work-related and personal burnout. The moderating effect of power distance in the relationship between abusive supervision and job satisfaction was not significant ($B = .01$, $SE = .07$, $p = .87$, 95% CI [-.13, .16]). Also, the moderating effect of power distance in the relationship between abusive supervision and voice behaviors was not significant ($B = -.01$, $SE = .04$, $p = .77$, 95% CI [-.10, .07]). Moreover, the moderating effects of power distance in the relationship between abusive supervision and loyalty was not significant ($B = -.04$, $SE = .05$, $p = .38$, 95% CI [-.13, .05]).

Finally, the moderating effect of power distance in the relationship between abusive supervision and OCBs was not significant ($B = -.04$, $SE = .04$, $p = .29$, 95% CI [-.12, .04]). Therefore, Hypothesis 15a which suggested that power distance would moderate the relationships of abusive supervision with job satisfaction, voice behaviors, loyalty, and OCBs in such a way that negative relationships of abusive supervision with job satisfaction, voice behaviors, loyalty and OCBs would be weaker for employees who scored high on power distance than those who scored low on power distance was not supported.

The moderating effect of power distance in the relationship between abusive supervision and CWBs was not significant ($B = .05$, $SE = .03$, $p = .10$, 95% CI [-.01, .10]). The moderating effect of power distance was also not significant in the relationships of abusive supervision with personal burnout ($B = .03$, $SE = .04$, $p = .52$, 95% CI [-.06, .11]), and work-related burnout ($B = .05$, $SE = .04$, $p = .19$, 95% CI [-.03, .13]). Therefore, Hypothesis 15b which suggested that power distance would moderate the relationships of abusive supervision with CWBs, work-related burnout

and personal burnout in such a way that positive relationships of abusive supervision with CWBs, work-related and personal burnout would be weaker for employees who scored high on power distance than those who scored low on power distance was not supported.

3.5.2.7 MMR Analyses for Fatalism

A series of MMR analyses conducted to investigate the moderating effect fatalism. The moderating effect of fatalism in the relationship between workplace incivility and job satisfaction was not significant ($B = .03$, $SE = .07$, $p = .70$, 95% CI [-.12, .17]). However, the moderating effect of fatalism in the relationship between mobbing and job satisfaction was found to be significant ($B = .20$, $SE = .08$, $p < .05$, 95% CI [.04, .35]). The unstandardized simple slope for the employees -1 SD below the mean of fatalism was $B = -1.1$, $SE = .11$, $p < .001$, 95% CI [-1.3, -.88]. The unstandardized simple slope for the employees +1 SD above the mean of fatalism was $B = -.73$, $SE = .10$, $p < .001$, 95% CI [-.92, -.54]. Employees who had high levels of fatalism were more likely to report lower levels of job satisfaction when mobbing was low. In line with the expectations, when mobbing was high, employees who had high scores of fatalism more likely to report higher levels of job satisfaction than employees who scored low on fatalism.
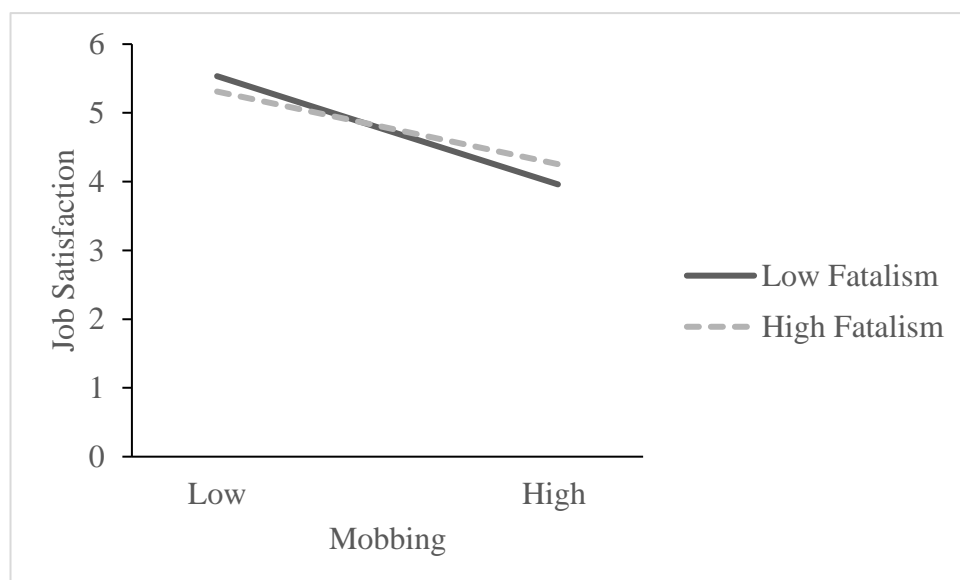
Figure 50: Moderating Effect of Fatalism in the Relationship Between Mobbing and Job Satisfaction

The moderating effect of fatalism in the relationship between abusive supervision and job satisfaction was also significant ($B = .19$, $SE = .08$, $p < .05$, 95% CI [.05, .34]). The unstandardized simple slope for the employees -1 SD below the mean of fatalism was $B = -1.0$, $SE = .10$, $p < .001$, 95% CI [-1.2, -.83]. The unstandardized simple slope for the employees +1 SD above the mean of fatalism was $B = -.69$, $SE = .09$, $p < .001$, 95% CI [-.86, -.51]. Employees who had high scores on fatalism were more likely to report higher levels of job satisfaction than those who had low scores on fatalism in high abusive supervision condition. Employees who scored high on fatalism were more likely to report lower levels of job satisfaction than those who scored low on fatalism when abusive supervision was at low levels.
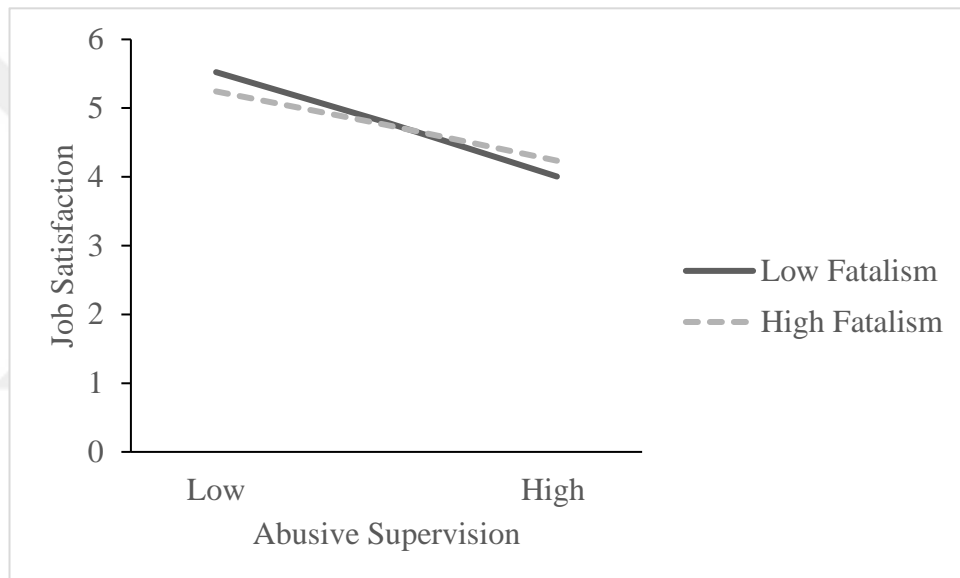
Figure 51: Moderating Effect of Fatalism in the Relationship Between Abusive Supervision and Job Satisfaction

Therefore, Hypothesis 16a which suggested that fatalism would moderate the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction would be weaker for employees who scored high on fatalism than those who scored low on fatalism was partially supported.

