

MODERATING EFFECT OF PERCEIVED SITUATIONAL STRENGTH ON THE
RELATIONSHIP BETWEEN THE DARK TRIAD AND
COUNTERPRODUCTIVE WORK BEHAVIORS

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ABSTRACT

THE MODERATING EFFECT OF PERCEIVED SITUATIONAL STRENGTH ON THE RELATIONSHIP BETWEEN THE DARK TRIAD AND COUNTERPRODUCTIVE WORK BEHAVIORS

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Counterproductive Work Behaviors (CWBs) can be defined as intentional and harmful behaviors of employees that are against the organization, members of the organization or both. The literature provides a link between CWBs and the Dark Triad personality traits which consist of three antagonistic traits: Machiavellianism, narcissism, and psychopathy. Individuals who are high on the Dark Triad characteristics engage in more deviant workplace behaviors than their non-dark themed counterparts. It was hypothesized that situational strength, which inhibits and shapes people's behaviors and thus minimizes individual differences in displayed behaviors, moderates the relationship between the Dark Triad characteristics and CWBs. This study used six facets (clarity, consistency, constraints, consequences, group norms, performance monitoring) to assess situational strength and two facets (interpersonal and organizational) to assess CWBs. Moderation analysis results partially supported the hypothesis as situational strength moderated specific the Dark Triad and CWB relationships. More specifically, group norms moderated all three Dark Triad traits and interpersonal CWB relationship, and the relationship between psychopathy and organizational CWB. Clarity moderated these three traits and organizational CWB relationship. In addition, consistency moderated organizational

CWB's association with Machiavellianism and psychopathy.

Keywords: Counterproductive Work Behavior, Machiavellianism, Narcissism, Psychopathy, Situational Strength



ÖZ

DURUMSAL KUVVETİN KARANLIK ÜÇLÜ KİŞİLİK ÖZELLİKLERİ VE ÜRETKENLİK KARŞITI İŞ DAVRANIŞLARI ARASINDAKİ MODERASYON ETKİSİ

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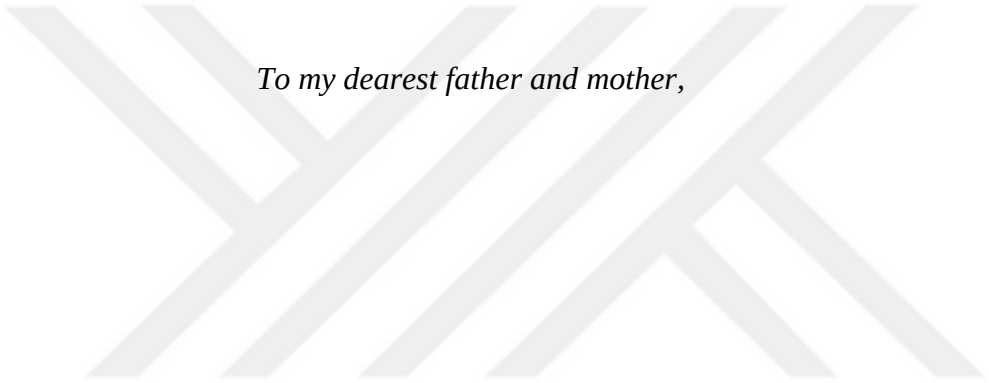
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Üretkenlik karşıtı davranışlar; kuruma, kurumun üyelerine veya her ikisine karşı çalışanların kasıtlı ve zararlı davranışları olarak tanımlanabilir. Karanlık Üçlü (Makyavelizm, narsisizm, psikopati) kişilik özelliklerine sahip çalışanların karanlık olmayan meslektaşlarından daha fazla üretkenlik karşıtı iş davranışları sergiledikleri bilinmektedir. Bununla birlikte, durumsal kuvvet kavramı, durumların insanların davranışlarını nasıl engelleyebileceği veya şekillendirebileceği fikrini ifade eder ve bu sayede sergilenen davranışlar açısından bireysel farklılıklar en aza indirilir. Bu çalışmada durumsal kuvvetin Karanlık Üçlü kişilik özellikleri ve üretkenlik karşıtı iş davranışları arasındaki ilişkideki düzenleyici etkisi araştırılmıştır. Durumsal kuvveti ölçümlemek adına altı faktör (açıklık, tutarlılık, kısıtlamalar, sonuçlar, grup normları, performans izleme) ve üretkenlik karşıtı davranışları ölçümlemek adına iki faktör (kişiler arası ve örgütsel) kullanılmıştır. Analiz sonuçları hipotezleri kısmen doğrulamıştır; durumsal kuvvet, bazı karanlık kişilik özellikleri ve üretkenlik karşıtı iş davranışları arasında düzenleyici etkiye sahiptir. Daha spesifik olarak, performans izleme, üç karanlık kişilik özelliği ve kişiler arası üretkenlik karşıtı iş davranışlarını düzenlerken; açıklık, bu üç özellik ile örgüte karşı olan davranışları düzenlemiştir.

Aynı zamanda, tutarlılık, Makyavelizm ve örgütsel üretkenlik karşıtı iş davranışları ile olan ilişkiyi düzenlerken; tutarlılık ve grup normları psikopati ve örgütsel üretkenlik karşıtı iş davranışları ile olan ilişkiyi düzenlemiştir.

Anahtar Kelimeler: Durumsal Kuvvet, Makyavelizm, Narsizm, Psikopati, Üretkenlik Karşıtı İş Davranışları





To my dearest father and mother,

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CHAPTER 1

INTRODUCTION

1.1 Overview

Examining the relationship between individual characteristics and work behavior has been a major interest for the area of Industrial and Organizational Psychology (Gruys & Sackett, 2003). For example, understanding this relationship helps organizations to structure their selection system based on desirable work behaviors. Work behaviors can be explained as what employees do and say at the workplace (Hiriyappa, 2008). Those behaviors are important for organizations as they can be either beneficial or harmful for the organization. More recently, both researchers' and practitioners' interest for work behavior has been shifted into undesirable and harmful ones. In the literature, there are different names for these undesirable behaviors such as antisocial behavior, counterproductive work behavior, employee deviance, organizational misbehavior, and workplace aggression (Sulea, Maricutoiu, Zaborila, Dumitru, & Pitariu, 2010). This paper will focus on and use the name of counterproductive work behaviors.

There are antagonistic traits that are positively correlated with counterproductive work behaviors in the literature. Three of them are Machiavellianism, narcissism and psychopathy which are correlated with each other and form the concept of the Dark Triad. There are several studies showing the positive relationship between the Dark Triad malevolent personality traits and counterproductive work behaviors (e.g., O'Boyle, Forsyth, Banks, & McDaniel, 2012; DeShong, Grant, & Mullins-Sweatt, 2015). Such undesirable behaviors can be predicted by using personality assessments. Identification of moderating variables can add explanatory power to the association between personality and counterproductive work behaviors. The expression of personality is affected by

situational variables (Mischel, 1977) which acts as a moderator in the personality-behavior relationship (Martinko, Gundlach & Douglas, 2002; Meyer, Dalal, & Bonaccio, 2009). If situational variables are powerful, they create a strong situation which eliminates the influences of individual differences by limiting expressions of a person's personality in terms of acts and behaviors (Meyer & Dalal, 2009). Therefore, the impact of personality and individual differences on behaviors would be lowest in strong situations (Maaß & Ziegler, 2017). The present study's aim is to investigate the moderating effect of situational strength on the associations between the dark triad personality traits and counterproductive work behaviors.

1.2 Counterproductive Work Behavior

Counterproductive Work Behavior (hereafter CWB) can be defined as intentional and harmful behaviors of employees that are against the organization, members of the organization or both. According to Robinson and Bennett (1995), a behavior is deviant when "organization's customs, policies, or internal regulations are violated by an individual or a group that may jeopardize the well-being of the organization or its citizens". Gruys and Sackett (2003) explained that there were studies investigating employee theft, sabotage, poor quality of work, and absenteeism conducted in the early 1980s, yet these studies did not examine CWBs, rather they looked at these behaviors as individual and separate acts. Some other forms of CWBs are aggression toward others, spreading rumors, favoritism, harassment, violence, bullying, misuse of time and resources, unsafe behavior, inappropriate verbal or physical action and the like. According to Bennett and Robinson (2000), organizations pay billions of dollars because of CWBs. Accordingly, 75 percent of employees have at least engaged in one of absenteeism, computer fraud, embezzlement, sabotage, theft and vandalism (Robinson & Bennett, 1995). Also, employees who are the target of the deviant behavior are more likely to quit their jobs (Giacalone & Greenberg, 1997). In addition, they suffer from problems related to stress, show less productivity, and lost work time (Henle, 2005).

In terms of the categorization of CWB, Gruys and Sackett (2003) on the one hand suggested two categories; interpersonal-organizational CWB and task-relevant CWB. They split these dimensions into 11 different sub-groups which are theft and related behavior, destruction of property, misuse of information, misuse of time and resources, unsafe behavior, poor attendance, poor quality work, alcohol use, drug use, inappropriate verbal actions, and inappropriate physical actions. On the other hand, Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006) divided CWBs into five dimensions which are abuse against others, production deviance, sabotage, theft, and withdrawal.

In addition, Robinson and Bennett (1995) made a typology for deviant workplace behavior. This typology has two dimensions; one is minor versus serious and the other one is organizational versus interpersonal. First one (minor-serious) is a quantitative distinction and it indicates the severity of the deviant behavior (Bennett & Robinson, 2000). For example, while leaving early is a minor deviant behavior, stealing from the company is a serious one. Second one is the interpersonal-organizational one and it makes a qualitative distinction indicating the type of the deviant behavior in terms of whether it is directed at the organization or a member of the organization (Bennett & Robinson, 2000). Organizational deviance (CWB-O) includes, but is not limited to, leaving early, coming to work late without permission, taking too long breaks, theft, sabotage, working intentionally slow, putting little effort into work (Robinson & Bennett, 1995). Interpersonal deviance (CWB-I) indicates behaviors directed at individuals within the organization and those acts include, but are not limited to, favoritism, playing mean pranks, gossiping about co-workers, arguing, stealing from co-workers, making fun of others, harassment, verbal abuse, acting rudely, and physical aggression.

This two dimensional chart split deviant work behaviors into four: minor CWB-I (political deviance), serious CWB-I (personal aggression), minor CWB-O (production deviance), and serious CWB-O (property deviance). Political deviance includes showing favoritism, gossiping about co-workers, blaming co-workers and competing non-beneficially. Personal aggression includes sexual harassment, verbal

abuse, stealing from co-workers and endangering co-workers. Production deviance includes leaving early, taking excessive breaks, intentionally working slow, and wasting resources. Property deviance includes sabotaging equipment, accepting kickbacks, lying about hours worked and stealing from company.

Some determinants of CWBs are workaholism (Galperin & Burke, 2006), gender – with men engaging in more CWB (Bowling & Burns, 2015), deviant personality characteristics (Zagenczyk, Smallfield, Scott, Galloway, & Purvis, 2017) and Big Five personality traits (Berry, Ones, & Sackett, 2007). The present study focuses on the personality correlates of CWB. According to Berry and colleagues (2007), agreeableness, emotional stability and conscientiousness have a negative correlation with CWB. Specifically, agreeableness is predictive of CWB-I, while conscientiousness predicts CWB-O. Emotional stability is negatively related to both forms of CWBs. In other words, CWB-I is significantly related to high neuroticism, low agreeableness and low conscientiousness, while CWB-O is significantly related to low conscientiousness. In addition, Bruk-Lee and Spector (2006) suggested that having conflict with co-workers predicts CWB-I, whereas having conflict with a supervisor predicts CWB-O. Also, a recent study by Schütte et al. (2018) suggested that CWB-I has significant associations with hierarchical position ($r = -.18$), self-centered impulsivity ($r = .29$), Machiavellian ego-centricity ($r = .23$), rebellious nonconformity ($r = .22$), blame externalization ($r = .24$), contextual performance ($r = -.25$), and psychopathy ($r = .29$). In addition to the Big Five correlates of CWB, malevolent personality tendencies, which are presented next in more detail, were also posed as antecedents.

1.3 The Dark Triad

Paulhus and Williams (2002) came up with the concept of the Dark Triad when they tried to identify malevolent personality characteristics at a sub-clinical level. They labeled these traits according to their level of social averseness. The Dark Triad consists of three antagonistic traits: Machiavellianism, narcissism, and psychopathy. The term “dark” here refers to malevolent personality characteristics. These three

traits are conceptually different but they are empirically overlapping (Furnham, Richards, & Paulhus, 2013).

In addition, these three traits are related to destructive and undesirable behaviors like aggression, substance abuse, and CWB (O'Boyle, Forsyth, Banks, Story, & White, 2014). Jones and Paulhus (2013) explained that the Dark Triad traits have similar relationships with antisocial behavior, prosocial behavior, disinhibition, forcefulness, and cooperativeness. They are also related to interpersonal hostility, callousness, ethical expediency and interpersonal offensiveness (O'Boyle et al., 2014). According to Rauthmann and Will (2011), some characteristics of the Dark Triad traits are self-centeredness, disagreeableness, exploitation, and manipulation. Among these three malevolent traits, only Machiavellianism is not treated as a clinical syndrome. Narcissism and psychopathy are also pathological disorders, but in the Dark Triad concept they are considered at a sub-clinical level. Furnham (2010) suggested that if the Dark Triad traits are combined with other qualities like intelligence and physical attractiveness, the likelihood of an individual having a leadership position increases. In addition, they lack honesty and humility leading them to be criticized as insincere and unfair (Robertson, Datu, Brawley, Pury, & Mateo, 2016). According to Hogan (2007), the Dark Triad characteristics help people to "get ahead of" others, but it cannot be said that they "get along with" other individuals in the work environment.

In the last two decades, Dark Triad has received considerable attention in the workplace literature. Significant associations between the Dark Triad traits and workplace concepts like team processes (Baysinger, Scherer & LeBreton, 2014), leadership (Kaiser et al., 2015) and CWBs (Grijalva & Newman, 2015; Scherer, Baysinger, Zolynsky & Lebreton, 2013; Wu & LeBreton, 2011) were found. Also, the Dark Triad was found to be negatively correlated with performance and positive employee attitudes (Dahling, Whitaker, & Levy, 2009; Mathieu, Neumann, Hare, & Babiak, 2014; Michel & Bowling, 2013; Smith, Wallace, & Jordan, 2016; Wille, De Fruyt & De Clercq 2013). One notable finding is between the Dark Triad traits and organizational citizenship behavior (OCB). While individuals high in narcissism

(Smith et al., 2016) and psychopathy (Schütte et al., 2018) show lower levels of OCBs, high Machiavellians act differently and show OCBs in specific situations (e.g., having a transactional leader).

As the dark-themed individuals and related outcomes have been receiving a considerable attention for the last two decades, there are considerable amount of research investigating them in the workplace. For example, James, Kavanagh, Jonason, Chonody and Scrutton (2014)) have found that individuals high on the Dark Triad traits are found as experiencing positive emotions (i.e., satisfaction, joy, amusement) from seeing others in pain (like a colleague having a bad feedback about the job done). In addition, psychopathy was found to be related to be taking shortcuts at work (Jonason & O'Connor, 2017) and intention to commit CWBs and self-reported I-CWBs in the team (Scherer et al., 2013). Machiavellianism was also found to be related to taking shortcuts at work (Jonason & O'Connor, 2017). Additionally, a recent study by Clercq, Haq, and Azeem (2019) found a positive association between CWB and Machiavellianism ($r = .55$), narcissism ($r = .26$) and psychopathy ($r = .57$). These three traits were found to be moderately correlated with each other as well as many workplace characteristics which will be presented in more detail (Smith & Lilienfeld, 2013; Wu & LeBreton, 2011).

1.3.1 Machiavellianism

Niccolò Machiavelli was an Italian politician and philosopher who lived in the 15th century. Now, he is considered as the founder of modern political science. He gathered his ideas in his book, the Prince. His writings explain how to acquire and maintain the power even in an ambiguous and changeable environment. Machiavelli suggested leaders to use manipulative and deceitful tactics if it is necessary. He also said that a leader does not have to be harsh, if it is possible, he should try to be kind. In 1960s, Christie and Geis gathered statements of Machiavelli from his book. They asked participants about how much they agree with each statement. After this collection, they came to a conclusion that there is a distinct trait that possesses those characteristics and they named it Machiavellianism.

According to Christie and Geis (1970), Machiavellianism can be identified by three sets of characteristics which are a cynical view about human nature (e.g., “It is safest to assume that all people have a vicious streak and it will come out when they are given a chance”), a manipulative interpersonal style (e.g., “Never tell anyone the real reason you did something unless it is useful to do so”), and a lack of ethical concern (e.g., “It is hard to get ahead without cutting corners here and there”). Machiavellians can easily deceive and manipulate others in order to reach their goals and they can sacrifice their close relationships and moral values for this purpose without the blink of an eye. Also, it is suggested that, Machiavellians give very little importance to building close and intimate friendships (Lyons & Aitken, 2010).

They take pleasure from manipulating others, so that they can easily lie and exploit others. They lie more regularly to their friends (Kashy & DePaulo, 1996) and are more likely to cheat and betray others (Jones & Paulhus, 2009) compared to the normal population. Also, they see themselves as skilled manipulators, yet they are not superior to others in doing so (Jones & Paulhus, 2009). In addition, Dahling, Whitaker, and Levy (2009) suggested that although Machiavellians think that they are good at manipulating, their emotional intelligence levels are no different from the normal population. They have low empathy skills, hence focus on their own plans and situations and do not consider others. People who are high in Machiavellianism are called high-Machs. High-Machs seek revenge more than other individuals do (Nathanson, 2008).

Machiavellianism was found to negatively predict organizational citizenship behavior towards individuals ($r = -.28$) and the organization ($r = -.34$; Becker & O’Hair, 2007) whereas positively predict CWBs ($r = .20$; O’Boyle et al., 2012). Similarly, Dahling and colleagues (2009) also found that Machiavellianism and CWBs were related ($r = .38$). As reason behind this association it has been speculated that if Machiavellians are disappointed about their work environment or they have to work in a stressful one, they experience satisfaction from punishing their institution by harmful work behaviors (Cohen, 2016; Moore et al., 2012; Wu & LeBreton, 2011; Zagenczyk et al., 2014).

1.3.2 Narcissism

Narcissism has been an important topic for the field of Industrial and Organizational Psychology, because it is a core trait for understanding leadership as well as for understanding some workplace behaviors like CWB. There are numerous research and studies in the literature on narcissism and there is clarity about some of its characteristics.

Narcissism has been investigated as an abnormal personality disorder for so long, yet less severe similar tendencies can also be considered as a normal trait rather than a pathological disease with some characteristics like ideals of dominance, feelings of entitlement, exploitation and a grandiose view of self (Vernon, Villani, Vickers, & Harris, 2007). Narcissists have excessive high and unrealistic views of themselves (O'Boyle et al., 2014), this is why they either block negative feedback or show excessive reactions to it. They have extreme high self-esteem and self-love more than a person normally would have. They need to be in the center of attention and they need to get admiration from others (Rhodewalt & Peterson, 2009), so that their grandiose views about themselves can be reinforced. If a narcissists' ego is threatened, the person can become hostile and aggressive (Miller, Widiger, & Campbell, 2010). Also, individuals with high levels of narcissism generally focus on themselves rather than caring about others (Cohen, 2016; John and Robins, 1994). In addition, their romantic relationships are generally problematic because of narcissists' egocentrism and unfaithfulness (Miller, Widiger, & Campbell, 2010). Narcissists think they have unique skills which are linked to creativity (Furnham, 2010).

In the literature, there are several studies which have showed the narcissism-CWB relationship. For example, a relatively recent study found a positive relationship between covert (i.e. vulnerable) narcissism and interpersonal CWB ($r = .19$) and organizational CWB ($r = .22$; Aghaz, Atashgah, & Zoghipour, 2014). In addition, literature provides some explanations to this obvious link. For example, as narcissists do not care for others as much as they care for themselves (Rhodewalt & Morf, 1998; Wink, 1991), they are not inclined to think about the negative

consequences of their harmful behaviors to others or the organization itself (Judge et al., 2006). Narcissists think that normal standards and procedures do not apply to them –as they think they are special, which could be the another reason behind the positive correlation ($r = .35$) between narcissism and CWBs in a meta-analysis conducted by O’Boyle et al. (2012). Another finding was found by Penney and Spector (2002) claiming that narcissists are more inclined to engage in CWBs ($r = .27$) as they experience more anger driving from their threatened sensitive high self-esteem. Michel and Bowling (2013), also explained two reasons why narcissists are more likely to engage in CWBs. First, they think they are very important so that they can shape or violate the norms in order to reach their aims. To put it differently, they claim the privileges that they think they deserve. Second, narcissist’s’ impulsive nature is highly correlated with CWBs. Impulsiveness, which is one of the main characteristics of narcissism, most of the time accompanies CWBs. However, it is meaningful to point out that a meta-analysis conducted by Grijalva and Newman (2015) suggested that culture acts as a moderator in the Narcissism-CWBs relationship, resulting in this relationship to be stronger in low collectivistic countries as compared to high collectivistic ones.

1.3.3 Psychopathy

Psychopathy can be classified as the darkest of the Dark Triad. It can be both a clinical disorder (antisocial personality disorder) and a normal personality tendency just like narcissism. People with psychopathic characteristics are individuals who are arrogant, impulsive, and incapacitated at the emotional level, meaning that they lack empathy and guilt. It is a dark personality trait which can be characterized as the tendency to search for impulsive thrill-seeking, the tendency for manipulation (Rauthmann, 2012) and antisocial behavior stemming from disregard for societal norms (O’Boyle et al., 2014). Hare and Neumann (2009) indicated that there was a higher risk for individuals high in psychopathic tendencies to engage in antisocial behaviour, crime, and violence and they are emotionally shallow individuals who have high levels of criminal records. Higher levels of psychopathy are linked with

lower levels of agreeableness and conscientiousness (O’Boyle et al., 2014). In addition, there is a positive association between psychopathy and academic cheating (Nathanson, Paulhus, & Williams, 2006), short-term mating strategies (Jonason, Li, Webster, & Schmitt, 2009), violent behavior (Williams, McAndrew, Learn, Harms, & Paulhus, 2001), sexual assault and murder (Megargee, 2009). Because of previously mentioned characteristics, the forensic literature has been mostly interested in psychopathy rather than Machiavellianism and narcissism (Furnham, Richards, Rangel, & Jones, 2014). In addition, having a psychopath leader in an organization decreases the organizational support for employees and also decreases corporate social support (Boddy, Ladyshewsky, & Galvin, 2010). In addition, it was found by Schütte et al. (2018) that psychopathy was related to fearless dominance ($r = .74$), social influence ($r = .45$), fearlessness ($r = .68$), stress immunity ($r = .37$), self-centered impulsivity ($r = .57$), Machiavellian ego-centricity ($r = .35$), rebellious nonconformity ($r = .65$), blame externalization ($r = .24$), carefree non-planfullness ($r = .30$), cold-heartedness ($r = .48$) and CWB-I ($r = .23$). Blickle and Schütte (2017) also found a positive correlation ($r = .34$) between self-centered impulsivity of psychopathy and O-CWBs. Nevertheless, a meta-analysis conducted by O’Boyle et al. (2012) showed only a small positive correlation ($r = .06$) between psychopathy and CWBs. Even though psychopaths’ impulsive destructiveness and low levels of self-control increase the likelihood of theft and sabotage (O’Boyle et al., 2012), the behavioral display of psychopathic tendencies might be shaped by organizational characteristics, which might have led to a range of effect sizes between psychopathy and CWB, and hence a small meta-analytic association. The present study will investigate situational strength as a potential moderator of this association.

Common characteristics of Dark Triad traits include instinctually using other individuals by manipulation in order to reach desirable goals, impulsivity and low levels of self-control. Because of these features and supporting evidence in the literature, it can be suggested that in the present study sample, those with higher DT levels would engage in CWBs more.

Hypothesis 1: All of the Dark Triad traits will be positively related to both interpersonal and organizational CWB.

1a. Machiavellianism will be positively related to both interpersonal and organizational CWB.

1b. Narcissism will be positively related to both interpersonal and organizational CWB.

1c. Psychopathy will be positively related to both interpersonal and organizational CWB.

1.4 Situational Strength

It is widely assumed by social scientists that human behavior occurs due to combinations of individual differences (e.g., personality, intelligence, and experience) and situational characteristics surrounding the person (Cronbach, 1957; Lewin, 1936). Several researchers agreed on the idea that effects of personality on behaviors exhibited by people are more obvious in situations which there is no specific expectation of the behavior (Mischel, 1977; Monson, Hesley, & Chernick, 1982; Snyder & Ickes, 1985). Conceptualization of the situations and their strengths goes back to Mischel's work in which he describes a strong situation as:

“lead everyone to construe the particular events the same way, induce uniform expectancies regarding the most appropriate response pattern, provide adequate incentives for the performance of that response pattern and require skills that everyone has to the same extent” (1977, p. 347)

Therefore, situational strength hypothesis assumes that the strong situations can inhibit and shape people's behaviors as they minimize the differences in individuals' interpretations and expectations of the situations. The main idea of this hypothesis is that it encourages people to engage in behaviors they would not normally perform when they are left alone or free as different characteristics of situations have the ability to limit the expression of typical behaviors (Meyer, Dalal, & Bonaccio, 2009).

1.4.1 Facets of Classical Situational Strength

In order to conceptualize the situational strength, Meyer, Dalal, and Hermida (2010) explained four dimensions. The first one is clarity which refers to the extent cues about work requirements are accessible and easily understandable (Meyer et al., 2010). When there is clarity, individual differences are restricted by providing certain information about the expected employee behaviors. In this facet, understandable and clear information about work-related responsibilities are provided to the employees resulting with an impact on employee behaviors.

The second one, consistency, refers to the extent to which the cues about work requirements are concordant with each other (Meyer et al., 2010). This facet emphasizes the consistency of given information about expected employee behaviors and whether or not they are similar and coherent across time. This facet is different from the clarity as information may be given in a very clear manner, but it does not necessarily have to be consistent across different parties and across different times. For example, an employee may receive clear instructions from different supervisors, indicating a high clarity environment, yet these supervisors may point out and stress on different tasks or priorities, indicating a low consistency (Meyer et al., 2014).

The third one, constraints, refers to the extent of employees' freedom of decision and actions are restricted by external forces (Meyer et al., 2010). These forces can be close supervision, behavioral monitoring systems or external regulations. Constraints facet is treated as the opposite of autonomy in a sense that employees are restricted and cannot follow their own individual predispositions. Therefore, in a work setting with high constraints, employees may be instructed about which tasks to do and also what to do, when to do and even where to do (Dalal et al., 2015).

The last one, consequences, refers to the extent that outcomes of decisions or actions have significant positive or negative effects on the person or the organization concerned (Meyer et al., 2010). Instructions or regulations, which can be categorized in consequences facet, encourage employees to engage in actions that result in

increase in positive outcomes and/or decrease in negative outcomes (Meyer et al., 2014).

1.4.2 Strong vs. Weak Situations

Situational cues are crucial as they are provided by external entities in order to affect a person's behavior in a desirable way (Meyer et al., 2010). This notion is useful for defining different situations. In other words, existence of the explicit or implicit cues lead individuals to meet behavioral expectations. In situations where the cues are strong, the state is called a "strong situation" and individuals act in a similar manner. For example, in a strong situation, employees from the same organization may agree on gossiping about a co-worker is not appropriate for the work environment. On the other hand, if the cues are inadequate or inconsistent, the state is called a "weak situation" and individuals act in a way that they feel the most natural (Dalal & Meyer, 2012). Therefore, the individual differences (like personality) become more apparent in weak situations. In other words, if the necessary characteristics exist, the situation is called strong and individuals' behavioral differences in terms of workplace outcomes are eliminated. If these characteristics are missing, the situation becomes weak and individual differences become clearer (Meyer et al., 2009). According to Meyer et al. (2009), strong situations can provide "behavioral homogeneity" in the workplace.

The classic example of this concept is traffic lights (Cooper & Withey, 2009; Dalal & Meyer, 2012; Mischel, 1977). Red traffic light is an example of a strong situation in which the expectations are clear and consistent (as you should stop your vehicle) and also you may face some consequences unless you behave in the expected way. On the other hand, yellow traffic light is an example of a weak situation, as personal tendencies and individual difference become more apparent as some individuals may prefer to stop and others may want to speed up and pass through the lights. To put it differently, situational strength theory suggests that behaviors are exhibited by the impact of personality in weak situations and they are

affected by the situational context in strong situations (Dalal, Alaybek, Sheng, Holland, & Tomassetti, 2019).

1.4.3 Situational Strength in Literature and Moderation Hypotheses

Several studies stressed the significance of situational strength (e.g., Johns, 2006; Weiss & Adler, 1984) and even it is suggested for situational strength to be considered as “the most important situational moderating variable” (Snyder & Ickes, 1985: 904). There are various meta-analysis studies that have been investigated this hypothesis as a moderator variable. For example, Meyer, Dalal, and Bonaccio (2009) showed that task performance and overall job performance were more strongly predicted by conscientiousness personality trait in occupations which have low levels of constraints and consequences as compared to occupations which have high levels of constraints and consequences. In addition, Bowling, Khazon, Meyer, and Burrus (2015) also demonstrated in their meta-analysis that magnitude of the relationship between job satisfaction and job performance was negatively related to constraints dimension of the situational strength. Judge and Zapata (2015) also conducted a meta-analysis and suggested that job performance was more strongly predicted by all Big 5 traits in weak situations as compared to strong situations.

In addition, there are several primary studies in the literature showing the moderation effect of situational strength on the relationship between individual differences and job outcomes by homogenizing employee behaviors (e.g., Barrick & Mount, 1996; Beaty, Cleveland, & Murphy, 2001; Lee & Dalal, 2016; Meyer et al., 2014; Smithikrai, 2008). For example, in one study situational strength was conceptualized as safety climate and moderated the relationship between conscientiousness and safety compliance behavior and also conscientiousness and safety helping behavior as higher levels of these behavior were captured in weak situations for individuals high in conscientiousness trait (Lee & Dalal, 2016). Another study suggested that in weak situations, conscientiousness and agreeableness were found to be more strongly related to organizational citizenship behavior (Meyer et al., 2014). Similarly, two decades ago, Barrick and Mount (1993)

used low autonomy and found that conscientiousness and extraversion were related to job performance in high autonomy (low situational strength). Smithikrai (2008) also found that strength of the situation moderates the personality and CWB relationship. Results yielded that the negative correlation coefficient of conscientiousness and CWB was higher in weak situations. Same pattern was also found for agreeableness and CWB relationship (Smithikrai, 2008).

Although there is a general agreement among scholars working on situational strength stating that strong situations weakens the personality and job outcome relationship, there is one anomalous finding worth mentioning. The aforementioned study found that personality and job performance relationship is stronger in strong situations and weaker in weak situations as completely opposed to situational strength theory (Meyer et al., 2014). The hypothesized assumption was that situational strength would moderate the conscientiousness and CWB association such that this relationship would be weaker in strong situations, yet the results suggested the opposite. Same results were obtained for the agreeableness and CWB relationship. Yet, the assumptions for personality and OCB relationship were supported in the expected manner as strong situations weakened this association.

However, Dalal et al. (2019) extended these findings in a recent study and suggested a two layered construct. They claimed that individuals are affected by their dispositions and try to fulfill their inclinations, even the negative ones. More specifically, when employees with an inclination for low performance (i.e. having low conscientiousness), are in a strong situation in which they have to engage in moderate to high levels of performance, their predispositions are not fulfilled and they need to outlet themselves in different forms like deviant behaviors. The authors found this pattern both for conscientiousness and agreeableness but not for emotional stability.

Based on the situational strength literature, it is predicted that the situation moderates the association between dark triad traits and CWBs. However, there can be different results regarding the facets. For example, in terms of clarity, clear-cut rules can be used and announced to prevent manipulative individuals violating rules.

This facet restricts individual differences in a way that leaving no ambiguity as the expectations in the work-setting are very clear. On the other hand, in an unclear environment, expectations and ways to do things can be interpreted differently by employees and employee related outcomes can vary. Considering the manipulative and self-centered nature of people high on the Dark Triad traits, unclear environments would create a perfect environment for them by allowing them to use their skills to manipulate the situations in a way that favors themselves. Therefore, clearing the environment would eliminate the individual differences as it sweeps the ambiguity from the job context. In terms of consistency, same pattern could be expected. The facet refers to a consistent work environment as work-related requirements are compatible with each other. This suggests that different sources of information is consistent over-time, or coming from different resources (e.g. supervisor, co-worker, manager). Similar to clarity, manipulating or “re-interpreting” the work context would be harder for individuals in a consistent environment. Therefore, people high on Dark Triad traits would find no place to engage in a more favorable way for themselves. Therefore, consistency helps to maintain the desirable work setting.

On the other hand, constraints is the opposite of autonomy and it restricts the ways to get a job done, in other words it restricts the individuals just like consequences facet which characterizes as the extent to have an impact on person or entity according to individuals’ behaviors. The difference between clarity and consistency vs. constraints and consequences can also be conceptualized as the following. Clarity and consistency is about the job environment that the person cannot have an effect on, meaning that these two facets are highly depend on information that are given by the job environment to the employees. Yet, constraints and consequences have a direct effect of how employees should act as these facets stress which task to do, when to do, how to do and what happens unless not do. Considering people high on Dark Triad traits have an impulsive nature, meaning that people with higher Dark Triad traits act without thinking the outcomes, the constraints and consequences facets are not expected to shape the behaviors of these

individuals. In other words, it can be speculated that while clarity and consistency *shape* individuals' behaviors in a more positive way, constraints, being the opposite of autonomy, *restricts* them in a more negative way, and consequences *restricts* their manner of carrying out job-related tasks. In their recent study Dalal et al. (2019) also used *positive* and *negative* terms for defining these facets. They conceptualized clarity as the positive facet and constraints as the negative one (Dalal et al., 2019). They did not give an indication for consistency or consequences.

Additionally, literature provides some insights into the moderator/mediator variables of dark characteristics and deviant work behaviors. For example, Machiavellianism and production deviance relationship was mediated by social undermining and moderated by organizational constraints (the concept is different from the constraints using in situational strength hypothesis, it was related to being lack of resources to get a job done like necessary equipment) such that this relationship was stronger when constraints were high as compared to low (Castille et al., 2017). In addition, moral disengagement, which was found to be associated to CWB (Barsky, 2011; Moore et al., 2012; as cited in LeBreton, Shiverdecker, Grimaldi, 2018) was related to psychopathy and Machiavellianism (Egan et al., 2015; as cited in LeBreton, Shiverdecker & Grimaldi, 2018).

In light of these, individuals with high levels of the Dark Triad traits are expected to engage in less CWBs in a strong situation compared to a weak situation as characterized by clarity and consistency. That is, individuals with high levels of the Dark Triad traits would engage in less CWBs in stronger situations as compared to weaker situations, characterized by clarity and consistency. However, there would be different results for interpersonal and organizational CWB. As both clarity and consistency facets are closely related to job-related situations and are lacking interpersonally related ones, they would not be expected to have an effect on interpersonal CWBs. Hence;

Hypothesis 2: Clarity will moderate the relationship between Dark Triad personality traits and CWBs, such that the association would be higher when clarity is lower.

2a: Clarity will moderate the relationship between Machiavellianism and CWB-O,

2b: Clarity will moderate the relationship between narcissism and CWB-O,

2c: Clarity will moderate the relationship between psychopathy and CWB-O.

Hypothesis 3: Consistency will moderate the relationship between Dark Triad personality traits and CWBs, such that the association would be higher when consistency is lower.

3a: Consistency will moderate the relationship between Machiavellianism and CWB-O,

3b: Consistency will moderate the relationship between narcissism and CWB-O,

3c: Consistency will moderate the relationship between psychopathy and CWB-O.

In general, the literature uses situational strength with its four facets of clarity, consistency, constraints, and consequences. Although this conceptualization is widely supported and effective in detecting the strength in given situations, using other concepts to detect the strength of the situation is not unprecedented. For example, Smithikrai (2008) used group norms and performance monitoring constructs to assess situational strength and treated them as a moderator variable. The conceptualization of these two constructs and how they are related to and different from the situational strength facets will be explained shortly after.

1.4.4 Group Norms

Chen, Wasti and Triandis (2007) explained group norms as “member’s perceptions of majority others’ expected behavior in a given situation”. Levi (2011) defined group norms as established rules being used by the group members in

determining which behaviors are acceptable and which are not in the group. Another definition was made by Birenbaum and Sagarin (1976) stating that norms are guides for individuals in order to determine the acceptable human behaviors in a particular situation at a particular time. Cialdini and Trost (1998) stated that group norms are unofficially accepted principles and rules about the acceptable behaviors which are derived from individuals' interactions with the other group members. Hence, these expectations may transfer actively by explicitly stating or passively by imitating the nonverbal behaviors (Naumann & Ehrhart, 2011). Some scholars have divided group norms into two as implicit and perceived (Pillutla & Chen, 1999), others (e.g., Cialdini & Trost, 1998; Cialdini, 2007) referring to many other forms (e.g., descriptive norms, injunctive/prescriptive norms) of group norms. In this study, perceived group norms, which refers to the observed context, are taken into account and focused on.

Norms are thought to have an impact on human behaviors if a behavioral judgment is in question (McDonald & Crandall, 2015). It was suggested that perceived group norms are important predictor of behavior which are presented by the employees (Kuraa, Shamsudina & Chauhana, 2013). Parks (2004) justified this idea as group norms have regulatory and survival functions in the group, so they have a big impact on the behaviors exhibited by the employees. Other researchers found important relationships between group norms and performance (Cai & Yang, 2008) and also between group norms and organizational citizenship behavior (Ehrhart & Naumann, 2004).

In the scope of this study, group norms are considered to have common characteristics with situational strength dimensions. For example, group norms clearly define specific expected and unacceptable behaviors leading to a clear environment just like in clarity dimension. Also, group norms indicate a consistent environment as the acceptable behaviors are specific to the situation and same over time similar to consistency dimension. In addition, group norms are defined by the group and not subject to the individual, leading a stricter environment which decreases autonomy similar to constraints. Finally, individuals may have to face

some results of the behaviors exhibit by the other group members (e.g., social isolation) if they do not meet the group's regulations and rules similar to consequences dimension. Also, one study used group norms as a substitute and measured situational strength with it (Smithikrai, 2008).

Additionally, group norms is about participants' perceptions of the observed behavioral patterns in the work group as having rules reinforcing by the group and just like situational strength, group norms may act in the same manner regarding DT traits-CWB relationship. Similar to the situational strength facets, the group norms scale used in this study is mostly about task-related constructs and does not contain interpersonal behaviors, so group norms are not expected to be a moderator in the Dark Triad traits and CWB-I relationship. Hence it is expected that group norms would act as a moderator in the Dark Triad traits and CWB-O.

Hypothesis 4: Group norms will moderate the relationship between Dark Triad personality traits and CWB-O, such that the association would be higher when group norms is lower.

4a: Group norms will moderate the relationship between Machiavellianism and CWB-O,

4b: Group norms will moderate the relationship between narcissism and CWB-O,

4c: Group norms will moderate the relationship between psychopathy and CWB-O.