The moderating effect of fatalism in the relationship between workplace incivility and voice behaviors was not significant ($B = .05$, $SE = .04$, $p = .35$, 95% CI [-.04, .13]). However, the moderating effect of fatalism was found to be significant in the relationship between mobbing and voice behaviors ($B = .10$, $SE = .04$, $p < .05$, 95%

CI [.01, .19]). The unstandardized simple slope for the employees -1 SD below the mean of fatalism was $B = -.74$, $SE = .06$, $p < .001$, 95% CI [-.86, -.63]. The unstandardized simple slope for the employees +1 SD above the mean of fatalism was $B = -.56$, $SE = .05$, $p < .001$, 95% CI [-.67, -.46]. Employees who had low fatalism scores were more likely to engage in voice behaviors than those who had high scores on fatalism when mobbing was low. However, employees with high and low scores on fatalism reported similar scores on voice behaviors when level of mobbing was high.
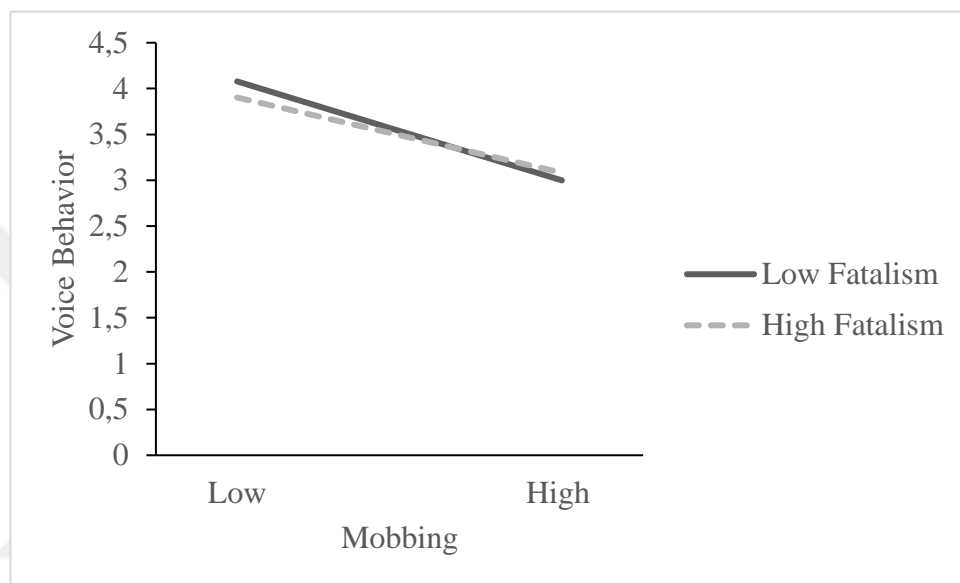
Figure 52: Moderating Effect of Fatalism in the Relationship Between Mobbing and Voice Behaviors

The moderating effect of fatalism in the relationship between abusive supervision and voice behaviors was not significant ($B = .07$, $SE = .04$, $p = .10$, 95% CI [-.01, .15]). Therefore, Hypothesis 16b which suggested that fatalism would moderate the relationships of incivility, mobbing, and abusive supervision with voice behaviors in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behaviors would be weaker for employees who scored high on fatalism than those who scored low on fatalism was partially supported.

The moderating effect of fatalism in the relationship between workplace incivility and loyalty was not significant ($B = .05$, $SE = .04$, $p = .30$, 95% CI [-.04, .13]). However, the moderating effect of fatalism was significant in the relationship between mobbing with loyalty ($B = .15$, $SE = .05$, $p < .01$, 95% CI [.06, .25]). The

unstandardized simple slope for the employees -1 SD below the mean of fatalism was $B = -.75$, $SE = .06$, $p < .001$, 95% CI [-.85, -.62]. The unstandardized simple slope for the employees +1 SD above the mean of fatalism was $B = -.47$, $SE = .06$, $p < .001$, 95% CI [-.59, -.35]. In the high mobbing condition, employees who had high levels of fatalism reported higher levels of loyalty than those who had low scores on fatalism. In low fatalism condition, employees who scored high on fatalism reported less loyalty than those who scored low on fatalism.
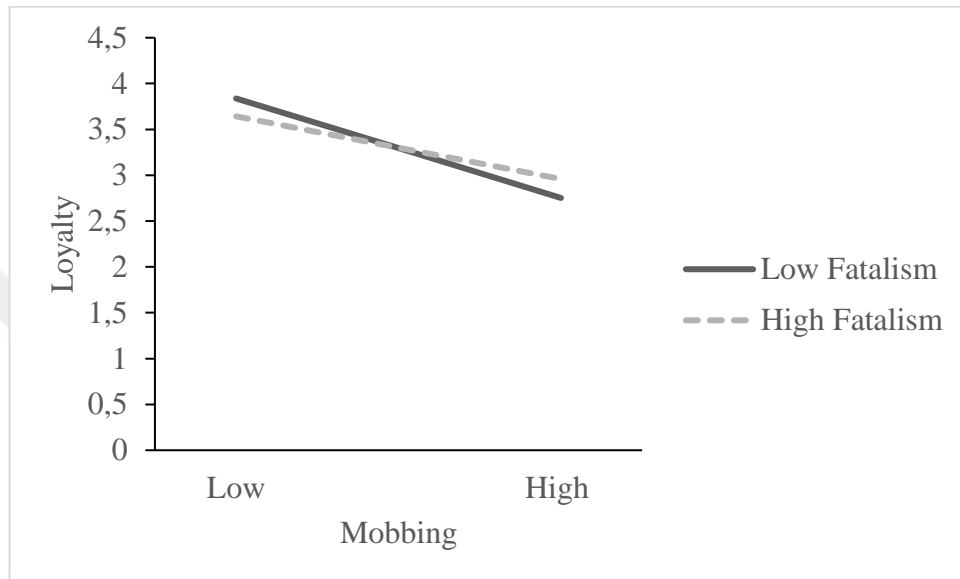
Figure 53: Moderating Effect of Fatalism in the Relationship Between Mobbing and Loyalty