1.4.5 Performance Monitoring

Stanton (2000) defined performance monitoring (PM) as all applications that include observing, examining and recording job-related behaviors of employees in the work context. PM could be used with or without the technological help. If performance monitoring systems (PMS) are used with a technological assistance it is called the electronic performance monitoring (EPM) and if the system does not have a technological assistance, it is classified as the traditional one. Those systems

monitor behaviors that are directly or indirectly relevant to the job performance of the employees (Bhave, 2014; Stanton, 2000). EPM systems have been empirically examined by the late 1980s (Cahill & Landsbergis, 1989; Chalykoff & Kochan, 1989). As technology progressively enters human's lives more EPM studies are being conducted. On the other hand, traditional performance monitoring (TPM) research can be found as early as in 1920s in Hawthorne experiments which were actually not aimed to monitor the performance yet the findings were the first results indicating human behavior (like performance) is sensitive to monitoring as the experiment suggested that monitoring has an effect on employees' productivity (Mayo 1933).

In a recent review, which was the first comprehensive one after Stanton's work in 2000, authors explained how electronic and traditional performance monitoring are different from each other (Ravid, Tomczak, White, & Behrend, 2020). While TPM uses direct supervision of individuals like managers, EPM can track employees ceaselessly, indiscriminately or intermittently; letting or not letting employees know they are monitored, and discreetly or intrusively (Ajunwa, Crawford, & Schultz, 2017; Ravid et al., 2020). Consequently, EPM provides behaviors to be captured more thoroughly and offers more concrete and enduring records which were more easily usable by supervisors (Montealegre & Cascio, 2017, Ravid et al., 2020). However, there are some ethical concerns about EPM as these systems also capture personal data which could be sensitive (West & Bowman, 2016). These two different PM systems may have different effects on several outcomes such as employee compliance (Boyce, 2017) and social facilitation (Laird, Bailey, & Hester, 2018).

Although PM was used to measure situational strength (Smithikrai, 2008) as these two constructs have obvious commonalities, they have some particular differences. For example, clarity and consistency stress the given information about the job indicating that information are clearly stated, understandable and consistent across different sources or time. These two notions are speculated to not to have a common ground with the PM. Additionally, constraints is about restrictions

containing how an employee conducts a specific task, yet in PM, there are specific regulations to inhibit deviant behaviors by monitoring the employees and these feature makes PM closely related to CWB. Therefore they restrict the individuals for different purposes making constraints and PM separate conducts. In addition, consequences is about increasing a positive outcome or decreasing a negative one by adhering to some rules and regulations (Meyer et al., 2014). It can be speculated for them to be not an immediate but rather a long-term resulting constructs. Yet, PM is about the direct observations and recording simultaneously as the behavior occurs which makes it a more immediate construct. In these ways, PM becomes a totally different construct, yet contains some similarities to situational strength.

Just like group norms, performance monitoring is also used in this context as a situational strength indicator and it is expected that to be act like situational strength and moderate the relationship between the Dark Triad traits and deviant work behaviors. Hence following statements are hypothesized:

Hypothesis 5: Performance monitoring will moderate the relationship between Dark Triad personality traits and both CWBs, such that the association would be higher when monitoring is lower.

5a: Performance monitoring will moderate the relationship between Machiavellianism and CWB-I,

5b: Performance monitoring will moderate the relationship between narcissism and CWB-I,

5c: Performance monitoring will moderate the relationship between psychopathy and CWB-I.

5d: Performance monitoring will moderate the relationship between Machiavellianism and CWB-O,

5e: Performance monitoring will moderate the relationship between narcissism and CWB-O,

5f: Performance monitoring will moderate the relationship between psychopathy and CWB-O.

To sum up, it is expected for situational strength to act as a moderator in Dark Triad traits and deviant work place behaviors (*Figure 1*). In the scope of this study, moderator effect of situational strength was expected for clarity, consistency, group norms and performance monitoring. Predictor variables of this model are Machiavellianism, narcissism and psychopathy and outcome variables are interpersonal-CWB and organizational-CWB.

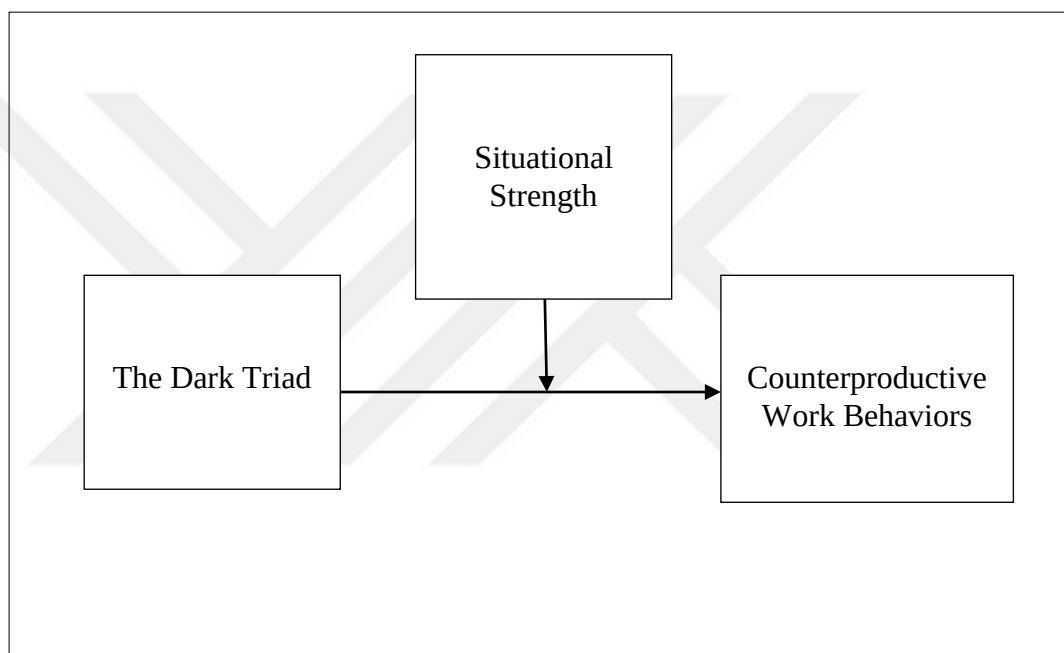


Figure 1. Proposed Model

CHAPTER 2

METHOD

In this study, the relationships between Dark Triad traits (Machiavellianism, narcissism, and psychopathy) and perceived counterproductive work behaviors (interpersonal and organizational) were investigated by taking account of the moderating role of situational strength and its four facets: clarity, consistency, constraints, and consequences.

2.1 Participants and Procedure

Ethics approval was obtained from the University Human Subjects Ethics Committee. All the instruments were spread in social media such as Twitter, LinkedIn, Facebook via an online METU Qualtrics link.

Data were collected online from employees who have been working at their current company for at least six months at the time they completed the survey. The reason behind requiring participants to work at least six months in their current company is to eliminate the honeymoon effect which is a deceptive job satisfaction occurring after a job change. Also, participants indicated their current sector, education level and sex in the demographics form. There was no restriction in terms of participants' sector. Participation was anonymous, hence no one indicated a name or a company. 653 participants completed the survey. Of these, 95 participants who did not choose the specified responses in two bogus questions, 7 outliers and 1 participant who had experience less than 6 months were deleted and 550 participants were left.

Of the participants, while 367 (66.7%) were women, 180 (32.7%) were men and 3 participants (0.5%) did not want to indicate their sex. In terms of the age distribution, 128 participants' (23.3%) ages ranged from 18 to 24, 306 participants'

(55.6%) ages ranged from 25 to 34, 88 participants' (16%) ages ranged from 35 to 44, 21 participants' (3.8 %) ages ranged from 45 to 54, and 7 participants' (1.3%) ages were above 55. Mean age of the participants was 29.87.

In terms of education levels, 66 participants (12%) either completed their PhD education or were still pursuing it, 175 participants (32%) either completed their master's education or were still pursuing it, 269 people (49%) either completed their bachelor's education or were still pursuing it, 16 people (3%) either completed their associate's education or were still pursuing it, and 24 people (4%) had completed high school.

Mean of overall work experience of the participants was 77.63 months ranging from 6 months to 420 months whereas mean of work experience of the participants' current institution was found as 43 months ranging from 6 months to 336 months.

Of the participants 123 (22%) were employed in the education sector, 59 (11%) were in the health sector, 58 (11%) were in academia, and 24 (4%) were in the consultancy sector. 286 participants (52%) were distributed across the remaining 44 sectors ranging from 1 person (0.2%) to 20 people (4%). Of the participants 196 (36%) were working in a public institution, 314 (57%) were in a private institution, and 40 (7%) did not want to indicate their institution.

2.2 Measures

2.2.1 Dirty Dozen Scale

To assess the Dark Triad traits, the Dirty Dozen scale (12 items; Jonason & Webster, 2010) was used including the Machiavellianism (4 items; $\alpha = .78$), narcissism (4 items; $\alpha = .87$), and psychopathy (4 items; $\alpha = .80$) subscales. Turkish version of the Dirty Dozen was used (see Appendix D; Özsoy, Rauthmann, Jonason, & Ardiç, 2017). A sample item for Machiavellianism is "I tend to exploit others towards my own end". A sample item for narcissism is "I tend to want others to pay attention to me". A sample item for psychopathy is "I tend to be unconcerned with

the morality of my actions”. The scale was answered on a 6-point Likert-type scale from 1 (strongly disagree) to 6 (strongly agree). Also, 20 items that were taken from the Big-5 Scale were randomly added to the scale in order not to present a dark theme to the participants (Cemalcilar, Sumer, Sumer, & Baruh, 2017).

2.2.2 CWB Scale

In order to assess CWB-O and CWB-I, 37 item adapted version (Ağca & Toker, 2014) of CWB Checklist developed by Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006) was used (see Appendix E). Participants rated items on a 6-point Likert-type scale from 1 (never) to 6 (daily) indicating the extent they had engaged in that behavior in last three weeks. A sample item for organizational deviance ($\alpha = .81$) is “Taking an additional or longer break than is acceptable at my workplace”. A sample item for interpersonal deviance ($\alpha = .78$) is “Said something hurtful to someone at work”.

2.2.3 Situational Strength at Work (SSW) Scale

In order to assess situational strength the SSW used (20-item; Meyer et al., 2014; see Appendix F). The measure has four facets and each of the facets were shown to have acceptable levels of internal consistency: clarity (5 items; $\alpha = .94$), constraints (5 items; $\alpha = .94$), consistency (5 items; $\alpha = .91$) and consequences (5 items; $\alpha = .89$). The scale was answered on a 6-point Likert-type scale from 1 (strongly disagree) to 6 (strongly agree). Sample items are “On this job, specific information about work-related responsibilities is provided” for Clarity, “On this job, different sources of work information are always consistent with each other” for Consistency, “On this job, an employee’s decisions have extremely important consequences for other people” for Consequences, and “On this job, an employee is prevented from making his/her own decisions” for Constraints.

2.2.4 Group Norms Scale

The scale (5 items; $\alpha = .93$) was developed by Smithikrai (2008) in order to assess participants’ perceptions of the observed behavioral patterns in the work

group regarding CWBs (see Appendix G). A sample item for group norms scale is “In my department, reading magazines, newspapers, or talking on the phone for personal matters during office hours are something everyone can do without receiving negative feedback from coworkers”. The scale was answered on a 6-point Likert-type scale from 1 (strongly disagree) to 6 (strongly agree). The scale was first translated from English to Turkish in this study by using the translation – back translation technique. Back translation was achieved by a bilingual speaker. Original items and back translated items were observed to have conceptual equivalence.

2.2.5 Performance Monitoring Scale

The scale (5 items; $\alpha = .83$) was developed by Smithikrai (2008) in order to assess participants’ perceptions of performance monitoring in their organizations (see Appendix G). The scale assesses the knowledge of the employee about the degree of performance monitoring which involves observation and examination of employees’ work behaviors with or without the help of technological devices. A sample item for performance monitoring scale is “My organization closely monitors employees’ work behaviors”. The scale was answered on a 6-point Likert-type scale from 1 (strongly disagree) to 6 (strongly agree). The scale was first translated from English to Turkish in this study by using the translation – back translation technique. Back translation was achieved by a bilingual speaker. Original items and back translated items were observed to have conceptual equivalence.

2.2.6 Social Desirability Scale

As the study’s nature has a dark theme, social desirability was used as a control variable. Adaptation of Short-form of Marlowe-Crowne Social Desirability Scale (MCSDS) developed by Marlowe and Crowne (1960, 1964) was used (Ural & Özbirecikli, 2006; see Appendix H). Participants answer the 7 item-questionnaire as “Yes” or “No”.

2.2.7 Demographics

Participants were asked about tenure, sector, work experience, education level and sex.



CHAPTER 3

RESULTS

3.1 Overview

This chapter presents data screening and cleaning procedures, descriptive statistics, results of factor analysis, correlational relationships between all variables and hypothesis testing. In the first section, data screening and cleaning procedures are described followed by confirmatory and exploratory factor analysis. In addition, descriptive statistics, sex, education level and institutional differences are presented. Next section presents correlation results of all variables. Finally, results of moderation analysis are presented aiming to understand how the relationship between dark triad characteristics and deviant work behaviors are affected by situational factors.

3.2 Data Screening and Cleaning

This section examines the data accuracy, missing data treatment, and multivariate statistical assumptions.

There were 653 participants who completed all of the questionnaires with no missing data as responses on all scales were forced to proceed. In order to detect random responders, there were two bogus items, asking participants to choose a specific response. 95 participants who did not choose the specified responses in these two bogus questions were deleted and 558 respondents were left. In order to test the multicollinearity assumption, item correlations were examined. There was no multicollinearity issue in this data. To investigate outliers in the data, Mahalanobis distance was used. Results indicated removing 7 participants as they were multivariate outliers. Finally, one person was deleted because of indicating having less than 6 months of work experience, leaving the data with 550 participants.

3.3 Confirmatory Factor Analysis

To confirm the factor structure of the Dark Triad, Confirmatory Factor Analysis (CFA) was conducted on Narcissism, Machiavellianism and Psychopathy. The average off-diagonal absolute standardized residual was 0.0382. The percentage of residuals that fell between -.1 and +.1 was 88.47% which indicated non-normally distributed data. Model fit was not achieved. Lagrange Multiplier test indicated adding two freely estimated error covariances to the model. First one was between item 6 (“I tend to exploit others towards my own end”) and item 10 (“I tend to manipulate others to get my way”) from Machiavellianism and the second one was between the errors of item 12 (“I tend to lack remorse”), and item 18 (“I tend to be callous or insensitive”) from Psychopathy. The modified model fit the data well (S-B $\chi^2(49) = 97.93$, $p < .001$, $CFI = .955$, $RMSEA = .042$, 90% CI of RMSEA [.030, .054], $RHO = .75$).

To confirm the factor structure of Situational Strength, a CFA was conducted on clarity, consistency, constraints, and consequences. The average off-diagonal absolute standardized residual was 0.1191. The percentage of residuals falling between -.1 and +.1 was 80% which indicated non-normally distributed data. The analysis suggested adding three freely estimated error covariances. One was in the constraint factor, between item 43 (“An employee has the freedom to determine his or her tasks, priorities or goals”) and item 44 (“There is an obligation to comply with very strict deadlines”) and the other was in the consistency scale between item 41 (“The instructions of the superiors (manager & supervisor) and corporate policies are in line with each other”) and item 42 (“Informal referrals are generally consistent with corporate policies”), and the last one was in the clarity factor between item 33 (“Detailed information about job responsibilities is provided”) and item 34 (“Clear information about what employees need to do to succeed is provided”). Results showed an acceptable fit to the data (S-B $\chi^2(243) = 591.893$, $p < .001$, $CFI = .932$, $RMSEA = .051$, 90% CI of RMSEA [.046, .056], $RHO = .83$).

3.4 Exploratory Factor Analysis

Exploratory Factor Analyses (EFA) were conducted for the scales of Group Norms and Performance Monitoring and Counterproductive Work Behavior as they were translated to Turkish.

In order to examine the factor structure of Group Norms and Performance Monitoring scales an EFA was conducted using principal-axis factor extraction with Direct Oblimin rotation. The results yielded that Kaiser-Meyer-Olkin Measure of Adequacy was .82 with significant Bartlett's Test of Sphericity ($X^2= 1308.41$, $p < .001$). The results suggested a two-factor structure based on the Eigen value of 1 or above. All items loaded on the exact factors that they were supposed to load. These two factors explained 34.72% and 14.86% of the total variance, with a total of 49.58% explained variance. For the first factor of Performance Monitoring, factor loadings ranged from .797 to .505 whereas for Group Norms, factor loadings ranged from .635 to .309.

For the counterproductive work behavior scale an EFA was conducted with a principal-axis factor extraction and Direct Oblimin as the rotation method. EFA was preferred to examine the factor structure of the scale as the scale was taken from an unpublished master's thesis (Ağca, 2014) and was being used for the first time. The results showed that Kaiser-Meyer-Olkin Measure of Adequacy was .866 with significant Bartlett's Test of Sphericity ($X^2= 7834.135$, $p < .001$). As the scale was used in a two-factor manner as interpersonal and organizational, a two-factor structure was tested. Cut-off point of item loadings was determined as .40 and any item lower than this was deleted. In addition, items that loaded on the opposite factors and those which did not load on any factors were deleted. Accordingly, 12 items were deleted leaving the scale with 25 items; 14 items for CWB-O, 11 items for CWB-I.

3.5 Descriptive Statistics

All variables had Cronbach's alpha coefficients above acceptable level ranging from .74 to .91 except for Narcissism ($\alpha = .63$), Psychopathy ($\alpha = .41$),

Group Norms ($\alpha = .64$), and Social Desirability ($\alpha = .42$ (*Table 1*)). In Turkish context, alpha coefficient for psychopathy in the Dark Triad scales are generally not high but adequate. For example, Özsoy, Rauthmann, Jonason, and Ardiç (2017) found $\alpha = .67$. Since Narcissism was measured with 4 items, .63 was considered adequate. In addition, Social Desirability scale was a dichotomous one so its alpha value was measured with Kuder-Richardson technique.

3.6 Exploratory Group Differences on Variables

3.6.1 Sex Differences

Independent-samples t-tests were conducted to compare sex differences on all study variables which were Dark Triad and its facets, Situational Strength and its facets, CWB and its facets. Results suggested that there was a significant sex difference for Machiavellianism, Psychopathy, composite Dark Triad levels, and Interpersonal-CWB. According to the results Machiavellianism levels of men ($M = 2.17$, $SD = 1.04$) were significantly higher than women ($M = 1.93$, $SD = 0.8$); $t(288) = -2.72$, $p = .007$. In addition, psychopathy levels of men ($M = 2.61$, $SD = 0.85$) were significantly higher than women ($M = 2.34$, $SD = 0.74$); $t(545) = -3.73$, $p < .001$. Composite Dark Triad scores of men ($M = 2.90$, $SD=0.69$) were significantly higher than women ($M = 2.74$, $SD = 0.61$); $t(545) = -2.64$, $p = .008$. Interpersonal-CWB levels of men ($M = 1.20$, $SD = 0.47$) were significantly higher than women ($M = 1.09$, $SD = 0.24$); $t(225.36) = -2.94$, $p = .004$.

Table 1.*Descriptive Statistics of Study Variables*

	Number of Items	Cronbach Alpha	Mean	SD	Range	Skew ness
DT	12	.74	2.80	.64	3.67	.47
Narcissism	4	.63	3.94	.89	4.75	-.21
Psychopathy	4	.41	2.44	.80	4.50	.46
Machiavellianism	4	.77	2.02	.90	4.25	1.09
SS	24	.76	3.88	.54	3.38	-.13
Clarity	5	.91	4.06	1.13	5.00	-.59
Consistency	5	.80	3.73	1.03	5.00	-.48
Constraints	7	.81	3.73	.97	4.86	-.06
Consequences	7	.80	3.99	.94	5.00	-.17
CWB	25	.88	1.32	.37	2.44	2.23
Interpersonal	11	.89	1.21	.34	4.09	6.16
Organizational	14	.82	1.43	.50	2.86	1.53
GNPM	10	.79	3.35	.78	3.90	.04
Group Norms	5	.64	3.46	.98	5.00	.02
Perf. Monitoring	5	.81	3.24	.91	4.20	.10
SD						
Social Desirability	7	.42	.74	.20	1.00	-.83

Notes. DT = Dark Triad, SS = Situational Strength, CWB = Counterproductive Work Behavior, GNPM = Group Norms and Performance Monitoring Scale, SD = Social Desirability. All scales are rated on a 6-point scale with higher scores indicating higher endorsement of the construct. *N* = 550.

3.6.2 Institutional Differences (Public vs. Private)

Independent-samples t-tests were conducted to compare institution (public vs private) differences in all study variables. Results suggested that there were significant institution differences for Machiavellianism, Psychopathy, Dark Triad levels, Constraints, and Performance Monitoring.

According to the results Machiavellianism levels of participants working in private institutions ($M = 2.09$, $SD = .97$) were significantly higher than participants working in public institutions ($M = 1.89$, $SD = .75$); $t(483) = -2.63$, $p = .001$. Similarly, psychopathy levels of participants working in private institutions ($M = 2.51$, $SD = .79$) were significantly higher than participants working in public institutions ($M = 2.29$, $SD = .75$); $t(508) = -3.068$, $p = .002$. Composite Dark Triad scores of participants working in private institutions ($M = 2.87$, $SD = .65$) were significantly higher than participants working in public institutions ($M = 2.69$, $SD = .60$); $t(508) = -3.153$, $p = .002$. Constraints levels reported by participants working in public institutions ($M = 3.89$, $SD = .88$) were significantly higher than those reported by participants working in private institutions ($M = 3.65$, $SD = .99$); $t(508) = 2.796$, $p = .005$. Also, performance monitoring levels of participants working in public institutions ($M = 3.72$, $SD = 1.07$) were significantly higher than participants working in private institutions ($M = 3.38$, $SD = 1.26$); $t(463) = 3.238$, $p = .001$. In addition, composite group norms and performance monitoring scores of participants working in public institutions ($M = 3.69$, $SD = .84$) were significantly higher than participants working in private institutions ($M = 3.43$, $SD = .95$); $t(508) = 3.145$, $p = .002$. Lastly, no group differences were observed on CWBs.

3.6.3 Education Level Differences

One-way ANOVA was conducted to compare the effect of education levels (the highest degree of education which was completed or currently pursuing it) on all study variables. There was a significant effect of education levels (high school, associate's, bachelor's, master's, PhD degrees) on Group Norms and Performance

Monitoring Scale, its two sub-facets, the consequences facet of situational strength and also the composite score of situational strength.

According to the results, there was a significant effect of education on consequences at the $p < .01$ level for the five education levels [$F(4,545) = 3.58, p = .007$]. Post-hoc comparisons indicated that mean score of consequences reported by high school graduates ($M = 4.48, SD = .63$) was significantly higher than those in the master's category ($M = 3.91, SD = .87$) and PhD category ($M = 3.77, SD = 1.02$).

In addition, there was a significant effect of education on situational strength at the $p < .05$ level for the five conditions [$F(4,545) = 3.066, p = .016$]. Post-hoc comparisons using the Bonferroni adjustment indicated that mean score of situational strength of high school category ($M = 4.17, SD = .31$) was significantly higher than the master's category ($M = 3.81, SD = .54$).

In addition, there was a significant effect of education on group norms and performance monitoring at the $p < .05$ level for the five conditions [$F(4, 545) = 10.566, p < .001$]. Post-hoc comparisons using the Bonferroni adjustment indicated that mean score of group norms and performance monitoring of the PhD category ($M = 4.06, SD = .84$) was significantly higher than the high school category ($M = 3.19, SD = .87$), bachelor's category ($M = 3.35, SD = .84$) and master's category ($M = 3.65, SD = .93$). The bachelor's category ($M = 3.35, SD = .84$) was significantly different than the master's category ($M = 3.65, SD = .93$).

Also, there was a significant effect of education on group norms at the $p < .01$ level for the five conditions [$F(4, 545) = 4.467, p = .001$]. Post-hoc comparisons using the Bonferroni adjustment indicated that mean score of group norms of PhD category ($M = 3.90, SD = 1.01$) was significantly different than bachelor's category ($M = 3.39, SD = .92$).

In addition, there was a significant effect of education on performance monitoring at the $p < .01$ level for the five conditions [$F(4, 545) = 10.14, p < .001$]. Post-hoc comparisons using the Bonferroni adjustment indicated that mean score of group norms and performance monitoring of master's category ($M = 4.06, SD = .84$) was significantly different than high school category ($M = 2.98, SD = .93$),

bachelor's category ($M = 3.3$, $SD = 1.14$) and PhD category ($M = 4.22$, $SD = 1.06$) as well as bachelor's category ($M = 3.3$, $SD = 1.14$) was significantly different than PhD category ($M = 4.22$, $SD = 1.06$). No group differences were observed on CWBs.

3.7 Correlations

All study variables were examined regarding their correlational associations (see *Table 1*). All Dark Triad traits were positively correlated with each other consistent with the literature. The highest correlation was between Machiavellianism and Psychopathy ($r = .49$), following by Machiavellianism and Narcissism ($r = .34$) and the lowest one was between Narcissism and Psychopathy ($r = .18$).

In addition, all facets of situational strength were correlated with each other. Clarity was positively related to consistency ($r = .66$) and consequences ($r = .20$), and negatively related to constraints ($r = -.31$). Consistency was negatively related to constraints ($r = -.42$) and positively related to consequences ($r = .11$). Constraints was positively associated with consequences ($r = .13$). Also, all situational strength variables were positively related to group norms and performance monitoring. Clarity was positively related to group norms ($r = .14$) and performance monitoring ($r = .10$). Consistency was positively related to group norms ($r = .11$). Constraints was positively associated to group norms ($r = .15$) and performance monitoring ($r = .27$). Consequences was positively correlated to group norms ($r = .17$) and performance monitoring ($r = .28$). Also, results indicated that group norms and performance monitoring were positively correlated with each other ($r = .39$).

CWB-I was positively associated with Narcissism ($r = .11$), Machiavellianism ($r = .31$), and Psychopathy ($r = .25$). CWB-O was positively related to Narcissism ($r = .19$), Machiavellianism ($r = .35$), and Psychopathy ($r = .26$). Thus, Hypothesis 2 was supported for all the Dark Triad Traits.

CWB-O was negatively related to clarity ($r = -.18$), consistency ($r = -.22$), and consequences ($r = -.09$), group norms ($r = -.30$), and performance monitoring ($r = -.14$) but not constraints. CWB-I was not related to none of the situational strength variables.

Social desirability was negatively correlated with all Dark Triad traits [Narcissism ($r = -.19$), Machiavellianism ($r = -.31$), and Psychopathy ($r = -.28$)], consequences ($r = .16$), group norms ($r = .15$), performance monitoring ($r = .15$), CWB-I ($r = -.19$), CWB-O ($r = -.31$); and positively correlated with clarity ($r = .10$), and consistency ($r = .09$). It appears that those who respond more desirably tend to report less dark triad traits and less CWBs. Thus, social desirability was controlled in all moderation analyses.



Table 2.
Pearson Correlation Coefficients

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Narcissism	—													
2. Mach.	.34**	—												
3. Psychopathy	.18**	.49**	—											
4. Clarity	.11**	.08	.06	—										
5. Consistency	.04	-.00	.01	.66**	—									
6. Constraints	-.08	-.04	-.07	-.31**	-.42**	—								
7. Consequences	.04	-.03	-.03	.20**	.11*	.13**	—							
8. Group Norms	.01	-.09*	-.10*	.14**	.11**	.15**	.17**	—						
9. PM	.03	-.05	-.05	.10*	.04	.27**	.28**	.39**	—					
10. CWB-O	.19**	.35**	.26**	-.18**	-.22**	-.00	-.09*	-.30**	-.14**	—				
11. CWB-I	.11**	.31**	.25**	-.02	-.08	.06	.00	-.07	-.01	.40**	—			
12. SD	-.19**	-.31**	-.28**	.10*	.09*	.05	.17**	.15**	.15**	-.31**	-.19**	—		
13. Gender	-.04	.12**	.16**	.05	.02	.02	.11**	.02	-.00	.01	.15**	.09*	—	
14. Age	-.19**	-.19**	-.15**	.05	.04	.11**	-.00	.11**	.07	-.13**	-.00	.19**	.06	—

* $p < .05$ (2-tailed), ** $p < .01$ (2-tailed), $N = 550$

3.8 Moderation Analyses

Series of moderation analyses were conducted by using the PROCESS macro for Statistical Package for the Social Sciences 23.0 (SPSS 23.0). In the analyses, Dark Triad traits were the predictors. Clarity, consistency, group norms, and performance monitoring were the moderators and counterproductive work behaviors (interpersonal and organizational) were outcome variables. Social desirability and gender were controlled by using them as the covariate in every analysis. An alpha level of .05 was used to test statistical significance.

3.8.1 Clarity as a Moderator

The Hypothesis 2 was supported which suggested that all DT traits and CWB-O relationships were moderated by clarity. More specifically, Machiavellianism and CWB-O relationship was moderated by clarity ($b = -.05$, $SE = .02$, $t = -2.63$, $p = .01$, 95% CI = $-.09$ $-.01$). Therefore, Hypothesis 2a, stating that individuals high in Machiavellianism would show lower levels of CWB-O in environments with high clarity, was supported (*Figure 2*). There is a stronger significant positive relationship between Machiavellianism and CWB-O when there is lower levels of clarity ($b = .24$, $SE = .03$, $t = 7.11$, $p = .00$, 95% CI = $.17$, $.30$) and a weaker association when clarity is high ($b = .12$, $SE = .03$, $t = 4.18$, $p = .00$, 95% CI = $.07$, $.18$).

In addition, narcissism and CWB-O relationship was moderated by clarity ($b = -.05$, $SE = .02$, $t = -2.49$, $p = .01$, 95% CI = $-.08$, $-.01$). Therefore, hypothesis 2b was supported stating that individuals high on narcissism engage in less CWB-O when there is high clarity (*Figure 3*). There is a significant positive relationship between Narcissism and CWB-O when there is low levels of clarity ($b = .14$, $SE = .03$, $t = 4.62$, $p < .00$, 95% CI = $.08$, $.20$), but there is a non-significant relationship when clarity is high ($b = .04$, $SE = .03$, $t = 1.24$, $p = .21$, 95% CI = $-.02$, $.10$).

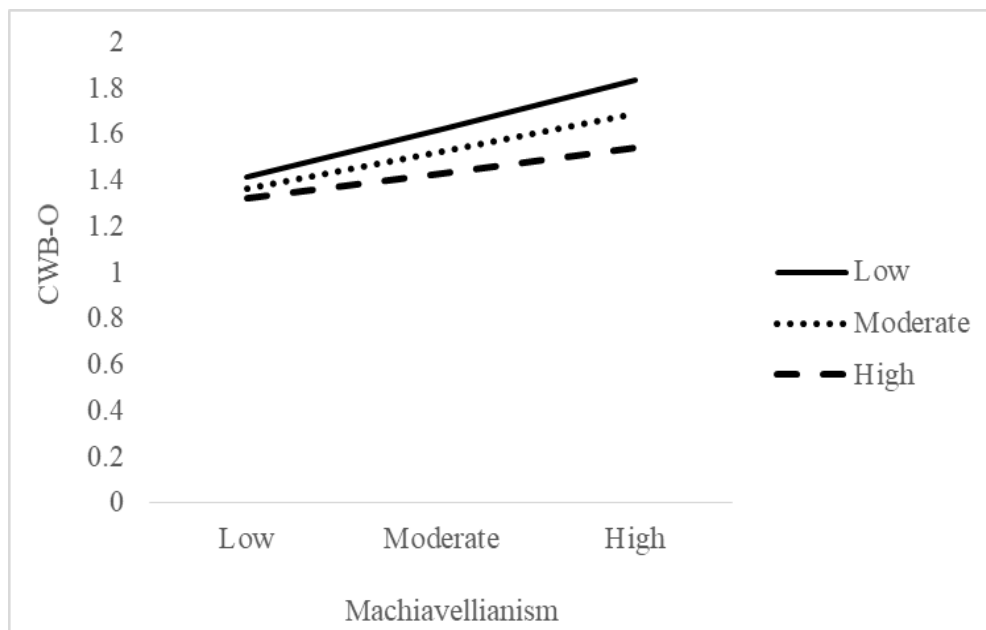


Figure 2. The Moderation Effect of Clarity on Machiavellianism and CWB-O.



Figure 3. The Moderation Effect of Clarity on Narcissism and CWB-O.

Also, psychopathy and CWB-O relationship was moderated by clarity ($b = -.05$, $SE = .02$, $t = -2.16$, $p = .03$, 95% CI = $-.09, -.00$). Therefore, Hypothesis 2c was supported stating that individuals high on psychopathy engage in less CWB-O when there is high clarity (Figure 4). There is a significant and stronger positive relationship between Psychopathy and CWB-O when there is low levels of clarity ($b = .19$, $SE = .04$, $t = 4.85$, $p < .001$, 95% CI = $.11, .26$) and a weaker association when clarity is high ($b = .08$, $SE = .03$, $t = 2.26$, $p = .02$, 95% CI = $.01, .15$).

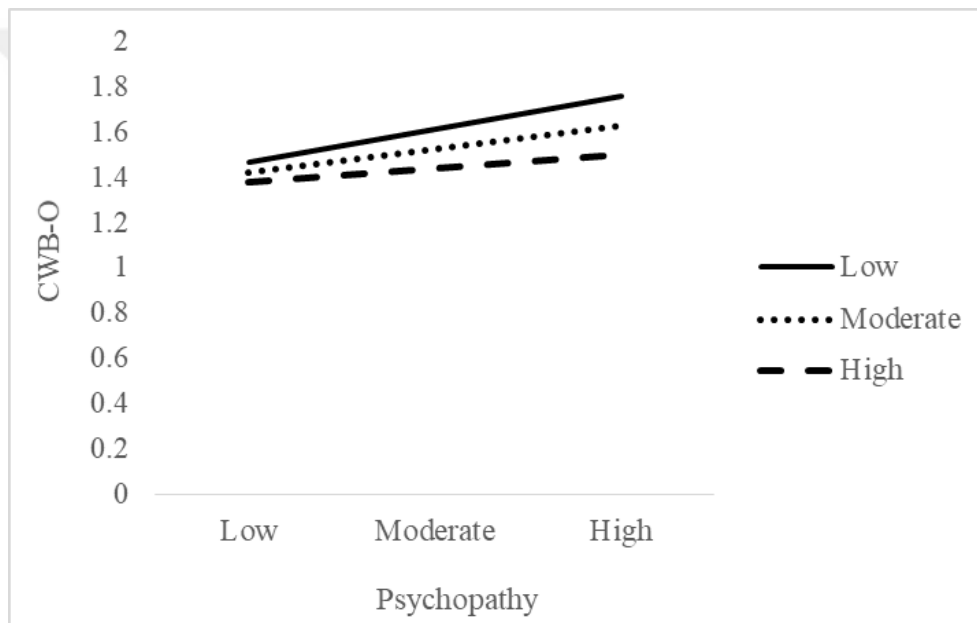


Figure 4. The Moderation Effect of Clarity on Psychopathy and CWB-O.

3.8.2 Consistency as a Moderator

The Hypothesis 3 was partially supported which suggested that all DT traits and CWB-O relationships were moderated by consistency. More specifically, Machiavellianism and CWB-O relationship was moderated by consistency ($b = -.05$, $SE = .02$, $t = -2.58$, $p = .01$, 95% CI = $-.10, -.01$). Therefore, Hypothesis 3a stating that individuals high in Machiavellianism would show lower levels of CWB-O in strong environments with high consistency, was supported (Figure 5). There is a significant and stronger positive relationship between Machiavellianism and CWB-O

when there is low levels of consistency ($b = .22$, $SE = .03$, $t = 7.02$, $p < .00$, 95% CI = .16, .28) and a weaker association when consistency is high ($b = .11$, $SE = .03$, $t = 3.4$, $p < .00$, 95% CI = .05, .17).

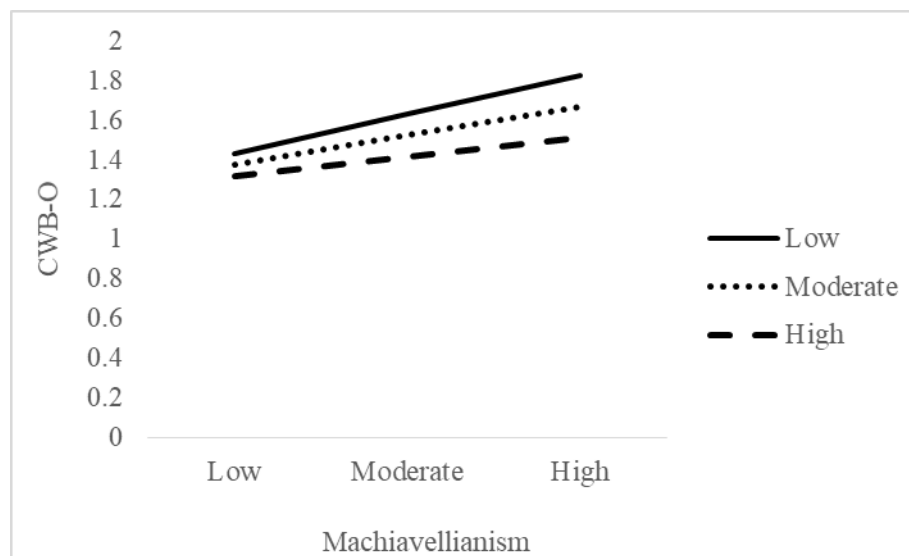


Figure 5. The Moderation Effect of Consistency on Machiavellianism and CWB-O.

Also, psychopathy and CWB-O relationship was moderated by consistency ($b = -.05$, $SE = .02$, $t = -2.19$, $p = .03$, 95% CI = -.10, -.01). Therefore, hypothesis 3c was supported stating that individuals high on psychopathy engage in less CWB-O when there is high consistency (Figure 6). There is a significant positive relationship between Psychopathy and CWB-O when there is low levels of consistency ($b = .18$, $SE = .04$, $t = 4.88$, $p < .001$, 95% CI = .11, .25), but there is a non-significant relationship when consistency is high ($b = .07$, $SE = .04$, $t = 1.93$, $p = .05$, 95% CI = -.00, .14). However, Hypothesis 3b stating that individuals high in narcissism would show lower levels of CWB-O in strong environments with high consistency, was not supported ($b = -.03$, $SE = .02$, $t = -1.33$, $p = .19$, 95% CI = -.07, .01).