The moderating effect of fatalism in the relationship between abusive supervision and loyalty was also significant ($B = .10$, $SE = .05$, $p < .05$, 95% CI [.01, .19]). The unstandardized simple slope for the employees -1 SD below the mean of fatalism was $B = -.70$, $SE = .06$, $p < .001$, 95% CI [-.82, -.57]. The unstandardized simple slope for the employees +1 SD above the mean of fatalism was $B = -.52$, $SE = .05$, $p < .001$, 95% CI [-.62, -.41]. Employees who had low fatalism scores reported higher levels of loyalty than those who had high scores on fatalism when abusive supervision was low. However, employees with high and low scores on fatalism reported similar scores on loyalty when level of mobbing was high.
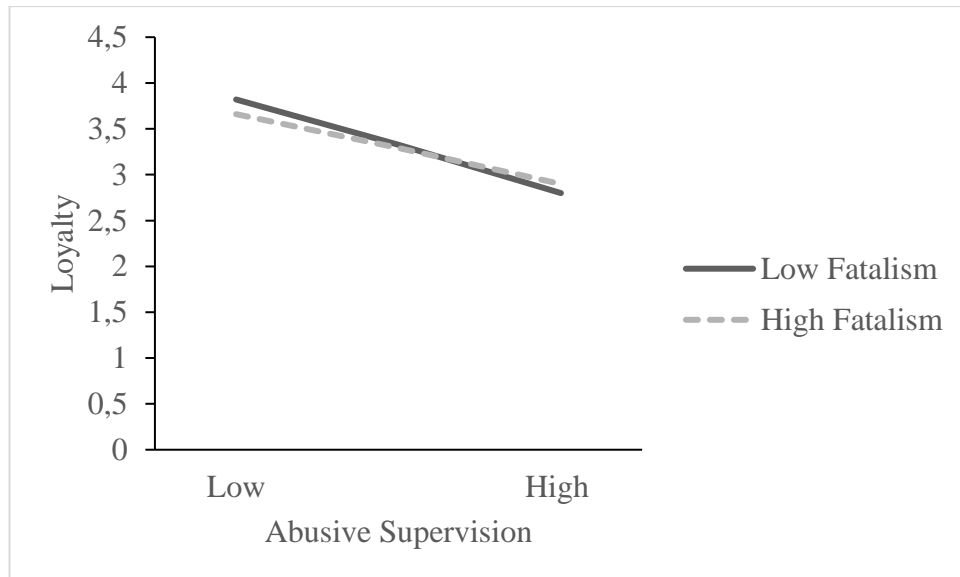
Figure 54: Moderating Effect of Fatalism in the Relationship Between Abusive Supervision and Loyalty

Therefore, Hypothesis 16c which suggested that fatalism would moderate the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty would be weaker for employees who scored high on fatalism than those who scored low on fatalism was partially supported.

The moderating effect of fatalism in the relationship between workplace incivility and OCBs was not significant ($B = .05$, $SE = .04$, $p = .17$, 95% CI [-.02, .13]). Fatalism also did not moderate the relationship between mobbing and OCBs ($B = .04$, $SE = .05$, $p = .37$, 95% CI [-.05, .13]). The moderating effect of fatalism was not significant in the relationship between abusive supervision and OCBs ($B = .02$, $SE = .04$, $p = .62$, 95% CI [-.06, .10]). Therefore, Hypothesis 16d which suggested that fatalism would moderate the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that positive relationships of incivility, mobbing and abusive supervision with OCBs would be weaker for employees who scored high on fatalism than those who scored low on fatalism was not supported.

The moderating effect of fatalism was not significant in the relationship between workplace incivility and CWBs ($B = -.001$, $SE = .03$, $p = .97$, 95% CI [-.06, .06]). Fatalism also did not moderate the relationship between mobbing and CWBs ($B = .02$, $SE = .03$, $p = .49$, 95% CI [-.04, .07]). The moderating effect of fatalism was not significant in the relationship between abusive supervision and CWBs ($B = -.01$, $SE =$

.03, $p = .77$, 95% CI [-.06, .05]). Therefore, Hypothesis 16e which suggested that fatalism 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 weaker for employees who scored high on fatalism than those who scored low on fatalism was not supported.

The moderating effects of fatalism were not significant in the relationships of workplace incivility with personal burnout ($B = .004$, $SE = .04$, $p = .91$, 95% CI [-.07, .08]), and work-related burnout ($B = .008$, $SE = .04$, $p = .82$, 95% CI [-.06, .08]). Fatalism also did not moderate the relationships of mobbing with personal burnout ($B = -.05$, $SE = .05$, $p = .35$, 95% CI [-.13, .05]), and work-related burnout ($B = -.05$, $SE = .05$, $p = .33$, 95% CI [-.12, .04]). The moderating effects of fatalism in the relationships of abusive supervision with personal burnout ($B = -.02$, $SE = .04$, $p = .67$, 95% CI [-.10, .07]), and work-related burnout ($B = -.01$, $SE = .04$, $p = .70$, 95% CI [-.09, .06]) were not significant. Therefore, Hypothesis 16f which suggested that fatalism 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 for employees who scored high on fatalism than those who scored low on fatalism was not supported.

Table 4: Summary of Hypothesis and Results

Hypothesis	Results
1a: Mobbing, workplace incivility, and abusive supervision are negatively related to employees' job satisfaction.	S
1b: Mobbing, workplace incivility, and abusive supervision are negatively related to employees' voice behavior.	S~
1c: Mobbing, workplace incivility, and abusive supervision are negatively related to employees' loyalty.	S~
1d: Mobbing, workplace incivility, and abusive supervision are negatively related to employees' OCBs.	NS
2a: Mobbing, workplace incivility, and abusive supervision are positively related to employees' personal burnout and work-related burnout.	S~
2b: Mobbing, workplace incivility, and abusive supervision are positively related to employees' CWBs.	S~
3a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are stronger for employees who score high on narcissism than those who score low on narcissism.	NS

3b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are stronger for employees who score high on psychopathy than those who score low on psychopathy.	NS
3c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.	NS
4a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behavior are stronger for employees who score high on narcissism than those who score low on narcissism.	NS
4b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behavior are stronger for employees who score high on psychopathy than those who score low on psychopathy.	NS
4c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behavior are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.	NS
5a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are stronger for employees who score high on narcissism than those who score low on narcissism.	NS
5b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are stronger for employees who score high on psychopathy than those who score low on psychopathy.	NS
5c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.	NS
6a: Narcissism moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are stronger for employees who score high on narcissism than those who score low on narcissism.	NS

6b: Psychopathy moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are stronger for employees who score high on psychopathy than those who score low on psychopathy.	NS
6c: Machiavellianism moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.	NS
7a: Narcissism moderates 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 are stronger for employees who score high on narcissism than those who score low on narcissism.	S
7b: Psychopathy moderates 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 are stronger for employees who score high on psychopathy than those who score low on psychopathy.	NS
7c: Machiavellianism moderates 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 are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.	NS
8a: Narcissism 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 are stronger for employees who score high on narcissism than those who score low on narcissism.	NS
8b: Psychopathy 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 are stronger for employees who score high on psychopathy than those who score low on psychopathy.	NS
8c: Machiavellianism 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 are stronger for employees who score high on Machiavellianism than those who score low on Machiavellianism.	NS
9a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are weaker for employees who score high on agreeableness than those who score low on agreeableness.	NS

9b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.	NS
10a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behavior are weaker for employees who score high on agreeableness than those who score low on agreeableness.	NS
10b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behavior are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.	NS
11a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are weaker for employees who score high on agreeableness than those who score low on agreeableness.	NS
11b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.	S~
12a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are weaker for employees who score high on agreeableness than those who score low on agreeableness.	NS
12b: Conscientiousness moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that negative relationships of incivility, mobbing and abusive supervision with OCBs are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.	NS
13a: Agreeableness moderates 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 are weaker for employees who score high on agreeableness than those who score low on agreeableness.	S
13b: Conscientiousness moderates 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 are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.	S

14a: Agreeableness moderates the relationships of incivility, mobbing and abusive supervision with work-related burnout and personal burnout in such a way that positive relationships of incivility, mobbing and abusive supervision with work-related burnout and personal burnout are weaker for employees who score high on agreeableness than those who score low on agreeableness.	NS
14b: Conscientiousness 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 are weaker for employees who score high on conscientiousness than those who score low on conscientiousness.	NS
15a: Power distance moderates the relationships of abusive supervision with job satisfaction, voice behaviors, loyalty, and OCBs in such a way that negative relationships of abusive supervision with job satisfaction, voice behaviors, loyalty, and OCBs are weaker for employees who score high on power distance than those who score low on power distance.	NS
15b: Power distance moderates the relationships of abusive supervision with CWBs and work-related and personal burnout in such a way that positive relationships of abusive supervision with CWBs and work-related and personal burnout are weaker for employees who score high on power distance than those who score low on power distance.	NS
16a: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with job satisfaction in such a way that negative relationships of incivility, mobbing and abusive supervision with job satisfaction are weaker for employees who score high on fatalism than those who score low on fatalism.	S~
16b: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with voice behavior in such a way that negative relationships of incivility, mobbing and abusive supervision with voice behavior are weaker for employees who score high on fatalism than those who score low on fatalism.	S~
16c: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with loyalty in such a way that negative relationships of incivility, mobbing and abusive supervision with loyalty are weaker for employees who score high on fatalism than those who score low on fatalism.	S~
16d: Fatalism moderates the relationships of incivility, mobbing and abusive supervision with OCBs in such a way that positive relationships of incivility, mobbing and abusive supervision with OCBs are weaker for employees who score high on fatalism than those who score low on fatalism.	NS
16e: Fatalism moderates 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 are weaker for employees who score high on fatalism than those who score low on fatalism.	NS
16f: Fatalism 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 are weaker for employees who score high on fatalism than those who score low on fatalism.	NS

CHAPTER IV

DISCUSSION

The current study aimed to explore the effects of different types of workplace mistreatment (i.e., workplace incivility, mobbing and abusive supervision) on positive and negative outcomes (i.e., the employees' job satisfaction, voice behaviors, loyalty, OCBs, CWBs, work-related and personal burnout). Furthermore, moderating effects of the DT, agreeableness and conscientiousness personality traits, as well as moderating effects of power distance and fatalism were investigated. One of the main contributions of the study is to provide support for the existing body of research by evaluating the links of different types of workplace mistreatment with important workplace outcomes using a comprehensive model. The findings supported the expectations that workplace incivility was negatively related to the positive outcomes such as job satisfaction and voice behaviors and that it was positively related to negative outcomes (i.e., personal and work-related burnout). The second main contribution of the study is to shed light on the moderating effects of the DT, agreeableness and conscientiousness personality traits, power distance and fatalism in the relationships of incivility, mobbing, and abusive supervision with positive workplace outcomes (i.e., job satisfaction, voice behaviors, loyalty, and OCBs) and negative workplace outcomes (i.e., CWBs, personal and work-related burnout).

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

Correlation analyses revealed that employees who had high levels of education, long organizational tenure and tenure with the immediate supervisor reported lower levels of workplace mistreatment. An explanation may be that highly educated employees may have different and better job opportunities than their counterparts who have low levels of education. As a result, they have chance to quit where they experience mistreatment and pursue another job opportunity which provides civil environment (Royalty, 1998). In other words, employees who have high education

levels may have a chance to prefer to work in organizations which provide mistreatment-free working environment. The results regarding the relationships of organizational tenure and tenure with the immediate supervisor with workplace mistreatment may be explained in a similar way. Employees may resign when they are faced with workplace mistreatment. Employees who work in the same organization for a long time are likely be the ones who do not experience high levels of mistreatment. Another explanation may be that supervisors may have respect towards employees who have worked for the organization for a long time. Onaran and Göncü-Köse (under review) found similar situation in Turkish sample. Even though education level, organizational tenure and tenure with the immediate supervisor are related to low levels of exposure to workplace mistreatment, some personality traits or situational variables may moderate these relationships. Literature suggested that poor job performance (Tepper, Moss & Duffy, 2011) neurotic personality traits (Milam, Spitzmueller & Penney, 2009) and being uncivil to others (Scott Restubog & Zagenczyk, 2013) may be related to likelihood of being exposed to workplace mistreatment. Future studies are suggested to investigate the moderating variables in the relationships of education level, organizational tenure, tenure with the immediate supervisor with the level of experienced workplace mistreatment. On the other hand, employees who have high education levels reported high levels of work-related burnout as well as voice behaviors, agreeableness, and conscientiousness. Employees with higher education levels may have heavier workloads than employees who have lower levels of education. Therefore, it is understandable that they suffer more from burnout. Another explanation may be that especially small organizations may prefer to recruit less highly educated employees in order to cut from expenses, and push these people to work more.

As expected, incivility was negatively associated with job satisfaction, voice behaviors, loyalty. Also, incivility was positively related to OCBs, personal and work-related burnout. Furthermore, mobbing was negatively related to job satisfaction and voice behaviors. On the other hand, mobbing was positively related to CWBs. Lastly, abusive supervision was negatively related to job satisfaction and loyalty. However, it was positively associated with CWBs and work-related burnout. There are very few studies which focus on the effects of workplace incivility (Bain, Coll, Tenney & Kreps, 2020; Nelson, 2016) and mobbing (İbrahim, Na'ibi & Usman, 2021) on voice behaviors. One of the main contributions of this study is to reveal the significant effects

of incivility and mobbing on voice behaviors which are important for organizational improvement and functioning.

Although correlation analyses showed that mobbing was negatively related to loyalty, SEM analysis revealed that mobbing was not significantly associated with loyalty. One explanation may be that the strong relationships of mobbing with CWBs, voice behaviors, and job satisfaction might have shadowed the effect of mobbing on loyalty by taking most of the explained variance in the SEM analysis. That is, relative effect of mobbing on loyalty may be less significant than its effects on CWBs, voice behaviors, and job satisfaction.

Contrary to expectations, workplace incivility was significantly and positively associated with OCBs. It is plausible to suggest that those who are exposed to uncivil behaviors in workplace may be motivated to manage their impressions by engaging in OCBs in order to avoid uncivil behaviors. Researchers suggested that incivility may increase OCBs because of heightened self-blame and employees may engage in OCBs in order to escape from these feelings (Ziu, Zhou & Che, 2018).