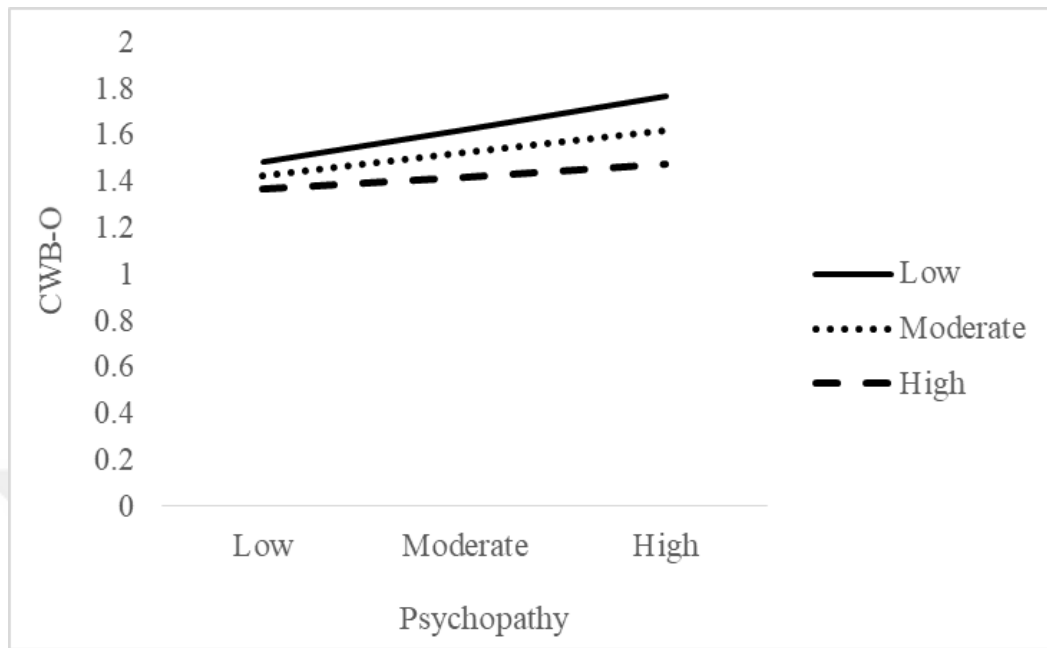


Figure 6. The Moderation Effect of Consistency on Psychopathy and CWB-O.

3.8.3 Group Norms as a Moderator

Hypothesis 4 was partially supported which suggested that all DT traits and CWB-O relationships were moderated by group norms. More specifically, psychopathy and CWB-O relationship was moderated by group norms ($b = -.06$, $SE = .02$, $t = -2.34$, $p = .02$, 95% CI = $-.11, -.01$). Therefore, hypothesis 4c was supported stating that individuals high on psychopathy engage in less CWB-O when there is high group norms (Figure 7). There is a significant positive relationship between Psychopathy and CWB-O when there is low levels of group norms ($b = .16$, $SE = .03$, $t = 4.64$, $p < .001$, 95% CI = $.09, .23$), but there is a non-significant relationship when group norms is high ($b = .05$, $SE = .04$, $t = 1.30$, $p = .19$, 95% CI = $-.02, .12$). However, Hypothesis 4a stating that group norms would moderate the Machiavellianism and CWB-O relationship was not supported ($b = -.03$, $SE = .02$, $t = -1.52$, $p = .13$, 95% CI = $-.07, .01$). Similarly, Hypothesis 4b stating that group norms would moderate the narcissism and CWB-O relationship was not supported ($b = -.03$, $SE = .02$, $t = -1.22$, $p = .22$, 95% CI = $-.07, .01$).

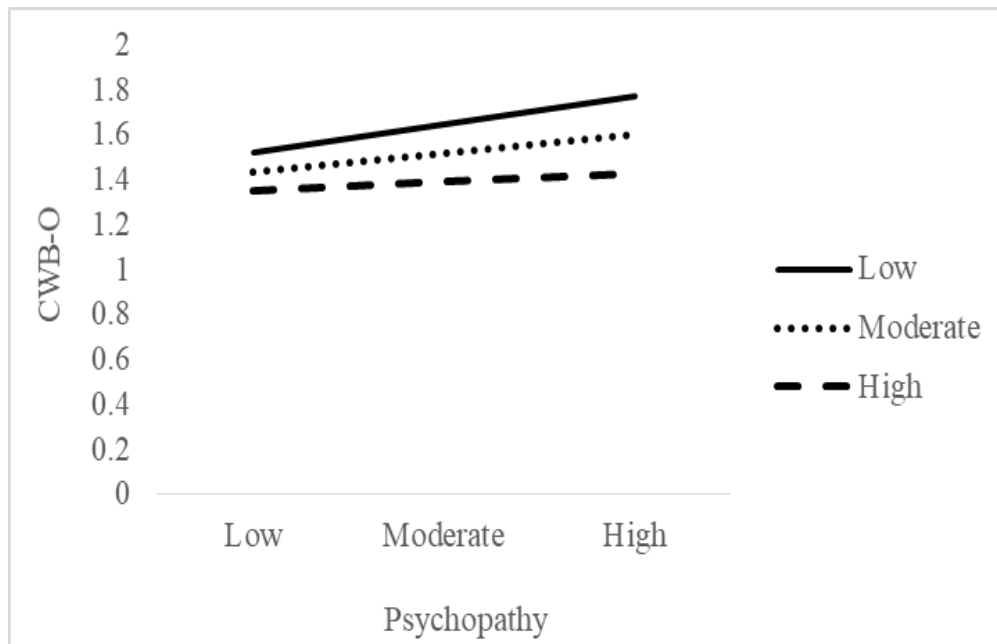


Figure 7. The Moderation Effect of Group Norms on Psychopathy and CWB-O.

3.8.4 Performance Monitoring as a Moderator

Hypothesis 5 stating that performance monitoring would moderate the relationship between DT traits and CWB-O and CWB-I was partially supported. More specifically, Machiavellianism and CWB-I relationship was moderated by performance monitoring ($b = -.21$, $SE = .10$, $t = -2.09$, $p = .04$, 95% CI = $-.41, .01$). Therefore, Hypothesis 5a, stating that individuals high in Machiavellianism show lower levels of CWB-I where there are higher levels of performance monitoring, was supported (Figure 8). There is a significant positive relationship between Machiavellianism and CWB-I when there is low levels of performance monitoring ($b = .83$, $SE = .14$, $t = 5.95$, $p < .00$, 95% CI = $.56, 1.10$), but there is a non-significant relationship when performance monitoring is high ($b = .32$, $SE = .19$, $t = 1.75$, $p = .08$, 95% CI = $-.03, .69$).

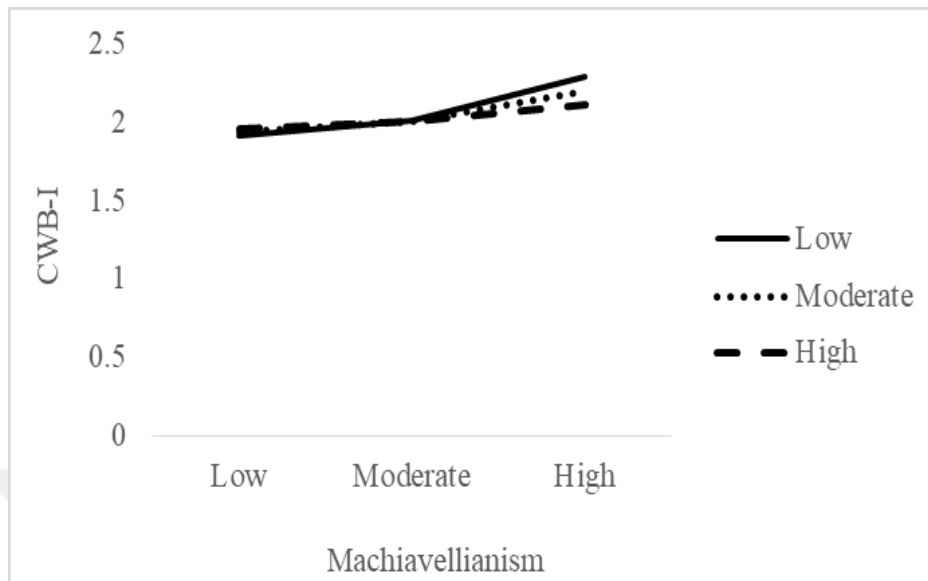


Figure 8. The Moderation Effect of Performance Monitoring on Machiavellianism and CWB-I.

Additionally, narcissism and CWB-I relationship was moderated by performance monitoring ($b = -.03$, $SE = .01$, $t = -2.03$, $p = .04$, 95% CI = $-.05$, $-.00$). Therefore, Hypothesis 5b was supported stating that individuals high on narcissism engage in less CWB-I when there is high monitoring (Figure 9). There is a significant positive relationship between Narcissism and CWB-I when there is low levels of performance monitoring ($b = .07$, $SE = .02$, $t = 2.77$, $p = .01$, 95% CI = $.02$, $.11$), but there is a non-significant relationship when monitoring is high ($b = .003$, $SE = .02$, $t = 0.14$, $p = .89$, 95% CI = $-.04$, $.04$).

Also, psychopathy and CWB-I relationship was moderated by performance monitoring ($b = -.03$, $SE = .01$, $t = -2.16$, $p = .03$, 95% CI = $-.05$, $-.00$). Therefore, Hypothesis 5c was supported stating that individuals high on psychopathy engage in less CWB-I when there is high monitoring (Figure 10). There is a significant positive relationship between Psychopathy and CWB-I when there is low levels of performance monitoring ($b = .11$, $SE = .02$, $t = 4.78$, $p < .001$, 95% CI = $.07$, $.16$), but there is a non-significant relationship when performance monitoring is high ($b = .04$, $SE = .03$, $t = 1.74$, $p = .08$, 95% CI = $-.01$, $.09$).

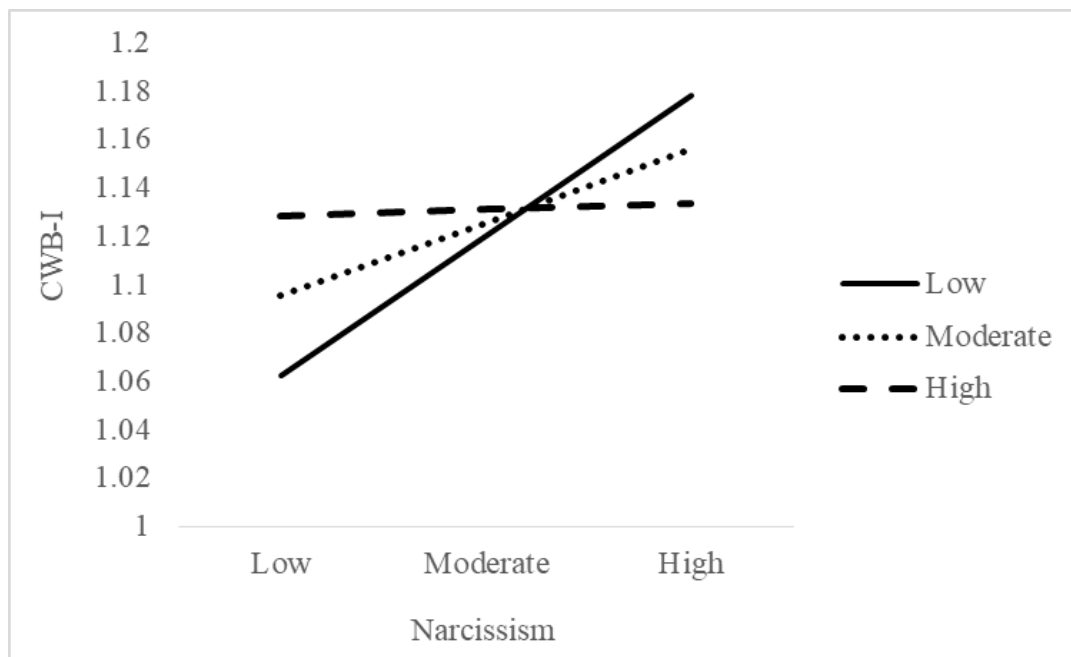


Figure 9. The Moderation Effect of Performance Monitoring on Narcissism and on CWB-I.

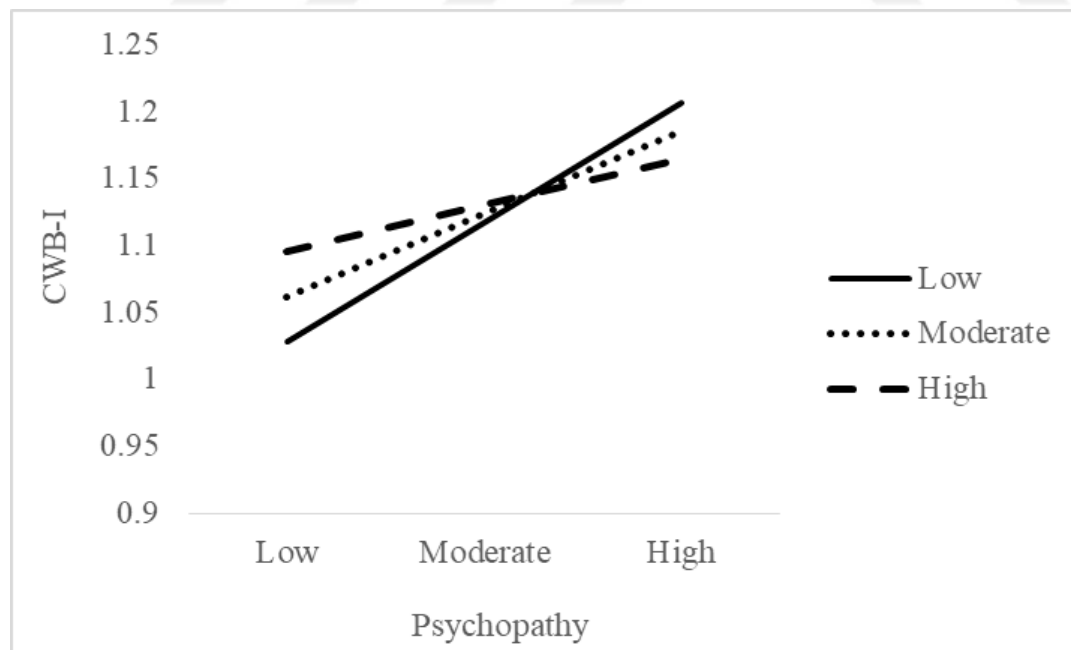


Figure 10. The Moderation Effect of Performance Monitoring on Psychopathy and on CWB-I.

However, Hypothesis 5d suggesting that performance monitoring would moderate the Machiavellianism and CWB-O relationship was not supported ($b = -.03$, $SE = .02$, $t = -1.49$, $p = .14$, 95% CI = $-.06, .01$). Similarly, Hypothesis 5e suggesting that performance monitoring would moderate the narcissism and CWB-O relationship was not supported ($b = .01$, $SE = .02$, $t = .33$, $p = .74$, 95% CI = $-.03, .04$). Additionally, Hypothesis 5f suggesting that performance monitoring would moderate the psychopathy and CWB-O relationship was not supported ($b = -.01$, $SE = .02$, $t = -.69$, $p = .49$, 95% CI = $-.05, .03$).

CHAPTER 4

DISCUSSION

4.1 Overview

The aim of the current study was to investigate the moderating effect of situational strength between dark personality traits and deviant work place behaviors. Three personality variables, Machiavellianism, narcissism, and psychopathy were used as indicators and interpersonally related CWB and organizationally related CWB were used as outcomes. Moderator constructs were clarity, consistency, group norms and performance monitoring all of which are used for assessing situational strength in different studies (e.g. Meyer et al., 2014; Smithikrai, 2008). Results showed that while clarity moderated three Dark Triad variables and CWB-O relationship; performance monitoring moderated three Dark Triad variables and CWB-I relationship. In addition, consistency moderated Machiavellianism and CWB-O relationship as well as psychopathy and CWB-O relationship. Also, group norms moderated psychopathy and CWB-O relationship.

In the following sections, discussion of the findings, strengths and limitations of the study and future suggestions are presented.

4.2 Discussion of the Findings

The moderating effect of situational strength between deviant work place behaviors and dark personality traits was investigated and results showed that there are several expected associations between these variables and people high on dark traits are clearly influenced by the strength of the situation. Yet, different patterns were found for these three malevolent traits which will be discussed in short.

In moderation analyses, results showed that one or more form of situational strength moderate the relationship between the Dark Triad traits and interpersonal or

organizational CWBs. For example, one prominent finding is that the relationship between CWB-I and all three Dark Triad traits were moderated only by performance monitoring. This means that individuals who are high on dark traits are engaging in less interpersonally related CWB when they are monitored. This is a novel contribution to the literature, so we can only make speculations about these findings. Interpersonal CWBs are closely related to interpersonal relations between colleagues which are shaped by several different external sources. Classical situational strength measures (Meyer et al., 2014) are closely related to task-performance (Dalal et al., 2019) and contain job-related items rather than interpersonally related ones. Therefore, classical situational strength facets would not be expected to act as a moderator. Similarly, group norms scale used in this study was related to task and job related constructs rather than interpersonally related ones. Therefore, just like classical situational strength measures, group norms would not be expected to act as a moderator between the Dark Triad traits and CWB-I. These relationships were not hypothesized, but the analysis were conducted anyhow. Results supported the speculation as the Dark Triad traits and CWB-I relationship was not moderated by clarity, consistency, constraints, consequences, or group norms. Yet, the relationship was moderated by performance monitoring as it had been expected. It would be beneficial to mention that performance monitoring scale used in this study contained items related both to organizationally and interpersonally related behaviors. However, the same moderation effect was not found in CWB-O and the Dark Triad traits for performance monitoring. It appears that the Dark Triad traits's main effect on CWB-O is more powerful.

Moving to the CWB-O and the Dark Triad relationship, there are several expected moderation effects. More specifically, Machiavellianism and CWB-O relationship was moderated by clarity and consistency. This suggests that individuals high on Machiavellianism engage in less CWB-O in strong situations defined by clarity and consistency. If the cues about the work requirements are accessible and easily understandable (Meyer et al., 2010), individual differences are restricted by providing certain information about the expected employee behaviors. Therefore,

organizationally related CWBs stemming from Machiavellianism are restricted in environments with high clarity. Similarly, if the cues about the work environment are concordant with each other (Meyer et al., 2010), organizationally related CWBs stemming from Machiavellianism are restricted as the information is similar and coherent across time and different sources in highly consistent work environments. One possible explanation is that consistency may act as a blockage against Machiavellians' manipulative nature. If the environmental cues are consistent and coherent, there would be no room for interpreting the expectations, consequently Machiavellians cannot use their manipulation tactics.

Additionally, Narcissism and CWB-O relationship was moderated by clarity. Similar to Machiavellians, narcissists engage in less organizationally related CWBs in work environments in which information about the work are easy to access and expectations are clearly defined. Clarity is the only facet that moderated the narcissism and CWB-O relationship. This suggests that in environments where there are low clarity, narcissists find place for themselves to engage in CWB-O. As they think rules and regulations do not apply to them, they can easily convince themselves and others to act in a way that favoring themselves or showing some form of rage against what irritate or threaten them.

Also, Psychopathy and CWB-O relationship was moderated by clarity, consistency, and group norms. Similar to Machiavellians, individuals high on psychopathy were also engaging in less CWB-O in work environments with clearly defined expectations and highly consistent information. In addition to these relations, psychopathy and CWB-O relationship was also moderated by group norms which are established rules being used by the group members in determining which behaviors are acceptable and which are not in the group (Levi, 2011). Therefore, individuals high on psychopathy trait engage in less CWB-O when their work environment is affected by the group defining what is acceptable or not.

From the situational strength perspective, results can also be interpreted as the following. First of all, one prominent finding is that clarity moderated the all three Dark Triad traits and CWB-O relationship. It can be speculated that clarity is the

number one factor which has an effect on CWB-O. Additionally, consistency moderated Machiavellianism and CWB-O relationship as well as psychopathy and CWB-O relationship. Although it is not hypothesized, constraints and consequences were also tested as a moderator in all Dark Triad and CWB relationships; as expected no relationship was found. Also, group norms moderated psychopathy and CWB-O relationship. Finally, performance monitoring moderated all three Dark Triad traits and CWB-I relationship. All these findings suggest a common theme about how individuals high on Dark Triad act in interpersonal and organizational CWBs in strong situations. First of all, the common finding for CWB-I is that it is only affected by performance monitoring for all three traits. This means that when Dark Triad people know they are monitored, they keep their interpersonal relations in a more desirable manner. One possible explanation is that monitoring simultaneously happens as the act occurs, so their impulsive nature is blocked because it is also affected simultaneously unlike some consequences they will face in the future.