The results of the SEM analysis indicated that workplace incivility was positively related to both personal and work-related burnout. On the other hand, abusive supervision was positively related to work-related burnout; but, it was not related to personal burnout. Workplace incivility may be perceived as a more personal form of mistreatment than abusive supervision. Furthermore, incivility may involve actions of multiple parties such as coworkers and subordinates and this situation may increase possibility of personal burnout. On the contrary, abusive supervisors behave in a hostile manner towards almost all of their subordinates or towards the most of them. Therefore, it is less likely to be perceived as a personal issue and it may not evoke feelings of personal burnout. However, there are very few studies that investigate the relationships of abusive supervision with personal and work-related burnout in the Turkish cultural context (Bolat et al., 2017) and these relationships should be examined further in future studies. In addition, abusive supervision may increase personal burnout especially in the long run. To illustrate, abusive supervision was found to be positively related to work-family conflict (WFC; Köksal, & Gürsoy, 2019) and it may cause subordinates to experience personal burnout in the long term via its effects on WFC. Therefore, I suggest future researchers to design longitudinal studies in order to further examine the effects of abusive supervision on personal burnout and mediating processes involved in these relationships.

Interestingly, mobbing and abusive supervision were positively related to CWBs; whereas, workplace incivility was not significantly related to CWBs. Mobbing and abusive supervision are likely to be perceived as organizational mistreatments, whereas incivility is likely to be perceived as an interpersonal form of mistreatment. In other words, employees may be likely to hold organizations responsible for occurrence and maintenance of mobbing and abusive supervision. Therefore, they may prefer to get revenge from the organization by performing CWBs. On the other hand, they may show mild reactions to incivility which include interpersonal behaviors rather than CWBs.

Contrary to expectations, under high mobbing condition employees who had high narcissism scores reported higher levels of loyalty than employees who scored low on narcissism. It is possible that highly narcissistic employees might have inflated their loyalty scores because of high level of social desirability associated with narcissism. Therefore, future studies are suggested to include a reliable social desirability scale to examine and/or statistically control for this effect. Another explanation may be related to the propositions of cognitive dissonance theory (Festinger, 1957). Cognitive dissonance theory suggests that if two cognitions are related to each other and they display dissonance, this situation creates psychological discomfort and the person who is experiencing dissonance becomes motivated to decrease it. Employees with high narcissism tendency are likely to hold beliefs that they are superior and they deserve the best treatment from others which contradicts with high level of exposure to mobbing. Therefore, highly narcissistic employees may believe that they have extremely high levels of loyalty for their organizations and that they choose to stay in the organization even in the high mobbing condition because of their extraordinary level of loyalty.

Interestingly, and as expected, narcissism had also a moderating effect in the relationships of incivility, mobbing, and abusive supervision with CWBs. Employees who had high narcissism levels reported more CWBs in the high mistreatment condition. Even though employees who had high levels of narcissism reported high levels of loyalty in the high mobbing condition, they reported high levels of CWBs under high incivility, mobbing, and abusive supervision conditions. This finding may discard social desirability explanation and provide support for cognitive dissonance explanation. However, this study is among the first attempts to reveal the moderating effects of the DT personality traits in the links of different forms of workplace

mistreatment and work-related outcomes and future studies are suggested to examine the psychological and motivational processes that underlie these moderated relationships further.

In the high incivility, mobbing, and abusive supervision conditions, employees who had high levels of psychopathy reported slightly more job satisfaction than employees who scored low on psychopathy. On the other hand, in the low incivility, mobbing, and abusive supervision conditions, employees who had low psychopathy levels reported higher levels of job satisfaction than those who scored high on psychopathy. Employees with high scores of psychopathy may not be affected by uncivil, mobbing, and abusive supervisory behaviors as much as employees with low scores of psychopathy. Psychopathy tendency includes being emotionless, cold and distant. These traits are likely to affect their perceptions of exposure to different forms of workplace mistreatment as well as their related reactions to these behaviors.

Furthermore, the results revealed that in the low incivility condition employees who had low scores on psychopathy was more likely to engage in voice behaviors than those who scored on psychopathy. Voice behaviors are extra role behaviors that benefit the organization. It is understandable that employees with high levels of psychopathy are less considerate of others' well-being as well as well-being of the organization. In high incivility condition, both types of employees reported similar levels of voice behaviors. That is, regardless of the level of psychopathy, workplace incivility seems to negatively affect voice behaviors (Bain, Coll, Tenney, & Kreps, 2020). Yet, I should note that there are very few studies that examine the relationship between workplace incivility and voice behaviors (Nelson, 2016) and, at least to my knowledge, the present study is the first attempt in Turkey. Future studies are needed to further examine the relationship between workplace incivility and voice behaviors.

The findings revealed that in high mobbing condition employees who scored high on psychopathy reported more voice behaviors than those who scored low on psychopathy. Similarly, in high abusive supervision condition, employees who scored high on psychopathy reported more voice behaviors than those who scored low on psychopathy. A possible explanation is that employees who have high psychopathy scores may perceive themselves as engaging in voice behaviors, but in fact they may be only complaining about the company. In order to clear this topic up, further research is needed. I suggest that future studies may benefit from investigating the context of employees' voice behaviors to detect if their voice behaviors provide constructive

feedback and contribution or not. Also, rather than self-report measures, researchers are suggested to collect data from multiple resources.

Furthermore, the results indicated that in high mobbing condition employees who scored high on psychopathy reported higher levels of loyalty than those who scored low on psychopathy. It is possible that high psychopathy levels may lead employees to be less affected by high levels of mobbing; therefore, they don't react as harsh as those who scored low on psychopathy.

On the other hand, the results indicated that in high abusive supervision condition employees who had high and low scores on psychopathy reported similar levels of loyalty. This shows the main effect of abusive supervision on the loyalty regardless of the effect of personality traits. As expected, in low abusive supervision condition employees who had low scores of psychopathy reported higher level of loyalty than those who scored high on psychopathy.

On the contrary of my expectations, the interaction effect of workplace incivility, mobbing and abusive supervision with psychopathy on CWBs were not significant. There are many studies which shows that psychopathy and CWBs are positively and strongly related to each other (e.g., Neo, Sellbom, Smith & Lilienfeld, 2018) and the correlation analyses in the present study also showed that psychopathy was the only trait in the DT personality traits that was positively associated with CWBs. It is quite likely for employees with psychopathy tendency to engage in CWBs especially when they are faced with workplace mistreatment. On the other hand, the interaction effect of workplace incivility, mobbing and abusive supervision with narcissism on CWBs were significant. It is possible that employees with high narcissism scores may be more reactive to workplace mistreatment than employees with high psychopathy scores. From this point of view, employees who score high on narcissism may be evaluated as equally reactive or more reactive to workplace mistreatment than employees with high scores on psychopathy. Another explanation may be lying down in the structure of psychopathy. Generally, psychopathy is evaluated as a unidimensional construct. However, a number of researchers argue that psychopathy has two dimensions which are primary and secondary psychopathy. Disinhibition which characterizes the secondary psychopathy found to be related with engaging in CWBs whereas primary psychopathy was found to be related to CWBs only when the levels of education and political skills of the individual were low (Blickle & Schütte, 2017; Neo et al., 2018). Therefore, I suggest that future studies

should focus more on the secondary psychopathy in order to shed further light on this issue.