The results showed that men had significantly higher levels of Machiavellianism and psychopathy which were consistent with the literature. One interesting finding is that men have higher levels of CWB-I than women. Another finding is that Machiavellianism and psychopathy levels of participants working in private institutions were significantly higher than participants working in public institutions. This finding could be rooted in the fact that private institutions are much more competitive and sometimes aggressive than the public sector. People high on Machiavellianism and psychopathy may prefer to be a part of private institution as it is much more compatible and motivational for their characteristics. Also, constraints and performance monitoring levels of participants working in public institutions were significantly higher than participants working in private institutions. It makes sense that public institutes have clear-cut rules which do not allow interpersonal interpretations of how to do a job and resulting in sense of less freedom.

Also, CWB-O is negatively associated with clarity, consistency, consequences, group norms, performance monitoring and social desirability. This could suggest that if there are consequences to be faced for employees and the job

environment is more clear and consistent; employees may show less CWB-O. Also, if the work environment supports a high performance culture along with monitoring the performance, CWB-O can be seen less. Such effect was not found in CWB-I. This may have resulted as situational strength factors, except for performance monitoring, were mostly related to job and organizational outcomes rather than employee relationships which are more about CWB-I. In addition, all classical situational strength variables are positively related to group norms and -except for consistency- to performance monitoring. Also, one finding is that CWB-O and CWB-I are both negatively correlated to Social Desirability. This may indicate that people high in social desirability may not honestly present themselves regarding CWB questionnaires either and rather they show themselves in a more positive and desirable manner. A similar finding was also found with Dark Triad traits; narcissism, psychopathy, Machiavellianism are all negatively related to Social Desirability, again indicating a less honest and more desirable way for participants to present themselves (Martin, Rao, & Sloan, 2009).

Also, CWB-O and CWB-I has a moderate correlation indicating that they overlap but have differences in terms of what they measure. Likewise, all Dark Triad traits have a weak to moderate correlation with each other, indicating they share some common characteristics but fundamentally they are different constructs.

4.3 Strengths and Limitations

Firstly, participants' dark tendencies were measured by using the Dark Triad traits, Machiavellianism, narcissism, and psychopathy. In order to lighten the dark-theme of the assessment, several socially desirable or neutral Big Five items were added to the Dark Triad scale. Also, in order to assess situational strength several concepts were measured: clarity, consistency, constraints, consequences, group norms and performance monitoring. Therefore, this study used additional facets to Meyer et al.'s (2014) classical four facet conceptualization of situational strength. The reason behind not only using Meyer et al.'s (2014) four facet structure but also adding two more facets (Smithikrai, 2008) is to be able to have a greater

apprehension of the situational strength construct and its theory suggesting that situations shapes the personality-behavior relationship. There are no other study using six facets to assess situational strength to author's knowledge. Similarly, this study used CWB with its two facets CWB-I and CWB-O. The reason behind this logic is again to have a deeper understanding of the CWB and its facets' differential relationships with other constructs.

The study used a self-report technique to collect data. As the study has a dark theme and includes several negative or socially undesirable constructs, anonymous self-report measure was believed to be have a greater integrity. Yet, in order to be more precise, social desirability was also measured and used as a control variable. In addition, in order to eliminate careless respondents, two bogus questions were used. However, bogus questions are both a strength and a limitation to this study as bogus questions indicated to eliminate 15% of the participants. Considering the manipulative nature of the dark themed individuals, there might be careful respondents who would intentionally give a wrong response to misguide the question.

In addition, common method bias was another limitation. The data were collected at one point in time from the same participants using the same self-report measure technique. Also, the data were collected online and the participation was due to the willingness of the respondents. Therefore, personal tendencies such as being high on openness to experience may be a factor in participation resulting in a more homogenous sample.

Also, social desirability scale was a dichotomous one with 7 items. This may have lead to a low alpha coefficient of the scale. In addition, psychopathy had also a low alpha coefficient. Therefore, both constructs should be interpreted cautiously.

4.4 Implications and Future Suggestions

The study provides several insights to the literature and the applied settings. First, situational strength construct can be a wider topic and be conceptualized with more than four facets as it has different relations to task vs. people related constructs

(Dalal et al., 2019). Therefore, by examining the situational strength concept, its hypothesis about the personality-behavior relationship can be much deeply understood. In future studies, it is recommended that scholars take a wider perspective on the concept.

Second, the Dark Triad has gained attention in the last decade and there is growing evidence that it has several impacts on many work outcomes like CWB. The field practitioners generally assessing positive personality traits are unaware of dark ones like the Dark Triad. Recruiters can put more attention on identifying Dark personality traits of applicants.

Third, CWB can be a problematic construct both for scholars to study on and practitioners to deal with. Understanding its facets would help to eliminate some of the difficulties like having an insight about the antecedents of CWB and how to eliminate it. Because, in order to eliminate CWB in the organizations, both scholars and practitioners need to understand the concept; examining the construct with its two facets is one way to do so. Future studies should also consider CWB facets. In addition, practitioners should create new practices to reduce CWB. One way to do so can be strengthening the situations in purposeful ways. For example, every line of business could benefit from environments with high clarity in which expectations are very clear and there is no room for different interpretations. This would help companies to reduce organizational CWBs. In addition, monitoring systems may help to have a better working environment by reducing interpersonal CWBs.

For methodological concerns, future studies can prefer longer version of the scales in order to have a more reliable measures. Also, implicit measures can be considered for assessing a dark theme.

In addition, although this study does not put a cultural perspective priority, it is worth mentioning that classical situational strength facets are derived from an individualistic culture, yet the two extra facets are derived from a collectivistic culture. Future studies should consider the cultural perspective as culture can also be a moderator in personality-work outcome relationship (Grijalva & Newman, 2015).

To sum up, while dark people are among us creating some negative atmosphere in the workplace, they have also contributions to the organizations. Rather than labeling some of the characteristics of them as dark, it can be controlled and directed in productive ways. A less deviant work place could be achieved by following some structures and configuring the regulations.



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APPENDICES

A: APPROVAL OF THE METU HUMAN SUBJECTS ETHICS COMMITTEE

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER



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02 OCAK 2018

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Yrd.Doç.Dr. Yonca TOKER;

Danışmanlığınızı yaptığınız yüksek lisans öğrencisi Öykü KOÇOĞLU'nun "Algılanan Durumsal Kuvvetin Karanlık Üçlü ve Üretkenlik Karşısı İş Davranışları Arasındaki İlişkiye Olan Moderatör Etkisi" başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülerek gerekli onay 2017-SOS-219 protokol numarası ile 02.01.2018-30.09.2018 tarihleri arasında geçerli olmak üzere verilmiştir.

Bilgilerinize saygılarımla sunarım.

Prof. Dr. Ş. Halil TURAN
Başkan V

Prof. Dr. Ayhan SOL
Üye

Prof. Dr. Ayhan Gürbüz DEMİR
Üye

Doç. Dr. Yücel KONDAKÇI
Üye

Doç. Dr. Zana ÇITAK
Üye

Yrd. Doç. Dr. Pinar KAYGAN
Üye

Yrd. Doç. Dr. Emre SELÇUK
Üye

B: INFORMED CONSENT FORMS

Gönüllü Katılım Formu

Sayın Katılımcı,

Bu çalışma, Orta Doğu Teknik Üniversitesi, Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Öykü Koçoğlu tarafından Yrd. Doç. Dr. Yonca Toker danışmanlığında yürütülen tez çalışması kapsamında yapılmaktadır. Bu çalışmanın amacı kişilik özellikleri ve iş davranışları arasındaki ilişkiyi incelemektir.

Çalışmaya katılım tamamıyla gönüllülük esasına dayanmaktadır. Ankette, sizden kurum kimliği veya kişisel kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; kesinlikle hiçbir kişi ya da kurumla paylaşılmayacaktır. Elde edilecek bilgiler bilimsel yayımlarda kullanılacaktır.

Anket, genel olarak kişisel rahatsızlık verecek soruları içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakabilirsiniz. Böyle bir durumda anket linkini kapatmanız yeterli olacaktır.

Lütfen anket sorularını dikkatli okuyunuz ve yanıtsız soru bırakmayınız. Anketi tamamlamak yaklaşık 20 dakika sürmektedir. Araştırmanın güvenilir olabilmesi açısından soruları dikkatli ve içtenlikle cevaplamanız büyük önem taşımaktadır.

Çalışmayla ilgili soru ve yorumlarınızı araştırmacıya oyku.kocoglu@metu.edu.tr adresinden iletebilirsiniz.

Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum.

Evet ☐

Hayır ☐

C: INFORMATION FORMS

Katılım Sonrası Bilgi Formu

Sayın Katılımcı,

Öncelikle araştırmamıza katıldığınız için teşekkür ederiz.

Bu araştırma, daha önce de belirtildiği gibi, Orta Doğu Teknik Üniversitesi, Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı öğrencisi Öykü Koçoğlu tarafından Yrd. Doç. Dr. Yonca Toker danışmanlığında yürütülen tez çalışması kapsamında yapılmaktadır. Araştırmanın amacı, klinik dışı normal popülasyonlarda, düzeyleri kişiden kişiye farklılık gösterebilen bazı kişilik özellikleri (Makyavelizm, klinik olmayan Narsisizm ve klinik olmayan Psikopati) ve Üretkenlik Karşıtı İş Davranışları (hırsızlık vb.) arasındaki ilişkinin Durumsal Kuvvet tarafından ne kadar etkilendiğinin incelenmesidir.

Belirtilen kişilik özelliklerinin iş yerlerinde sorunlara neden olan Üretkenlik Karşıtı İş Davranışları ile ilişkisi olduğu bilinmektedir. Durumsal Kuvvetin ise, kişilik özellikleri ve bu davranışlar arasındaki ilişkiye nasıl etki edeceği araştırılmaktadır.

Bu çalışmadan alınacak ilk verilerin 2018 yılı başlarında elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için çalışmaya katılacağınızı bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı rica ederiz.

Araştırmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için Öykü Koçoğlu'na (e-mail: oyku.kocoglu@metu.edu.tr) başvurabilirsiniz.

D: DARK TRIAD SCALE

1	İstediğimi elde etmek için başkalarını manipüle etmeye eğilimliyim.
2	İstediğimi elde etmek için hileye başvurmuşluğum ya da yalan söylemişliğim vardır.
3	İstediğimi elde etmek için pohpohlamaya başvururum.
4	Kendi çıkarım için başkalarını kullanmaya eğilimliyim.
5	Pişmanlık duymamaya eğilimliyim.
6	Davranışlarımın ahlaki boyutunu umursamamaya eğilimliyim.
7	Duyarsız ya da duygusuz olmaya eğilimliyim.
8	Alaycı davranmaya eğilimliyim.
9	Başkalarının bana hayranlık duymasını istemeye eğilimliyim.
10	Başkalarının beni dikkate almasını istemeye eğilimliyim.
11	Prestij ya da statü arayışında olmaya eğilimliyim.
12	Başkalarından özel iyilikler beklemeye eğilimliyim.

1	2	3	4	5	6
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1	2	3	4	5	6

E: COUNTERPRODUCTIVE WORK BEHAVIOR SCALE

1	İşverene ait araç/gereçleri kasıtlı bir şekilde boşa harcama	1	2	3	4	5	6
2	İşi bilerek yanlış yapma	1	2	3	4	5	6
3	İzin almadan işe geç gelme	1	2	3	4	5	6
4	Hasta olduğunuzu bahane ederek işe gelmeme	1	2	3	4	5	6
5	Örgüt mallarına bilerek zarar verme	1	2	3	4	5	6
6	Çalışma ortamınızı bilerek kirletme	1	2	3	4	5	6
7	İşverene ait olan bazı şeyleri izinsiz alıp götürme	1	2	3	4	5	6
8	İşyerine zarar verici söylentiler çıkarma	1	2	3	4	5	6
9	Müşterilere ya da tüketicilere karşı kaba ya da çirkin davranma	1	2	3	4	5	6
10	Yapılması gereken işler olduğunda bilerek yavaş çalışma	1	2	3	4	5	6
11	Mola saatlerini izin verilenden daha uzun tutma	1	2	3	4	5	6
12	Verilen yönergelere bilerek uymama	1	2	3	4	5	6
13	Mesai bitiminden önce işten ayrılma	1	2	3	4	5	6
14	İşyerindekileri performanslarından dolayı aşağılama	1	2	3	4	5	6
15	İnsanların özel hayatlarıyla alay etme	1	2	3	4	5	6
16	İşyerine ait bazı araç-gereçleri izin almadan eve götürme	1	2	3	4	5	6
17	Gerçekte çalışıldan daha fazla saat için mesai ücreti almaya çalışma	1	2	3	4	5	6
18	İzin almadan işverene ait parayı alma	1	2	3	4	5	6
19	İşyerindeki diğer çalışanları yok sayma	1	2	3	4	5	6
20	Kendisinin yaptığı bir hatadan dolayı bir başkasını suçlama	1	2	3	4	5	6
21	İşyerindeki insanlarla tartışma çıkarma	1	2	3	4	5	6
22	İşyerindeki birine ait bir şeyi izinsiz alma	1	2	3	4	5	6

23	İşyerindeki herhangi birini sözel olarak aşağılama	1	2	3	4	5	6
24	İşyerindeki birine uygunsuz el kol hareketleri yapma	1	2	3	4	5	6
25	İşyerindeki insanları itip kakarak korkutma	1	2	3	4	5	6
26	İşyerindeki insanları sözel olarak tehdit etme	1	2	3	4	5	6
27	İşyerindeki herhangi birine kendisini kötü hissettirecek açık saçık şeyler söyleme	1	2	3	4	5	6
28	İşyerindeki birinin kötü duruma düşmesine yol açacak bir şeyler yapma	1	2	3	4	5	6
29	İşyerindeki birine onu utandıracak sevimsiz şakalar yapma	1	2	3	4	5	6
30	İzin almadan herhangi birinin özel eşyalarını (mektup, çekmece) karıştırma	1	2	3	4	5	6
31	İşyerindeki birini itme ya da vurma	1	2	3	4	5	6
32	İşyerindeki biriyle dalga geçme ya da ona hakaret etme	1	2	3	4	5	6
33	Çalışma arkadaşlarının az çalıştığı düşünüldüğü zamanlarda performansını düşürme	1	2	3	4	5	6
34	İşyerinin önemli bilgi ve belgelerini dışarıdan 3. kişilerle paylaşma	1	2	3	4	5	6
35	İşyerinde internet kullanımından dolayı işi aksatma	1	2	3	4	5	6
36	Amirin emirlerini uygulamayı ihmal etme	1	2	3	4	5	6
37	İş yerinin olanaklarını özel ihtiyaçlar için kullanma	1	2	3	4	5	6

F: SITUATIONAL STRENGTH SCALE

1	İş ile ilgili sorumluluklar hakkında detaylı bilgi sağlanır.		1	2	3	4	5	6
2	Çalışanların başarılı olmaları için yapmaları gerekenlerle ilgili net bilgi sağlanır.		1	2	3	4	5	6
3	Bir çalışanın işini düzgün bir şekilde nasıl yapabileceğine dair gereken detaylı bilgi sağlanır.		1	2	3	4	5	6
4	Hangi görevlerin tamamlanması gerektiği ile ilgili net bilgi sağlanır.		1	2	3	4	5	6
5	Bir çalışana kendisinden ne beklenildiği eksiksiz ve açık olarak söylenir.		1	2	3	4	5	6
6	İş ile ilgili farklı bilgi kaynakları her zaman birbirleriyle tutarlıdır.		1	2	3	4	5	6
7	Bir çalışanın sorumlulukları birbiriyle uyumludur.		1	2	3	4	5	6
8	Prosedürler/iş süreçleri zaman içerisinde tutarlılık gösterir.		1	2	3	4	5	6
9	Üstlerin (yönetici, amir, süpervizör) talimatları ile kurum politikaları birbiri ile uyumludur.		1	2	3	4	5	6
10	Resmi olmayan yönlendirmeler genellikle kurum politikaları ile uyumludur.		1	2	3	4	5	6
11	Denetlenmeden, yönlendirme almadan önemli kararlar alma imkânı vardır.		1	2	3	4	5	6
12	Bir çalışanın görevlerini, önceliklerini veya hedeflerini belirleme özgürlüğü vardır.		1	2	3	4	5	6
13	Çok katı teslim tarihlerine/iş bitirme tarihlerine uyma zorunluluğu vardır.		1	2	3	4	5	6
14	Bir çalışanın kendi kararlarını vermesi engellenir.		1	2	3	4	5	6

15	Kısıtlamalar bir çalışanın görevlerini kendi bildiği yöntemle yapmasının önüne geçer.	1	2	3	4	5	6
16	Bir çalışanın karar verme özgürlüğü diğerleri tarafından sınırlandırılır.	1	2	3	4	5	6
17	Uygulanan yöntemler bir çalışanın kendi bildiği gibi çalışmasına engel olur.	1	2	3	4	5	6
18	Çalışanlar, diğer çalışanların iş sonuçlarından önemli derecede sorumludur.	1	2	3	4	5	6
19	Bir çalışanın görevini kesinlik ve doğruluk ile yapması çok önemlidir.	1	2	3	4	5	6
20	Sıklıkla koruyucu veya güvenlik ekipmanı ile çalışması gereklidir.	1	2	3	4	5	6
21	Bir çalışanın kararlarının diğer insanlar için son derece önemli sonuçları vardır.	1	2	3	4	5	6
22	Bir çalışanın yapabileceği bir hata diğer insanlar için çok ciddi sonuçlar doğurur.	1	2	3	4	5	6
23	Bir çalışan düşük performans gösterdiğinde diğer insanları zarar görme riskine sokar.	1	2	3	4	5	6
24	Bir çalışan işinde kendisinden beklenileni vermediğinde bunun olumsuz sonuçları olur.	1	2	3	4	5	6

G: GROUP NORMS AND PERFORMANCE MONITORING SCALE

1	Meslektaşlarımda; çoğu işe geç gelmenin veya erken ayrılmanın yanlış olmadığını düşünür.
2	Departmanımda; dergi, gazete okumak veya çalışma saatleri boyunca kişisel konular için telefonda konuşmak, her çalışanın iş arkadaşlarından olumsuz geri bildirim almadan yapabileceği bir şeydir.
3	Çalışanlar, öğle saatlerini uzatıp geri çalışmaya geç döndüklerinde iş arkadaşlarım bunu önemsemezler.
4	Çalıştığım bölümde, kırtasiye ve ofis malzemelerinin kişisel ihtiyaçlar için kullanılması ofis çalışanları tarafından kınanmaz.
5	Bölümümdeki kişiler şirketin kurallarını katı bir şekilde takip etmezler.
6	Kurumum, çalışanların olağandışı davranışlarını izlemek için bir sistem geliştirmiştir.
7	Kurumum, çalışanların çalışma faaliyetlerini takip etmek için elektronik cihazlar (örneğin kamera, bilgisayar) kullanır.
8	Kurumumun çalışanların çalışma davranışlarını yakından takip ettiğine inanıyorum.
9	Çalıştığım kurum, yemek ve mola saatleri konusunda çok katı kurallar dayatmaktadır.
10	Kurumumun üst yönetimi, çalışanların organizasyon kurallarını ve prosedürlerini titizlikle takip etmesini vurgular ve talep eder.

1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6
1	2	3	4	5	6

H: SOCIAL DESIRABILITY SCALE

1	Asla birinden çok fazla nefret etmem.
2	Daima giyimime özen gösteririm.
3	Kiminle konuştuğumun hiç önemi yoktur, daima iyi bir dinleyiciyimdir.
4	Hata yaptığımda daima itiraf etmek isterim.
5	Diğer insanlar benimkinden çok farklı fikirler ileri sürdüğünde hiç canım sıkılmaz.
6	Hatalarımdan dolayı başka birinin cezalandırılmasına seyirci kalmayı asla düşünmedim.
7	Başkalarına verdiğim öğütleri daima kendim de uygulamaya çalışırım.