According to the results, in low mobbing condition employees who scored high on psychopathy reported more work-related burnout than those who scored low on psychopathy. In high mobbing condition both low and high psychopathy group reported similar levels of work-related burnout. Independent from the level of psychopathy, it is seen that mobbing has a main effect on work-related burnout. Similarly, employees who had high levels of psychopathy reported higher levels of personal burnout when abusive supervision was low than those who had low scores on psychopathy. Under normal circumstances (i.e., low mobbing and abusive supervision conditions) employees with high scores of psychopathy who are not willing to take care of their responsibilities at work may be more triggered to feel higher levels of work-related burnout. Consistent with this argument, psychopathy was found to be negatively related to conscientiousness (Paulhus & Williams, 2002). Similarly, when their supervisors were not abusive, employees with high psychopathy scores reported higher levels of personal burnout than those who scored low on psychopathy. It is known that individuals with psychopathy tendencies score high on negative affectivity (Pilch, 2020) and neuroticism (Grover & Furnham, 2020). These characteristics may cause them to have low levels of life satisfaction and general well-being as well as high levels of personal burnout. It is stated that the relationship between psychopathy and neuroticism is complicated. Research shows that secondary psychopathy is more likely to be related with neuroticism (Grover & Furnham, 2020). Therefore, I suggest primary psychopathy and secondary psychopathy should both be considered in future studies.

The results indicated that in high mobbing condition employees who had high scores on Machiavellianism reported more voice behaviors as well as OCBs that those who had low scores on Machiavellianism. Also, employees who scored high on Machiavellianism reported higher levels of loyalty than those who scored low on Machiavellianism especially when they were exposed to high levels of mobbing (in case of OCBs) and abusive supervision. The literature revealed that Machiavellianism was positively associated with impression management (Becker & O'Hair, 2007; Uppal, 2021). Moreover, Çivit and Göncü-Köse (2020) found that Machiavellianism was positively associated with OCBs. Consistently, one explanation may be that such employees may try to impress others and convince them that they are committed

employees who contribute to the organization by engaging in high levels of voice behaviors, OCBs and showing high levels of loyalty. Indeed, Çivit and Göncü-Köse (2020) argued that although underlying motivation seems to be impression management, Machiavellians might be the least destructive employees when compared to employees who scored high on the other two of the DT personality traits. Yet, studies that focus on the relationships between Machiavellianism and positive organizational attitudes and behaviors are very rare in the literature. Therefore, future studies are suggested to examine the mediating effects of impression management in the relationship between Machiavellianism and voice behaviors as well as with other constructive or extra-role behaviors.

The results indicated that employees who had high scores on Machiavellianism were more likely to report more CWBs in low mobbing and abusive supervision conditions than those who scored low on Machiavellianism. On the other hand, in high mobbing and abusive supervision conditions employees with high Machiavellianism scores reported less CWBs than employees with low Machiavellianism scores. Under normal circumstances (i.e., low mobbing and low abusive supervision conditions) employees who have high scores on Machiavellianism may engage in more deviant behaviors such as CWBs due to their unethical and manipulative characteristics. On the other hand, when they become victims of mobbing or their supervisors are more hostile towards them, employees with high Machiavellianism tendency may prefer to kneel and intentionally decrease their deviant behaviors in order to protect their position at the workplace. Machiavellianism is the only trait in the DT which is negatively related to impulsivity (Onaran & Göncü Köse, 2021). This finding is consistent with their manipulative nature. However, these findings should be investigated further in future research that employ quasi-experimental design.

On the contrary to the expectations, in low mobbing and abusive supervision conditions employees with high scores on agreeableness reported higher levels of job satisfaction, whereas in high mobbing and abusive supervision conditions employees with high agreeableness scores reported lower levels of job satisfaction. It is plausible that intense forms of mistreatment (i.e., mobbing and abusive supervision) effect employees with high agreeableness tendency because of their sensitivity to conflict and mistreatment. A study established a positive link between perpetrator sensitivity and agreeableness (Schmitt, Gollwitzer, Maes & Arbach, 2005). Employees who have high scores of agreeableness may react more negatively to misbehaviors because they

are less tolerant to unfair behaviors and frustration. Therefore, their positive work attitudes such as job satisfaction may be more negatively affected by mobbing and abusive supervision than those of individuals with low levels of agreeableness. One practical implication is that especially in jobs and sectors in which agreeableness is among the important selection criteria and predictors of performance, intervention and prevention strategies for mobbing and abusive supervision should be highly emphasized.

Similarly, employees with high levels of agreeableness reported more personal and work-related burnout in high mistreatment conditions (i.e., incivility, mobbing, abusive supervision) than those who scored low on agreeableness. This finding also supports the previous explanations. Employees with high agreeableness scores seem to be more sensitive to mistreatment; therefore, they are likely to feel greater personal and work-related burnout under high mistreatment conditions.

As expected, in high mistreatment conditions (i.e., incivility, mobbing, and abusive supervision) employees who had high levels of agreeableness reported less CWBs than those who scored low on agreeableness. Also, in low mistreatment conditions (i.e., incivility, mobbing, and abusive supervision) employees who had high levels of agreeableness reported less CWBs than those who scored low on agreeableness. Even though employees with high agreeableness scores are more prone to be negatively affected by workplace mistreatment, they are less likely to engage in CWBs than their counterparts who have low scores of agreeableness. This points out that workplaces where there is uncivil environment and mistreatment employees with high agreeableness levels may be protective for controlling workplace deviance. Another practical implication may be that for jobs that are may be highly affected by CWBs such as governmental jobs that holds vulnerable information, agreeableness may be an important employee characteristic that should be included in selection systems in order to avoid serious harm to organizations.

The results showed that employees who had high scores on conscientiousness reported lower levels of job satisfaction when workplace mistreatment was high (i.e., mobbing and abusive supervision). In low mistreatment conditions (i.e., mobbing and abusive supervision) employees who scored high on conscientiousness reported higher levels of job satisfaction than those who scored low on conscientiousness. Being conscientious is related to the being responsible, being ethical and willingness to do the work impeccable (Roccas, Sagiv, Schwartz & Knafo, 2002). It is plausible that the

feelings of organizational justice may be shattered for employees with high consciousness scores. As a result, their job satisfaction levels may decrease more than employees who score low on conscientiousness. Future studies should investigate the moderating effects of conscientiousness in the relationships of different forms of workplace mistreatment and organizational justice perceptions.

In high mistreatment conditions (i.e., incivility, mobbing, and abusive supervision) employees who had high scores on conscientiousness reported higher levels of personal and work-related burnout than those who scored low on conscientiousness. Similar to the previous suggestion, it is likely that organizational justice perception of employees who score high on conscientiousness may be damaged more because of mistreatment than employees with low scores of conscientiousness. Another explanation may be that, conscientious employees try to do their job as good as possible even in high mobbing and/or abusive supervision conditions. Employees with low levels of conscientiousness may lower their performance in high mistreatment conditions; but highly conscientious employees prefer to pursue high performance. Therefore, it may lead to extra resource draining. HR practitioners, and organizational psychologists may contribute to organizations productivity by providing measures to fight the effects of burnout.