I: TURKISH SUMMARY/ TRKE ZET

GİRİŞ

Bireysel özellikler ve iş davranışları arasındaki ilişkinin incelenmesi, Endüstri ve Örgüt Psikolojisi alanında her zaman büyük ilgi görmüştür (Gruys ve Sackett, 2003). Örneğin, bu ilişkinin anlaşılması kuruluşların işe alım sistemlerini istenen çalışma davranışlarına dayanarak yapılandırmalarına yardımcı olur. İş davranışları, çalışanların işyerinde yaptıkları ve söyledikleri davranışlar olarak açıklanabilir (Hiriyappa, 2008). Bu davranışlar, kuruluşlar için faydalı ya da zararlı sonuçlar verebileceği için kurumlar için büyük önem taşır. Hem araştırmacıların hem de sahadaki uygulayıcıların iş davranışına ilgisi son zamanlarda istenmeyen ve zararlı olanlara kaymıştır. Literatürde antisosyal davranış, üretkenlik karşıtı iş davranışları gibi terimlerle anılan istenmeyen davranışlar için farklı adlar kullanılmaktadır (Sulea, Maricutoiu, Zaborila, Dumitru ve Pitariu, 2010). Bu yazıda, üretkenlik karşıtı iş davranışlarının üzerinde durulacaktır.

Literatürde üretkenlik karşıtı iş davranışlarıyla pozitif korelasyon gösteren antagonistik özellikler vardır. Bunlardan üçü, birbirleriyle ilişkili olan ve Karanlık Üçlü kavramını oluşturan Makyavelizm, narsisizm ve psikopatidir. Karanlık üçlü kişilik özellikleri ile üretkenlik karşıtı iş davranışları arasındaki pozitif ilişkiyi gösteren birkaç çalışma vardır (örneğin, DeShong, Grant ve Mullins-Sweatt, 2015; O'Boyle, Forsyth, Banks ve McDaniel, 2012). Bu tür istenmeyen davranışlar, kişilik değerlendirmeleri kullanılarak tahmin edilebilir. Düzenleyici değişkenlerin belirlenmesi, kişilik ile üretkenlik karşıtı iş davranışları arasındaki ilişkiye açıklayıcı bir güç katabilir. Kişilik tezahürü, kişilik-davranış ilişkisinde düzenleyici görev (Martinko, 2002; Meyer, Dalal ve Bonaccio, 2009) gören durumsal değişkenlerden etkilenir (Mischel, 1977). Durumsal değişkenler güçlü ise, bir kişinin kişiliğinin ifadelerini davranışlar açısından sınırlayarak bireysel farklılıkların etkilerini ortadan kaldıran güçlü bir durum yaratırlar (Meyer ve Dalal, 2009). Bu nedenle, kişilik ve

bireysel farklılıkların davranışlar üzerindeki etkisi güçlü durumlarda en düşük düzeyde olur (Maaß ve Ziegler, 2017). Bu çalışmanın amacı, durumsal kuvvetin, karanlık üçlü kişilik özellikleri ile üretkenlik karşıtı iş davranışları arasındaki ilişkide düzenleyici etkisini araştırmaktır.

Üretkenlik karşıtı iş davranışları (ÜKD) çalışanların kuruluşa, kuruluşun üyelerine veya her ikisine karşı kasıtlı ve zararlı davranışları olarak tanımlanabilir. Çalışanların yüzde 75'i en az devamsızlık, bilgisayar sahtekarlığı, zimmete para geçirme, sabotaj, hırsızlık ve vandalizmden birini sergilemişlerdir (Robinson ve Bennett, 1995). Ayrıca, üretkenlik karşıtı iş davranışlarına maruz kalan çalışanların işlerini bırakmaları daha olasıdır (Giacalone ve Greenberg, 1997). Ayrıca bu kişiler, stresle ilgili problemlerden muzdariptirler, daha az üretkenlik gösterirler ve çalışma sürelerini kaybederler (Henle, 2005). Bu çalışmada üretkenlik karşıtı iş davranışları iki boyutuyla ele alınmıştır: kişiler arası ve örgütsel. Literatürde, duygusal denge her iki ÜKD boyutu ile de negatif ilişkili bulunmuştur. Buna ek olarak, Bruk-Lee ve Spector (2006), iş arkadaşlarıyla çatışmanın kişiler arası ÜKD'yi öngörürken, bir süpervizörle çatışmanın örgütsel ÜKD'yi öngördüğünü öne sürmüştür. Ayrıca, Schütte ve ark. (2018), kişiler arası ÜKD'nin hiyerarşik pozisyon ($r = -.18$), ben merkezli dürtüsellik ($r = .29$), Makyavel ego merkezlilik ($r = .23$), asi uygunsuzluk ($r = .22$), dışsal suçlama ($r = .24$), bağlamsal performans ($r = -.25$) ve psikopati ($r = .29$) ile ilişkili olduğunu bulmuşlardır. Aynı zamanda ÜKD, Karanlık Üçlü kişilik özellikleri ile de anlamlı bir ilişkiye sahiptir.

Paulhus ve Williams (2002) kötü niyetli kişilik özelliklerini klinik olmayan düzeyde tanımlamaya çalıştıklarında Karanlık Üçlü kavramını ortaya çıkardılar. Karanlık Üçlü, üç düşmancıl karakterden oluşur: Makyavelizm, narsisizm ve psikopati. Buradaki “karanlık” terimi, kötü niyetli kişilik özelliklerini ifade eder. Bu üç özellik kavramsal olarak farklıdır ancak ampirik olarak örtüşürler (Furnham, Richards ve Paulhus, 2013).

Ayrıca, bu üç özellik saldırganlık, madde kullanımı ve üretkenlik karşıtı iş davranışları gibi yıkıcı ve istenmeyen davranışlarla da ilgilidir (O'Boyle, Forsyth, Banks, Story, & White, 2014). Karanlık Üçlü özelliklerinin kişilerarası düşmanlık,

dikkatsizlik, etik uygunluk ve kişilerarası saldırganlık ile ilgili oldukları gösterilmiştir (O'Boyle ve ark., 2014). Rauthmann ve Will'e göre (2011), Karanlık Üçlü'nün bazı özellikleri bencillik, uyuşmazlık, sömürü ve manipülasyondur. Bu üç kötü niyetli özellik arasında sadece Makyavelizm klinik bir sendrom olarak değerlendirilmez. Narsisizm ve psikopati aynı zamanda patolojik bozukluklardır, ancak Karanlık Üçlü kavramında klinik olmayan düzeyde incelenirler. Hogan'a göre (2007), Karanlık Üçlü kişilik özellikleri, insanlara diğer kişilerin önüne geçme konusunda yardımcı olur, ancak çalışma ortamındaki diğer bireylerle iyi geçindikleri söylenemez. Bu üç özellik birbirleriyle orta derecede anlamlı bir ilişkiye sahiptir.

Christie ve Geis'e (1970) göre, Makyavelizm insan doğası hakkında alaycı bir görüş olan üç özellik seti ile tanımlanabilir: insan doğası hakkında şüpheli bir bakış açısı, kişiler arası ilişkilerde manipülatiflik ve etik endişe duymamak. Makyaveller, hedeflerine ulaşmak için başkalarını kolayca aldatıp manipüle ederken, bu amaç için yakın ilişkilerini ve ahlaki değerlerini feda edebilirler. Ayrıca, Makyavellerin yakın arkadaşlıklar kurmaya çok az önem verdiği önerilmiştir (Lyons ve Aitken, 2010). Makyavellerin, normal nüfusa kıyasla başkalarını aldatma ve ihanet etme olasılığı daha yüksektir (Jones ve Paulhus, 2009). Buna ek olarak, Dahling, Whitaker ve Levy (2009), Makyavellerin manipülasyonda iyi olduklarını düşünmesine rağmen, duygusal zeka düzeylerinin normal popülasyondan farklı olmadığını ileri sürmüştür. Empati becerileri düşüktür, bu nedenle kendi planlarına ve durumlarına odaklanırlar ve başkalarını dikkate almazlar. Makyavelizm, ÜKD'yi anlamlı ve pozitif bir şekilde yordamaktadır ($r = .20$; O'Boyle et al., 2012). Benzer şekilde Dahling ve arkadaşları (2009) da Makyavelizm ve ÜKD'nin ilişkili olduğunu bulmuşlardır ($r = .38$).

Narsisizm, Endüstri ve Örgüt Psikolojisi alanında önemli bir konudur, çünkü liderliği anlamak ve ÜKD gibi bazı işyeri davranışlarını anlamak için temel bir özelliktir. Literatürde narsisizm üzerine çok sayıda araştırma ve çalışma vardır.

Narsisizm, çok uzun süredir anormal bir kişilik bozukluğu olarak araştırılmıştır, ancak daha az şiddetli benzer eğilimler patolojik bir hastalıktan ziyade normal bir özellik olarak düşünülebilir (Vernon, Villani, Vickers ve Harris, 2007). Narsistlerin kendileri hakkında aşırı yüksek ve gerçekçi olmayan görüşleri vardır

(O'Boyle ve ark., 2014), bu yüzden ya olumsuz geri bildirimi engellerler ya da buna aşırı tepki gösterirler. Normalde bir kişinin sahip olacağından daha fazla yüksek özsaygısı ve öz sevgisi vardır. Dikkatin onların üzerinde olmasına ve diğer kişilerin onlara hayranlık duymalarına ihtiyaç duyarlar (Rhodewalt ve Peterson, 2009), bu sayede kendileri hakkındaki görkemli görüşleri güçlendirilebilir. Narsistlerin egosu tehdit edilirse, kişi düşmanca ve saldırgan olabilir (Miller, Widiger ve Campbell, 2010). Ayrıca, yüksek narsisizm düzeyine sahip bireyler genellikle başkalarını önemsemekten ziyade kendilerine odaklanırlar (Cohen, 2016; John ve Robins, 1994). Bununla birlikte, narsistlerin benmerkezciliği ve sadakatsizliği nedeniyle romantik ilişkileri genellikle sorunludur (Miller, Widiger ve Campbell, 2010). Narsistler yaratıcılıkla bağlantılı benzersiz becerilere sahip olduklarına inanırlar (Furnham, 2010).

Literatürde narsisizm-ÜKD ilişkisini gösteren çeşitli çalışmalar vardır. Örneğin, nispeten yeni bir çalışma, gizli (yani savunmasız) narsisizm ve kişilerarası ÜKD ($r = .19$) ve örgütsel ÜKD ($r = .22$; Aghaz, Atashgah ve Zoghipour, 2014) arasında pozitif bir ilişki bulmuştur. Ek olarak, literatür bu bariz bağ için bazı açıklamalar sunar. Örneğin, narsistler kendilerine önem verdikleri kadar başkalarına da önem vermedikleri için (Rhodewalt ve Morf, 1998; Wink, 1991), başkalarına veya kuruluşun kendisine yönelik zararlı davranışlarının olumsuz sonuçlarını düşünmeye meyilli değildirler (Judge ve ark., 2006). Narsistler normal standartlar ve prosedürlerin onlar için geçerli olmadığını düşünürler. O'Boyle ve ark. (2012) tarafından yapılan bir meta analizde narsisizm ve ÜKD arasında pozitif ilişki ($r = .35$) bulunmuştur. Michel ve Bowling (2013), narsisistlerin ÜKD'larda bulunma olasılıklarının daha yüksek olmasının iki sebebini açıklamıştır. Birincisi, hak ettiklerini düşündükleri ayrıcalıkları talep etmeleriyle, ikincisi, narsistlerin dürtüsel doğasının ÜKD ile yüksek derecede ilişkili olmasıdır. Narsisizmin temel özelliklerinden biri olan dürtüsellik, çoğu zaman ÜKD'ye eşlik eder.

Psikopati, Karanlık Üçlü'nün en karanlık olanı olarak sınıflandırılabilir. Hem klinik bir bozukluk (antisosyal kişilik bozukluğu) hem de narsisizm gibi normal bir kişilik eğilimi olabilir. Psikopatik özelliklere sahip insanlar kibirli, dürtüsel ve

duygusal düzeyde yetersiz olan bireylerdir, empati ve suçluluktan yoksundurlar. Dürtüsel heyecan arama eğilimi, manipülasyon eğilimi (Rauthmann, 2012) ve toplumsal normlara uymamaktan kaynaklanan antisosyal davranış olarak nitelendirilebilen karanlık bir kişilik özelliğidir (O'Boyle ve ark., 2014). Daha yüksek psikopati düzeyleri, daha düşük uyumluluk ve öz-disiplin ile bağlantılıdır (O'Boyle vd., 2014). Blickle ve Schütte (2017), psikopati ve örgütsel ÜKD arasında pozitif bir ilişki ($r = .34$) bulmuştur. Bununla birlikte, O'Boyle ve ark. (2012) meta analiz çalışmasında psikopati ve ÜKD arasında küçük bir pozitif korelasyon ($r = .06$) göstermiştir.

Bu özellikler ve alanyazındaki destekleyici kanıtlar nedeniyle, mevcut çalışma örneğinde, Karanlık Üçlü düzeyi daha yüksek olanların ÜKD'lerde daha fazla bulunacağı söylenebilir.

Hipotez 1: Bütün Karanlık Üçlü kişilik özellikleri, ÜKD ile pozitif ilişkide olacaktır.

1a. Makyavelizm, kişilerarası ve örgütsel ÜKD ile pozitif olarak ilişkili olacaktır.

1b. Narsisizm, kişilerarası ve örgütsel ÜKD ile pozitif olarak ilişkili olacaktır.

1c. Psikopati kişilerarası ve örgütsel ÜKD ile pozitif olarak ilişkili olacaktır.

Sosyal bilimciler tarafından, insan davranışının, bireysel farklılıkların (örneğin kişilik, zeka ve deneyim) ve kişiyi çevreleyen durumsal özelliklerin kombinasyonları nedeniyle meydana geldiği yaygın olarak varsayılmaktadır (Cronbach, 1957; Lewin, 1936). Bazı araştırmacılar, kişiliğin insanlar tarafından sergilenen davranışlar üzerindeki etkilerinin, davranışın belirli bir beklentisi olmayan durumlarda daha açık olduğu fikrini kabul etmişlerdir (Mischel, 1977; Monson, Hesley ve Chernick, 1982; Snyder & Ickes, 1985). Bu nedenle, durumsal güç hipotezi, durumların kişilerin davranışlarının bireylerin yorumlarındaki ve durumlarındaki beklentilerindeki farklılıkları en aza indirdiği için engelleyebileceğini ve şekillendirebileceğini varsayar. Bu hipotezin ana fikri, insanları normalde yalnız bırakıldıklarında veya

özgür oldukları zaman gerçekleştiremeyecekleri davranışlarda bulunmaya teşvik etmesidir (Meyer, Dalal ve Bonaccio, 2009).

Durumsal kuvveti kavramsallaştırmak için Meyer, Dalal ve Hermida (2010) dört boyutlu bir yapı açıklamışlardır. Birincisi, çalışma gerekliliklerine ilişkin ipuçlarının erişilebilir ve kolayca anlaşılabilir olduğu anlamına gelen açıklıktır (Meyer ve diğerleri, 2010). Açıklık söz konusu olduğunda, bireysel çalışan farklılıkları, beklenen çalışan davranışları hakkında belirli bilgiler verilerek kısıtlanır. Bu boyutta, çalışanlara işle ilgili sorumluluklar hakkında anlaşılır ve net bilgiler sağlamaktadır ve bu da çalışan davranışları üzerinde bir etki yaratmaktadır. İkincisi, tutarlılık, çalışma gereklilikleri ile ilgili ipuçlarının birbiriyle ne ölçüde uyumlu olduğunu ifade eder (Meyer ve diğerleri, 2010). Üçüncüsü, kısıtlamalar, çalışanların karar verme özgürlüğünün kapsamını ifade eder ve eylemler, dış güçler tarafından kısıtlanır (Meyer ve diğerleri, 2010). Yüksek kısıtlamalara sahip bir iş ortamında çalışanlara hangi görevleri yapacakları ve ne yapacakları, ne zaman yapacakları ve hatta nerede yapacakları konusunda bilgi verilebilir (Meyer ve ark., 2011). Sonuncusu, sonuçlar, kararların veya eylemlerin sonuçlarının ilgili kişi veya kuruluş üzerinde önemli olumlu veya olumsuz etkilere sahip olduğu anlamına gelir (Meyer ve diğerleri, 2010).

Bunların ışığında, yüksek seviyelerde Karanlık Üçlü özelliklerine sahip bireylerin, açıklık ve tutarlılık boyutları ile karakterize edilen zayıf bir duruma kıyasla güçlü bir durumda daha az ÜKD sergilemesi beklenir. Ancak, kişilerarası ve örgütsel ÜKD için farklı sonuçlar olacaktır. Hem açıklık hem de tutarlılık yönleri işle ilgili durumlarla yakından ilişkili olduğundan ve kişilerarası ilişkilerle alakalı durumlardan yoksun olduğundan, kişilerarası ÜKD üzerinde bir etkiye sahip olmaları beklenmez. Bu nedenle;

Hipotez 2: Açıklık, Karanlık Üçlü kişilik özellikleri ile örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir.

2a: Açıklık, Makyavelizm ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir,

2b: Açıklık, narsisizm ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir,

2c: Açıklık, psikopati ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir.

Hipotez 3: Tutarlılık, Karanlık Üçlü kişilik özellikleri ile örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir.

3a: Tutarlılık Makyavelizm ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir,

3b: Tutarlılık, narsisizm ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir,

3c: Tutarlılık, psikopati ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir.

Genel olarak alınıyızın, açıklık, tutarlılık, kısıtlamalar ve sonuçların dört yönü ile durumsal kuvveti kullanmaktadır. Bu kavramsallaştırma, belirli durumlarda gücün tespit edilmesinde geniş çapta desteklenmekte ve etkili olmakla birlikte, durumun gücünü tespit etmek için başka kavramlar da kullanılmaktadır. Örneğin, Smithikrai (2008) durumsal gücü değerlendirmek için grup normlarını ve performans izleme yapılarını kullanmış ve bunları bir düzenleyici değişkeni olarak ele almıştır.

Birenbaum ve Sagarin (1976) belirli bir zamanda belirli bir durumda kabul edilebilir insan davranışlarını belirlemek için normların bireyler için yol gösterici olduğunu belirtmişlerdir. Cialdini ve Trost (1998), grup normlarının, bireylerin diğer grup üyeleriyle olan etkileşimlerinden türeyen kabul edilebilir davranışlarla ilgili olarak resmi olarak kabul edilmeyen ilke ve kurallar olduğunu belirtmiştir.

Davranışsal bir yargı söz konusu olduğunda normların insan davranışları üzerinde etkili olduğu düşünülmektedir (McDonald ve Crandall, 2015). Algılanan grup normlarının, çalışanlar tarafından sunulan davranışların önemli bir yordayıcısı olduğu ileri sürülmüştür (Kuraa, Shamsudina ve Chauhana, 2013). Parks (2004) bu fikri, grup normlarının grupta düzenleyici ve hayatta kalma işlevlerine sahip olduğu için haklı çıkarmıştır, bu nedenle çalışanların sergilediği davranışlar üzerinde büyük bir etkisi vardır. Diğer araştırmacılar grup normları ve performans arasında (Cans & Yang, 2008) ve ayrıca grup normları ve örgütsel vatandaşlık davranışı arasında önemli ilişkiler bulmuşlardır (Ehrhart ve Naumann, 2004).

Bu çalışma kapsamında, grup normlarının durumsal kuvvet boyutlarıyla ortak özelliklere sahip olduğu düşünülmektedir. Durumsal kuvvet boyutlarına benzer şekilde, bu çalışmada kullanılan grup normları ölçeği çoğunlukla görevle ilgilidir ve

kişilerarası davranışlar içermemektedir, bu nedenle grup normlarının Karanlık Üçlü özellikleri ve kişilerarası ÜKD ilişkisinde düzenleyici bir rolünün olması beklenmemektedir, ancak Karanlık Üçlü ve örgütsel ÜKD ilişkisinde arasında düzenleyici rolünün olması beklenmektedir.

Hipotez 4: Grup normları, Kara Üçlü kişilik özellikleri ile örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir.

4a: Grup normları Makyavelizm ve CWB-O arasındaki ilişkiyi düzenleyecektir,

4b: Grup normları, narsisizm ve CWB-O arasındaki ilişkiyi düzenleyecektir,

4c: Grup normları psikopati ve CWB-O arasındaki ilişkiyi düzenleyecektir.

Stanton (2000), performans izlemeyi (Pİ), çalışanların iş bağlamında işle ilgili davranışlarını gözlemleme, inceleme ve kaydetmeyi içeren tüm uygulamalar olarak tanımlamıştır. Pİ, durumsal kuvveti ölçmek için kullanılmasına rağmen (Smithikrai, 2008) bu iki yapı bariz ortak özelliklere sahip olduğu gibi, bazı belirli farklılıkları vardır. Örneğin, açıklık ve tutarlılık, iş hakkında verilen bilgilerin, farklı kaynaklar veya zaman boyunca açık bir şekilde ifade edildiğini, anlaşılabilir ve tutarlı olduğunu gösteren bilgileri vurgular. Bu iki kavramın Pİ ile ortak bir zemine sahip olmadığı düşünülmektedir. Ek olarak, kısıtlamalar bir çalışanın belirli bir görevi nasıl yürüttüğünü içeren kısıtlamalarla ilgilidir, ancak Pİ'de, çalışanları izleyerek ÜKD'leri engellemek için belirli düzenlemeler vardır ve bu özellik PM'yi ÜKD ile yakından ilişkilendirir.

Grup normlarında olduğu gibi performans izleme de bu bağlamda durumsal kuvvet göstergesi olarak kullanılır ve Karanlık Üçlü özellikleri ve ÜKD arasında düzenleyici olması beklenir. Bu nedenle:

Hipotez 5: Performans izleme, Karanlık Üçlü kişilik özellikleri ile her iki ÜKD arasındaki ilişkiyi düzenleyecektir.

5a: Performans izleme Makyavelizm ve kişilerarası ÜKD arasındaki ilişkiyi düzenleyecektir,

5b: Performans izleme, narsisizm ve kişilerarası ÜKD arasındaki ilişkiyi düzenleyecektir,

5c: Performans izleme, psikopati ve kişilerarası ÜKD arasındaki ilişkiyi düzenleyecektir.

5d: Performans izleme Makyavelizm ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir,

5e: Performans izleme, narsisizm ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir,

5f: Performans izleme, psikopati ve örgütsel ÜKD arasındaki ilişkiyi düzenleyecektir.

YÖNTEM

Etik onayı ODTÜ İnsan Araştırmaları Etik Kurulundan alınmıştır. Tüm ölçekler Twitter, LinkedIn, Facebook gibi sosyal medyada yayınlanmıştır. Veriler, anketi tamamladıkları sırada mevcut şirketlerinde en az altı aydır çalışanlardan çevrimiçi olarak toplanmıştır. Katılımcıların mevcut şirketlerinde en az altı ay çalışmalarını zorunlu kılmasının nedeni balayı etkisini ortadan kaldırmaktır. Ayrıca katılımcılar mevcut sektörlerini, eğitim düzeylerini ve cinsiyetlerini demografik formda belirtmişlerdir. Katılımcıların sektörü açısından herhangi bir kısıtlama yoktur. Anketi 653 katılımcı tamamlamıştır. Bunlardan iki sahte soruda belirtilen yanıtları seçmeyen 95 katılımcı, 7 aykırı değer ve 6 aydan az deneyimi olan 1 katılımcı silinmiş ve 550 katılımcı kalmıştır.

Katılımcıların 367'si (%66.7) kadın, 180'i (%32.7) erkek, 3'ü (%0.5) cinsiyetlerini belirtmek istememiştir. Yaş dağılımı açısından 128 katılımcının (%23.3) yaşları 18 ile 24 arasında değişmekte olup, 306 katılımcının (%55.6) yaşı 25 ila 34, 88 katılımcının (%16) yaşı 35 ila 44, 21 katılımcının (%3.8) yaşı 45-54

arasında değişmekte olup 7 katılımcının (%1.3) yaşı 55'in üzerindeydi. Katılımcıların yaş ortalaması 29.87 idi.

Eğitim düzeyleri açısından, 66 katılımcı (%12) ya doktora eğitimini tamamlamış ya da hala devam ediyordu, 175 katılımcı (%32) ya yüksek lisans eğitimini tamamlamış ya da hala devam ediyordu, 269 kişi (%49) ya lisans eğitimini tamamlamış ya da hala devam ediyordu, 16 kişi (%3) ya meslek yüksek okulunu tamamlamış ya da hala devam ediyordu ve 24 kişi (%4) liseyi bitirmiştir.

Katılımcıların toplam iş deneyiminin ortalamaları 6 aydan 420 aya kadar 77.63 ay iken, katılımcıların mevcut kurumlarının iş tecrübelerinin ortalamaları 6 aydan 336 aya kadar 43 ay olarak bulunmuştur.

Katılımcıların 123'ü (%22) eğitim sektöründe, 59'u (%11) sağlık sektöründe, 58'i (%11) akademi ve 24'ü (%4) danışmanlık sektöründe çalışmaktadır. Kalan 44 sektöre 1 kişi (%0.2) ile 20 kişi (%4) arasında 286 katılımcı (%52) dağıtılmıştır. Katılımcıların 196'sı (%36) bir kamu kurumunda, 314'ü (%7) özel bir kurumda olduğunu belirtmiştir ve 40'ı (%7) kurumlarını belirtmek istememişlerdir.

Karanlık Üçlü Ölçeği. Makyavelizm (4 madde; $\alpha = .78$), narsisizm (4 madde; $\alpha = .87$) ve psikopati (4 madde; $\alpha = .80$) (Jonason ve Webster, 2010) kullanılmıştır. Dirty Dozen'in Türkçe versiyonu kullanılmıştır (Özsoy, Rauthmann, Jonason ve Ardıç, 2017). Makyavelizm için örnek bir madde “Başkalarını kendi hedefime doğru kullanma eğilimindeyim”dir. Narsizm için örnek bir madde, “Başkalarının bana dikkat etmesini isteme eğilimim” dir. Psikopati için örnek bir madde, “Eylemlerimin ahlakı ile ilgilenmeme eğilimindeyim” dir. Ölçek, 1 (kesinlikle katılmıyorum) ile 6 (kesinlikle katılıyorum) arasındaki 6'lı Likert tipi bir ölçekte cevaplanmıştır. Ayrıca, katılımcılara karanlık bir tema sunmamak için Büyük Beşli ölçeğinden alınan 20 madde, ölçeğe rastgele eklenmiştir (Cemalcılar, Sümer, Sümer ve Baruh, 2017).

ÜKD Ölçeği. Örgütsel ve kişilerarası ÜKD'yi değerlendirmek için Spector, Fox, Penney, Bruursema, Goh ve Kessler (2006) tarafından geliştirilen CWB Check List'in 37 maddeye uyarlanmış versiyonu (Ağca, 2014) kullanılmıştır. Katılımcılar,

son üç haftada bu davranışı ne ölçüde gerçekleştirdiklerini gösteren 1 (asla) ila 6 (her gün) arasında değişen 6 puanlık Likert tipi bir ölçekte puan vermişlerdir. Örgütsel ÜKD ($\alpha = .81$) için örnek bir madde “İşyerimde kabul edilenden daha fazla veya daha uzun bir mola” dır. Kişilerarası ÜKD ($\alpha = .78$) için örnek bir madde “İşyerindeki birine zarar verici bir şey söyledi” dir.

İş yerinde Durumsal Kuvvet. Durumsal gücü değerlendirmek için SSW kullanılmıştır (20-madde; Meyer et al., 2014). Dört boyutun da kabul edilebilir iç tutarlık düzeylerine sahip olduğu gösterilmiştir: açıklık (5 madde; $\alpha = .94$), kısıtlamalar (5 madde; $\alpha = .94$), tutarlılık (5 madde; $\alpha = .91$) ve sonuçlar (5 madde; $\alpha = .89$). Ölçek, 1 (kesinlikle katılmıyorum) ile 6 (kesinlikle katılıyorum) arasındaki 6'lı Likert tipi bir ölçekte cevaplanmıştır.

Ayrıca durumsal kuvvet, dolaylı olarak çalışanların grup normları ve performans izleme algısı ölçülerek de değerlendirilmiştir (Smithikrai, 2008). Ölçekler bu çalışmada ilk olarak çeviri - geri çeviri tekniği kullanılarak İngilizceden Türkçeye çevrilmiştir. Orijinal ve geri çevrilmiş öğelerin kavramsal eşdeğerliği gözlenmiştir.

Grup Normları Ölçeği. Ölçek (5 madde; $\alpha = .93$) Smithikrai (2008) tarafından katılımcıların ÜKD'lerle ilgili çalışma grubunda gözlemlenen davranış biçimleri hakkındaki algılarını değerlendirmek amacıyla geliştirilmiştir. Ölçek, 1 (kesinlikle katılmıyorum) ile 6 (kesinlikle katılıyorum) arasındaki 6'lı Likert tipi bir ölçekte cevaplanmıştır.

Performans İzleme Ölçeği. Ölçek (5 madde; $\alpha = .83$), katılımcıların kuruluşlarındaki performans izleme algılarını değerlendirmek için Smithikrai (2008) tarafından geliştirilmiştir. Ölçek, çalışanların, teknolojik cihazların yardımıyla veya yardımı olmaksızın çalışanların çalışma davranışlarının gözlemlenmesi ve incelenmesini içeren performans izleme derecesi hakkındaki bilgilerini

değerlendirmektedir. Ölçek, 1 (kesinlikle katılmıyorum) ile 6 (kesinlikle katılıyorum) arasındaki 6'lı Likert tipi bir ölçekte cevaplanmıştır.

Sosyal İstenirlik Ölçeği. Çalışmanın doğası karanlık bir temaya sahip olduğundan, sosyal istenirlik bir kontrol değişkeni olarak kullanılmıştır. Marlowe ve Crowne (1960, 1964) tarafından geliştirilen Kısa Marlowe-Crowne Sosyal İstenirlik Ölçeği'nin uyarlaması kullanılmıştır (Ural ve Özbirecikli, 2006). Katılımcılar 7 soruluk anketi “Evet” veya “Hayır” olarak cevaplamışlardır.

Demografikler. Katılımcılara görev süresi, sektör, iş deneyimi, eğitim düzeyi ve cinsiyet hakkında sorular sorulmuştur.

SONUÇLAR

Analiz sonuçlarına göre, Karanlık Üçlü özellikleri ve ÜKD arasında bulunan pozitif ilişki Hipotez 1'i doğrulamıştır. Tanımlayıcı istatistikler Tablo 1'de, korelasyon sonuçları Tablo 2'de verilmiştir.

Tüm Karanlık Üçlü özelliklerinin ve örgütsel ÜKD ilişkisinin açıklık ile düzenleyeceğini öne süren hipotez 2 desteklenmiştir. Daha spesifik olarak, Makyavelizm ve örgütsel ÜKD ilişkisi ($b = -.05$, $SE = .02$, $t = -2.63$, $p = .01$, %95 CI = $-.09$ $-.01$), narsisizm ve örgütsel ÜKD ilişkisi ($b = -.05$, $SE = .02$, $t = -2.49$, $p = .01$, %95 CI = $-.08$, $-.01$) ve psikopati ve örgütsel ÜKD ilişkisi ($b = -.05$, $SE = .02$, $t = -2.16$, $p = .03$, %95 CI = $-.09$, $-.00$) açıklık tarafından düzenlenmiştir. Daha yüksek açıklık durumlarında daha düşük ilişki gözlenmiştir.

Tüm Karanlık Üçlü özelliklerinin ve örgütsel ÜKD ilişkisinin tutarlılık ile düzenleyeceğini öne süren hipotez 3 kısmen desteklenmiştir. Daha spesifik olarak, Makyavelizm ve örgütsel ÜKD ilişkisi ($b = -.05$, $SE = .02$, $t = -2.58$, $p = .01$, %95 CI = $-.10$, $-.01$) ve psikopati ve örgütsel ÜKD ilişkisi ($b = -.05$, $SE = .02$, $t = -2.19$, $p = .03$, %95 CI = $-.10$, $-.01$) tutarlılık tarafından düzenlenirken, narsisizm için benzer bir

bulgu bulunamamıştır. Desteklenen hipotezlerde, daha yüksek tutarlılık durumlarında daha düşük ilişki gözlenmiştir.

Tüm Karanlık Üçlü özelliklerinin ve örgütsel ÜKD ilişkisinin grup normları ile düzenleyeceğini öne süren hipotez 4 kısmen desteklenmiştir. Daha spesifik olarak, psikopati ve örgütsel ÜKD ilişkisi ($b = -.06$, $SE = .02$, $t = -2.34$, $p = .02$, %95 CI = $-.11, -.01$) grup normları tarafından düzenlenirken, Makyavelizm ve narsisizm için benzer bir bulgu bulunamamıştır. Desteklenen hipotezde, daha yüksek grup normu durumunda daha düşük ilişki gözlenmiştir.

Performans izlemenin Karanlık Üçlü özellikleri ile kişilerarası ÜKD ve örgütsel ÜKD arasındaki ilişkiyi düzenleyeceğini öne süren hipotez 5 kısmen desteklenmiştir. Daha spesifik olarak, Makyavelizm ve kişilerarası ÜKD ilişkisi ($b = -.21$, $SE = .10$, $t = -2.09$, $p = .04$, %95 CI = $-.41, .01$), narsisizm ve kişilerarası ÜKD ilişkisi ($b = -.03$, $SE = .01$, $t = -2.03$, $p = .04$, %95 CI = $-.05, -.00$) ve psikopati ve kişilerarası ÜKD ilişkisi ($b = -.03$, $SE = .01$, $t = -2.16$, $p = .03$, % 95 CI = $-.05, -.00$) performans izleme tarafından düzenlenirken aynı ilişki örgütsel ÜKD için bulunamamıştır. Daha yüksek performans izleme durumlarında karanlık üçlü özellikleri ve kişilerarası ÜKD arasında daha düşük ilişki gözlenmiştir.

TARTIŞMA

Bu çalışmanın amacı, karanlık kişilik özellikleri ile ÜKD arasındaki ilişkide durumsal gücün düzenleyici etkisini araştırmaktır. ÜKD ve karanlık kişilik özellikleri arasındaki durumsal gücün düzenleyici etkisi araştırılmış ve sonuçlar, bu değişkenler arasında çok sayıda ilişki olduğunu ve karanlık özelliklere sahip kişilerin durumun kuvvetinden açıkça etkilendiğini göstermiştir. Ancak, kısaca ele alınacak olan bu üç kötü niyetli özellik için farklı örüntüler bulunmuştur.

Durumsal kuvvet perspektifinden bakıldığında, sonuçlar aşağıdaki gibi yorumlanabilir. Her şeyden önce, açıklık, Karanlık Üçlü özelliklerini ve örgütsel ÜKD ilişkisini düzenlemiştir. Buna ek olarak, tutarlılık Makyavelizm ve örgütsel ÜKD ilişkisinin yanı sıra psikopati ve örgütsel ÜKD ilişkisini de düzenlemiştir.

Ayrıca, grup normları psikopati ve örgütsel ÜKD ilişkisini düzenlemiştir. Son olarak, performans izleme, Karanlık Üçlü ve kişilerarası ÜKD ilişkisini düzenlemiştir.

Sonuçlar erkeklerin kadın katılımcılara kıyasla anlamlı derecede daha yüksek Makyavelizm ve psikopati düzeylerine sahip olduğunu göstermiştir. Aynı zamanda, erkeklerin kadınlardan daha yüksek kişilerarası ÜKD seviyelerine sahip oldukları bulunmuştur. Bir başka bulgu ise özel kurumlarda çalışan katılımcıların Makyavelizm ve psikopati düzeylerinin kamu kurumlarında çalışanlardan anlamlı derecede yüksek olduğudur. Bu bulgu, özel kurumların kamu sektöründen çok daha rekabetçi ve bazen agresif olması gerçeğinden kaynaklanıyor olabilir. Makyavelizm ve psikopati özelliklerine sahip kişiler, kendilerine daha uygun olduğu için özel kurumda çalışmayı tercih ediyor olabilirler. Ayrıca, kamu kurumlarında çalışan katılımcıların kısıtlamalar ve performans izleme boyutlarındaki düzeyleri, özel kurumlarda çalışan katılımcılardan anlamlı şekilde daha yüksektir.

Bu çalışmayı güçlendirmek için önceden çeşitli prosedürler uygulanmıştır. Bu çalışmada, sapkın işyeri davranışları ve karanlık kişilik özellikleri arasındaki durumsal gücün düzenleyici etkilerini araştırmak için çeşitli değişkenler ölçülmüştür.

İlk olarak, katılımcıların karanlık eğilimleri Makyavelizm, narsisizm ve psikopati kullanılarak ölçülmüştür. Değerlendirmenin karanlık temasını hafifletmek için, Karanlık Üçlü ölçeğine sosyal istenirlikle uyumlu Büyük Beşli maddeleri eklenmiştir. Ayrıca, durumsal kuvveti değerlendirmek için çeşitli kavramlar ölçülmüştür: açıklık, tutarlılık, kısıtlamalar, sonuçlar, grup normları ve performans izleme. Bu nedenle, bu çalışmada Meyer ve arkadaşlarının (2014) kullandıkları klasik dört boyutlu kavramsallaştırmasına ek boyutlar kullanılmıştır. Meyer ve arkadaşlarının (2014) sadece dört boyut yapısını kullanmayıp iki boyut (Smithikrai, 2008) daha eklemenin arkasındaki sebep durumsal kuvveti daha iyi kavrayabilmektir. Benzer şekilde, bu çalışmada iki ÜKD'yi ölçmek için örgütsel ve kişilerarası olarak iki boyut kullanılmıştır. Bu mantığın ardındaki neden, ÜKD boyutlarının diğer yapılarla farklılaşan ilişkisini daha iyi anlamaktır.

Çalışma, araştırmacılar ve uygulayıcılar için birkaç fikir vermektedir. Birincisi, durumsal kuvvet, alinyazında yoğun olarak çalışılardan daha geniş bir konu olabilir.

Gelecekteki alıřmalarda, akademisyenlerin kavram hakkında daha geniř bir perspektif almaları önerilir. Ayrıca, saha uygulayıcıları, iře alım gibi süreçlerde, genellikle olumlu kiřilik özelliklerini deęerlendirir ve Karanlık Ülü gibi karanlık olanlardan habersizdirler. İřverenler buna daha fazla dikkat edebilir.

Metodolojik kaygılar için, gelecekteki alıřmalar daha güvenilir iç tutarlılık için Karanlık Ülü ve sosyal istenirlik öleklerinin daha uzun versiyonunu tercih edebilir. Ayrıca, karanlık bir temayı deęerlendirmek için örtük önlemler de düşünölebilir.

Özetlemek gerekirse, karanlık insanlar iř ortamlarında olumsuz bir atmosfer yaratırken, kuruluřlara da katkıları vardır. Bu özelliklerin negatif davranıřlara dönüşmemesi için ÜKD'leri iyi anlamak yardımcı olabilir.

Özetlemek gerekirse, karanlık insanlar iř ortamlarında olumsuz bir atmosfer yaratırken, kuruluřlara da katkıları vardır. Bu özelliklerin negatif davranıřlara dönüşmemesi için ÜKD'leri iyi anlamak yardımcı olabilir. Özellikle kurumlar kiřilerarası ÜKD'leri azaltmak için performans izleme sistemi getirebilirler. Örgötsel ÜKD'leri azaltmak için ise kurumlar açık ve tutarlı bir alıřma ortamı sağlayabilirler.

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