As expected, in high workplace incivility condition employees who scored high on conscientiousness reported higher levels of loyalty than those who scored low on conscientiousness. On the other hand, in high abusive supervision condition and high mobbing condition, this effect was not found. Employees may be perceiving incivility as a form of interpersonal conflict. However, mobbing and abusive supervision may be attributed to the organization and organizational policies rather than the instigator and this may be the reason for decreased loyalty. One practical implication may be that employing 360 degree evaluations and closely examining supervisor and employee relationships should be prioritized in order to maintain civil environment.

On the contrary to the expectations, regardless of the level of agreeableness and conscientiousness, high mistreatment (i.e., mobbing and abusive supervision) resulted in lower levels of loyalty. Similarly, in high workplace incivility condition employees with high and low scores of conscientiousness reported low levels of loyalty. Overall these findings reveal the main effects of mobbing and abusive supervision on loyalty. Organizations should invest in effective preventive strategies and intervention programs that aim to reduce and even eliminate different types of

workplace mistreatment, especially mobbing and abusive supervision. The findings revealed that even employees with very positive and desirable personality traits give harsh reactions to these deviant behaviors. In addition, employees with high levels of agreeableness and conscientiousness are especially negatively affected by mobbing and abusive supervision. It should also be noted that, taking into account that employees with these traits are good performers and loyal organizational members, losing them would be very costly for organizations.

Furthermore, the results revealed that employees who scored high on conscientiousness reported lower levels of CWBs than those who scored low on conscientiousness in high mistreatment conditions (i.e., incivility, mobbing, and abusive supervision). Even though employees with high conscientiousness scores are more impacted with mistreatment (i.e., in terms of decreased levels of job satisfaction and loyalty), they don't engage in deviant behaviors such as CWBs. One practical implication may be that in sectors such as military and national defense individuals who have high scores on conscientiousness and agreeableness should be recruited in order to reduce the risk of CWBs that may cause intense levels of harm to the organizations and other individuals.

The present study aimed to contribute to the literature by revealing the moderating effects of fatalism in the relationships of incivility, mobbing and abusive supervision with job satisfaction, voice behaviors, loyalty, OCBs, CWBs, personal and work-related burnout for the first time. As expected, in high mobbing and abusive supervision conditions, employees who had high scores of fatalism reported higher levels of job satisfaction than those who scored low on fatalism. Furthermore, in high mobbing and abusive supervision conditions, employees who had high levels of fatalism reported higher levels of loyalty than those who scored low on fatalism. It is plausible that employees with high fatalism tendency may surrender and relate the situation to fate in high mistreatment situations. Therefore, they are less effected by mistreatment (i.e., mobbing and abusive supervision). This study is a response to the calls which suggests moderating effects of cultural variables such as power distance, individualism-collectivism, and other cultural tendencies in the relationships of mistreatment and outcome variables (Liu, Kwan, Wu & Wu, 2010). Future studies are suggested to investigate the proposed relationships and the mechanisms underlying them in order to enrich the related literature.

4.1.1 Limitations and Conclusions

All studies have shortcomings and this one is not an exception. The first and foremost, only correlational relationships were investigated, and cause and effect relationships could not be examined due to the cross sectional design. Therefore, studies with longitudinal and experimental design should replicate the findings. Secondly, data were collected from employees in Turkey. In order to enhance generalizability and external validity of the findings, future studies are suggested to test the proposed relationships in different cultural contexts. The third limitation is that, data were collected with self-report measures and this may have caused self-report bias. Future studies should collect data from multiple resources especially for questionnaires vulnerable to self-report bias (i.e., CWBs) while replicating this study or improving the model.

This study revealed that workplace incivility, mobbing, and abusive supervision are likely to have different effects on employees' attitudes and behaviors. These results shall be a guide for future studies which focus on workplace mistreatment. Additionally, agreeableness-conscientiousness, the DT personality traits, power distance and fatalism moderated some of the proposed relationships. Other possible moderators and mediators should be taken into account by scholars. In conclusion, this study attempted to reveal the effects of workplace mistreatment (i.e., incivility, mobbing, abusive supervision) on job satisfaction, voice behaviors, loyalty, OCBs, CWBs, personal and work-related burnout and the moderating effects of employees' personality traits (i.e., DT, agreeableness and conscientiousness) as well as cultural tendencies (i.e., power distance and fatalism) in the proposed relationships. I wish that this study inspires other researchers to perform future studies with improved methodology. Understanding the underlying mechanisms beneath workplace mistreatment is the main step to overcome its negative effects and this study is hoped to contribute to the literature as well as the efforts for developing intervention and prevention strategies.

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APPENDICES

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

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

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	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum

	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.	
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	2	3	4	5
Beni hiç yansıtmıyor	Beni biraz yansıtıyor	Beni yansıtıyor	Beni oldukça yansıtıyor	Beni tamamen yansıtıyor

Başkalarının kusurlarını bulmaya eğilimli olan	
Bir işi eksiksiz yapan	
Yardımsever, bencil olmayan	
Özensiz	
Başkalarıyla ağız dalaşı başlatan	
Düzensiz olmaya eğilimli	
Bağışlayıcı bir yapıya sahip	
Tembelliğe meyilli	
Hemen hemen herkese karşı nazik ve düşünceli	
Bir işi bitirmeden bırakmayan	
Zaman zaman başkalarına kabalaşan	
İşleri etkin ve verimli yapan	
Başkaları ile işbirliği yapmaktan hoşlanan	
Plan yapan ve onları uygulayan	
Genellikle başkalarına güvenen	
Güvenilir bir çalışan	
Soğuk ve mesafeli olabilen	
Kolaylıkla dikkati dağılan	

BÖLÜM 3. İŞYERİNDE PSİKOLOJİK TACİZ ÖLÇEĞİ

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

Yaptığım her iş ince ince izlendi.	
Olumsuz mimik ve bakışlar yöneltildi.	
Mesleki becerilerimin altında veya özsaygıma zarar veren işler yapmam istendi.	
İşyerimde yaşanan her türlü problemin sorumlusu tutuldum.	
Özel yaşamıma ilişkin hakaret boyutuna varan eleştiriler yapıldı.	
Yaptığım her iş eleştiriliyor, hatalarım tekrar tekrar yüzüme vuruldu.	
Özel yaşamımla ilgili konuşulmasını istemediğim hassas konular açığa çıkarıldı.	
İşimle ilgili yanlış bilgi verildi veya saklandı.	
İşyerinde sanki yokmuşum gibi davranıldı.	
Siyasi ve dini görüşlerim nedeniyle sözlü veya sözsüz saldırılara hedef oldum.	
Soru ve taleplerim yanıtsız bırakıldı.	
Benimle herkesin önünde aşağılayıcı bir üslupla konuşuldu.	
Yetiştirilmesi imkânsız, mantıksız görev ve hedefler verildi.	
İşyerinin kutlamalarına benim dışımda herkes çağrıldı.	
Ofis içinde veya dışındayken gereksiz telefon çağrıları ile rahatsız edildim.	
İşle ilgili konularda söz hakkı verilmedi veya sözüm kesildi.	

Dış görünüşümle, hal ve hareketlerimle veya kusurlarımla alay edildi.	
Sorumluluklarım daraltıldı veya elimden alındı.	
Başarılarım, başkalarınca sahiplenildi.	
Cinsel içerikli söz ve bakışlar yöneltildi.	
İşle ilgili öneri ve görüşlerim reddedildi.	
Özel yaşamımla alay edildi.	
Benimle bağırılıp çağırılarak veya kaba bir tarzda konuşuldu.	
İş arkadaşlarım benimle birlikte çalışmaktan, aynı projede yer almaktan kaçındı.	
Tehditkâr söz veya davranışlar yöneltildi.	
İşe ilişkin kararlarım sorgulandı.	
İş arkadaşlarımdan ayrı bir bölümde çalışmaya zorlandım.	
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	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	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.	
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	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	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	2	3	4	5
Bana bu şekilde davrandığını hiç hatırlamıyorum	Bana nadiren bu şekilde davranır	Bana zaman zaman bu şekilde davranır	Bana sıklıkla bu şekilde davranır	Bana her zaman bu şekilde davranır

2) Yöneticim bana, duygu ve düşüncelerimin aptalca olduğunu söyler.	
3) Yöneticim beni görmezden gelir.	
4) Yöneticim beni başkalarının yanında küçük düşürür.	
5) Yöneticim benim özel hayatımı ihlal eder.	
6) Yöneticim geçmişteki hata ve başarısızlıklarımı yüzüme vurur.	
7) Yöneticim çok çaba isteyen işler için bana güvenmez.	
8) Yöneticim sıkıntılı durumlardan kendisini kurtarmak için beni suçlar.	
9) Yöneticim bana verdiği sözleri tutmaz.	
10) Yöneticim başka şeylere sinirlendiğinde, kızgınlığını benden çıkarır.	
11) Yöneticim benim hakkımda başkalarına olumsuz yorumlar yapar.	
12) Yöneticim bana kaba davranır.	
13) Yöneticim iş arkadaşlarımla etkileşimde bulunmama izin vermez.	
14) Yöneticim bana beceriksiz olduğumu söyler.	
15) 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	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	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	2	3	4	5
Hiçbir zaman	Nadiren	Bazen	Çoğu Zaman	Her zaman
İşiniz nedeniyle tükendiğinizi hisseder misiniz?				
Ne sıklıkta kendinizi yıpranmış hissedersiniz?				
İşiniz duygusal anlamda yorucu mudur?				
Kendinizi ne sıklıkta fiziksel olarak bitkin hissederseniz?				
İşiniz sizi bunaltır mı?				
Kendinizi ne sıklıkta duygusal olarak bitkin hissedersiniz?				
Çalıştığınız her saatin sizin için yorucu olduğunu düşünür müsünüz?				
Kendinizi ne sıklıkta hastalıklara karşı zayıf ve dirençsiz hissedersiniz?				
İş dışı zamanlarınızda aileniz ve arkadaşlarınız için yeterli vakit ayıracak gücü kendinizde bulur musunuz?				
Ne sıklıkta "daha fazla dayanamayacağım" diye düşünürsünüz?				
Sabah uyandığınızda "bir iş günü daha" düşüncesiyle kendinizi bitkin hisseder misiniz?				
Kendinizi ne sıklıkta yorgun hissedersiniz?				
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	2	3	4	5
Hiçbir Zaman	**Bir ya da iki kez**	**Ayda bir ya da iki kez**	**Haftada bir ya da iki kez**	**Her gün**
1.	Diğer çalışanlar için yemek aldım.			
2.	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.

DOĞRUDAN BAĞLI BULUNDUĞUNUZ YÖNETİCİNİZ...

1	2	3	4	5
Hiçbir zaman	Nadiren	Zaman zaman	Çoğunlukla	Her zaman
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	2	3	4	5	
Hiçbir zaman	Nadiren	Bazen	Çoğu zaman	Her zaman	
Müşterilerle veya hizmet alanlarla konuşurken, çalıştığım kurum hakkında olumlu şeyler söylerim.					
Akraba ve arkadaşlarımla konuşurken, çalıştığım kurum hakkında olumlu şeyler söylerim.					
Çalıştığım kurumun ürün ve/ya hizmetlerini başkalarına önerebilirim.					
Gelecekte de şu anda çalıştığım kurumda kalmak isterim.					
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.
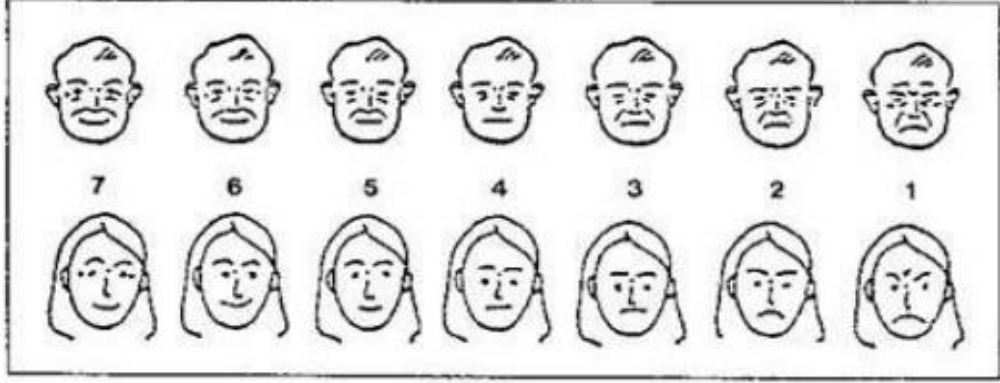
BÖLÜM 13: İŞYERİ NEZAKETSİZLİĞİ ÖLÇEĞİ

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	2	3	4	5	6
Kesinlikle katılmıyorum	Katılmıyorum	Pek katılmıyorum	Biraz katılıyorum	Katılıyorum	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.	Hiçbir Zaman	Çok Seyrek	Ayda bir ya da iki kez	4.Haftada bir ya da iki kez	5. Her gün
İşyerinde önemsiz konulardan yakınma					
İşvereninize ait araç/gereçleri kasıtlı bir şekilde boşa harcama					
İşyerindekileri performanslarından dolayı aşağılama					
Dışarıdaki insanlara çalıştığınız yer hakkında kötü şeyler söyleme					
İnsanların özel hayatlarıyla alay etme					
İzin almadan işe geç gelme					
İşyerindeki diğer çalışanları yok sayma					
Hasta olduğunuzu bahane ederek işe gelmeme					
İşyerindeki insanlarla tartışma çıkarma					
İşyerindeki biriyle dalga geçme ya da ona hakaret etme					

BÖLÜM 16: (DEMOGRAFİK BİLGİ FORMU)

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.

ARAŞTIRMAMIZA KATILDIĞINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ :)