MODERATING ROLE OF THE DARK TRIAD PERSONALITY TRAITS ON THE ASSOCIATION BETWEEN EMOTIONAL LABOR AND WORK OUTCOMES: AN EXAMINATION BASED ON ACTIVATION/INHIBITION PATHWAYS

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ABSTRACT

MODERATING ROLE OF THE DARK TRIAD PERSONALITY TRAITS ON THE ASSOCIATION BETWEEN EMOTIONAL LABOR AND WORK OUTCOMES: AN EXAMINATION BASED ON ACTIVATION/INHIBITION PATHWAYS

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The current study combined the literature on the Dark Triad personality traits (Machiavellianism, sub-clinical narcissism, sub-clinical psychopathy) and emotional labor (deep acting and surface acting) with an aim to investigate the relationship between them according to the activation and inhibition regulatory fit theory. Hypotheses addressed associations between Machiavellianism, narcissism, psychopathy and emotional labor strategies and also potential bright and dark moderator effects of these dark traits on the relationship between emotional labor and outcome variables (affective delivery, service sabotage, emotional exhaustion and work engagement). In addition, cross-lagged effects between emotional labor strategies and employee well-being (emotional exhaustion and work engagement) were investigated. Two preliminary studies were conducted to develop an affective delivery and service sabotage checklist and to gather empirical data about the activation and inhibition orientation of the Dark Triad personality traits. For the main study 68 employees working in the service sector completed a 10-day diary study.

Results showed that only activation-oriented pathways (pathways from deep acting to affective delivery and work engagement) were moderated by primary psychopathy and the tactic dimension of Machiavellianism (activation-oriented traits). Also, random-intercept cross-lagged panel model supported the cross-lagged effects between surface acting and emotional exhaustion.

Studying dark personality traits in the workplace and with relation to emotional labor makes the current study a novel one and important for the industrial and organizational psychology literature.

Keywords: Dark Triad, Emotional Labor, Daily Diary, Activation/Inhibition pathways, Service Performance

ÖZ

KARANLIK ÜÇLÜ KİŞİLİK ÖZELLİKLERİNİN DUYGUSAL EMEK İLE İŞ ÇIKTILARI ARASINDAKİ İLİŞKİ ÜZERİNDEKİ MODERATÖR ROLÜ: AKTİVASYON/ENGELLEME YOLLARINA DAYALI BİR İNCELEME

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Mevcut çalışmanın amacı Karanlık Üçlü kişilik özellikleri (Makyavelizm, klinik olmayan narsisizm ve klinik olmayan psikopati) ve duygusal emek kavramlarını (yüzeysel rol yapma ve derinde rol yapma) kapsayan literatürü birleştirerek aralarındaki ilişkiyi aktivasyon ve inhibisyon düzenleyici uyumu kuramı temelinde kullanarak araştırmaktır. Hipotezler Karanlık Üçlü kavramını, duygusal emek kavramını ve günlük veri toplama yöntemlerini incelemiş çalışmalara ve bunların birleştiği noktalara dayanarak oluşturulmuştur. Hipotezler Makyavelizm, klinik olmayan narsisizm, klinik olmayan psikopati ve duygusal emek arasındaki doğrudan ilişkiyi, ayrıca bu karanlık kişilik özelliklerinin duygusal emek ve sonuç değişkenleri (duygu yüklü hizmet, servis sabotajı, duygusal tükenmişlik ve işe bağlılık) arasındaki ilişkilerdeki potansiyel olumlu ve olumsuz düzenleyici etkisini kapsamaktadır. Ayrıca, duygusal emek ve çalışan refahı (duygusal tükenmişlik ve işe bağlılık) arasındaki çapraz gecikmeli etki de araştırılmıştır. Duygu yüklü hizmet ve servis sabotajı ölçeği geliştirme ve karanlık kişilik özelliklerinin aktivasyon ve inhibisyon odaklı olarak

gruplanmasını sağlamak için iki tane ön çalışma yapılmıştır. Ana çalışma için servis sektöründe çalışan 68 kişiden 10 gün boyunca veri toplanmıştır. Sonuçlar yalnızca aktivasyon yönelimli ilişkilerde birincil psikopati ve Makyevelizm taktik boyutunun düzenleyici etkisini desteklemiştir. Ayrıca, rastgele kesişen çapraz gecikmeli panel modeli, yüzeysel rol yapma ve duygusal tükenme arasındaki çapraz gecikmeli etkileri desteklemiştir.

Karanlık kişilik özelliklerinin iş yeri bağlamında çalışılması ve aynı zamanda duygusal emek ile ilişkisinin araştırılması önerilen çalışmayı endüstri ve örgüt psikolojisi literatüründe önemli bir noktaya koymaktadır.

Anahtar Kelimeler: Karanlık Üçlü, Duygusal Emek, Günlük Yöntemi, Aktivasyon/Engelleme Yolları, Servis Performansı

To Sami Demirbilek

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CHAPTER 1

INTRODUCTION

Industrial and Organizational (I/O) psychologists have been studying personality traits since these traits are accepted as a part of individual differences, which can affect individuals' work-related behavior and work-related outcomes in various ways (Chernyshenko et al., 2011). Relationships between personality traits and job-related variables and the use of personality tests during the personnel selection process are examples of essential study areas in this field. After the importance of personality in the work field was accepted, different personality theories have been suggested and studied over the years. The Big Five theory provided a consensus and brought almost an agreement to the personality literature (Chernyshenko et al., 2011). Although the taxonomy of Big Five personality traits has been attested to be an essential associate of organizational constructs, there is a concern that this taxonomy of traits only captures the positive side of personality. Authors pointed out the importance of investigating 'negative' sides of personality both inside and outside the workplace (Jakobwitz & Egan, 2006; Jonason et al., 2012a; Lee & Ashton, 2005; Paulhus & Williams, 2002).

Throughout the years, interest in the dark side of personality has increased. In the I/O field, these traits have been commonly referred to as the "dark personality traits." Workplace researchers have started to examine the dark side of personality in relation to the work environment. For example, James and LeBreton (2010) emphasized the need for going beyond the bright side of personality based on the Big Five traits. They focused on aggressive personality in order to understand the motives and cognitive biases underlying behaviors. This idea of going beyond the bright side of the personality for deeper classification of motives, goals, and interests was also adopted by Judge and his colleagues (2009a), who investigated leader traits. The authors grouped Big Five personality traits, core self-evaluations, and charisma as the bright side of leaders' personality traits; and narcissism and Machiavellianism as the

dark side of leader traits. These studies have important implications for practice since individuals with different levels of dark personality traits are among us. Therefore, we should be aware of the relationships between these traits and job-related variables and how these individuals behave in workplaces. The main focus of the current study is the dark side of personality traits, namely Machiavellianism, sub-clinical narcissism, and sub-clinical psychopathy, which received increased attention in recent years (O'Boyle et al., 2012; Paulhus & Williams, 2002) but still have unexplored areas (Spain et al., 2014).

Even though researchers in earlier studies have studied the dark side of the personality, the 'Dark Triad' label, which covers Machiavellianism, sub-clinical narcissism, and sub-clinical psychopathy, was first used in 2002 by Paulhus and Williams. Researchers have either studied all three 'Dark Triad' traits, one trait out of these three traits or dyads from these three traits (e.g., Furtner et al., 2011; Jakobwitz & Egan, 2006; Lee & Ashton, 2005; Smith & Lilienfeld, 2013). These studies found associations between the Dark Triad and work-related variables like job satisfaction (Klaassen, 2008), unethical choices at work (Kish-Gepart et al., 2010), counterproductive work behaviors (Scherer et al., 2013) and work strain (Johnson et al., 2015). A recent meta-analysis showed that all three traits were significantly and positively correlated with counterproductive work behavior, and Machiavellianism and psychopathy were significantly and negatively correlated with job performance (O'Boyle et al., 2012).

It is possible to hear stories about narcissistic co-workers, psychopath supervisors when we talk to employees. People may not use these specific terms while expressing their feelings about their co-workers or supervisors but statements like "I have a co-worker who never accepts that he/she is wrong," "She thinks she is above all of us, she overemphasizes herself," and "My boss is such a cold person and he always tries to manipulate us" are the cues for dark personality traits. It is easy to encounter people with these traits, since they have been working actively for years. Therefore, it is vital to investigate these dark traits and try to understand what these individuals are capable of and what their vulnerabilities are. Since it is impossible to ignore them or leave them out of the workforce, we should try to learn how they operate at work and whether we can take advantage of these dark traits. Even though the dark triad has been drawing more and more attention in recent years, there are still

some unexplored aspects of this concept. The bright side of dark personality traits is one of these unexplored aspects, and review papers emphasize the need for future studies that will explore the bright side of dark personality traits (e.g., Spain et al., 2014). However, limited numbers of studies have explored the probable bright sides of the Dark Triad. It was found that narcissism had positive impacts on subordinates' objective and subjective career success (Volmer et al., 2016) and was also positively linked to salary (Spurk et al., 2016). Machiavellianism was found to positively related to occupying a leadership position and career satisfaction (Spurk et al., 2016).

Emotional labor can be one of the suitable concepts for studying the bright side of the dark personality traits by taking regulatory focus into account. However, emotional labor at the workplace is an important concept that can threaten individuals' well-being, and its relationship with dark personality traits is still unknown. Studies reported results about the relationship between the Big Five personality traits, emotional labor, and the outcomes of emotional labor (e.g., Chi & Grandey, 2016). Whether the Dark Triad traits and the Big Five traits have differential associations with emotional labor and its outcomes and whether dark personality traits pose a moderating effect between emotional labor and outcomes; changing the direction of this relationship should be examined.

Emotional labor refers to the necessity of managing emotions when the work role requires showing certain emotions while communicating with other people (e.g., customer, patient, member; Grandey, 2000; Hochschild, 1983). When there is a discrepancy between employees' felt emotions and display rules, which refers to required emotions that employees have to adapt during work, they may engage in different emotional labor strategies. One of these strategies is surface acting (i.e., faking in bad faith), which represents modifying displays and facial expressions without changing inner feelings. Another strategy is deep acting (i.e., faking in good faith) which means modifying feelings to match the required display rules (Grandey, 2003; Hsieh, 2014). Studies showed that surface acting (SA), on the one hand, was significantly related to increased emotional exhaustion (Brotheridge & Grandey, 2002; Kammeyer-Müller et al., 2013) and higher turnover (Seery & Corrigal, 2009) as well as lower job satisfaction (Cote & Morgan, 2002; Kammeyer-Müller et al., 2013; Seery & Corrigal, 2009). On the other hand, deep acting (DA) had weak relationships with

the indicators of impaired well-being and positive relationships with job satisfaction and job performance (Hülsheger & Schewe, 2011; Kammeyer-Müller et al., 2013).

Some studies investigated the relationships between emotional labor and work outcomes by including personality traits, but those were limited to the 'bright' personality traits. These studies found that the association between SA and increased emotional exhaustion was significantly stronger for introverts meaning that SA was more emotionally exhausting for introverts (Judge et al., 2009). Another related study by Chi and Grandey (2016) gave inspiration for the current research. They investigated the moderator effect of the Big Five personality traits between emotional labor strategies and affective delivery and service sabotage behaviors. Specifically, they argued how activation and inhibition regulatory fit between emotional labor strategies (deep acting and surface acting) and Big Five personality traits could either strengthen or weaken the relationship between emotional labor strategies and outcomes (affective delivery and service sabotage) resulting in higher levels of desirable outcomes (i.e., lower service sabotage or higher affective delivery) (Chi & Grandey, 2016). Their main aim was to investigate the possible moderator effect of Big Five personality traits between emotional labor and service performance. They suggested that the regulatory fit, which refers to "the match between an individual's regulatory orientation and strategy used to sustain it" (Motyka et al., 2014, p.1) between individuals' personality traits and the emotional labor strategy they choose can explain this moderator effect. It is possible that the dark triad personality traits also have a moderating effect on such relationships. Unlike Chi and Grandey (2016) who only hypothesized and found desirable outcomes while investigating moderator effects of the Big Five personality traits, the current study investigated moderator effects that signal both the bright and dark sides of the Dark Triad traits. As discussed in the following sections, due to the nature of the Dark Triad traits, it is possible that activation-oriented dark personality traits strengthen the relationship between an activation-oriented emotional labor strategy and a desirable outcome (indicating the bright side of the Dark Traits), and inhibition-oriented dark personality traits strengthen the relationship between an inhibition-oriented emotional labor strategy and an undesirable outcome (indicating the dark side of the Dark Traits).

Hence, the purpose of current research is to combine the literature on the Dark Triad personality traits and emotional labor to investigate relationships according to the model tested by Chi and Grandey (2016). Hypotheses are developed based on an integrative review of the existing research on the 'Dark Triad' personality traits in general and in the workplace context, emotional labor strategies, and methods for gathering good quality data. Hypotheses address associations between Machiavellianism, subclinical narcissism and subclinical psychopathy, and emotional labor strategies and potential moderator effects of these dark traits on the associations between emotional labor and outcomes (affective delivery, service sabotage, emotional exhaustion, and work engagement).

In the current study, the daily diary method was used for gathering data on emotional labor. In recent years researchers studied the concept of emotional labor with the daily diary method (Judge et al., 2009b) and showed its effectiveness. This method allows studying dynamic within-person processes involving affect, behavior, interpersonal interactions, work events, and other transient workplace phenomena over time. Therefore, the main reason to prefer daily diary over cross-sectional studies is the chance to study the changes in within-person processes as time passes (Fisher & To, 2012).

1.1. Dark Triad

Machiavellianism, psychopathy, and narcissism have long and detailed histories of research in varying subfields of psychology like clinical and social psychology (Jonason et al., 2012b; Lee & Ashton, 2005; Vernon et al., 2008). Psychopathy first originated in clinical psychology; psychopathy and narcissism were primarily studied in clinical psychology (Cain et al., 2008; Hare, 1996). The concept of Machiavellianism was first studied as a power strategy (McHoskey et al., 1998). It would be beyond the scope of this study to examine all these perspectives. Therefore, the focus here will be mainly on research in I/O psychology.

This section of the paper includes conceptualizations of Machiavellianism, sub-clinical narcissism, and sub-clinical psychopathy. First, I briefly give information about their emergence, the concepts' migration from clinical to non-clinical populations, and scales developed to measure them. Then, I will review interrelations among Machiavellianism, narcissism, and psychopathy, their similarities and

differences, and relationships of these three dark traits with work-related variables in light of their potential associations with emotional labor.

1.1.1. Conceptualization of the 'Dark Triad'

1.1.1.1. Machiavellianism

The introduction of Machiavellianism in the personality literature can be traced back to 1970 when Christie and Geis formatted Machiavelli's original statements about using manipulation for maintaining power (Sample item; 'It is wise to flatter essential people'). This formation resulted in developing a measure called Mach IV (Christie & Geis, 1970). Their study used a sample from the average population and asked individuals how much they agree with these statements they had formed. In other words, they used Mach IV for measuring individuals' tendency to use strategies like manipulation and deception (Christie & Geis, 1970). This was the first study in the psychology literature that adopted Machiavellianism as an individual difference and attested the difference between the high and low Machiavellianism scores. Results showed that people who agreed with the Mach IV statements were more likely to demonstrate manipulative behavior (Christie & Geis, 1970) and were named High Machs. Christie and Geis (1970) concluded that the difference between individuals with high and low Machiavellianism scores occurred because of their perceptions of interpersonal relationships. Their research allowed them to describe Machiavellianism as a construct that covers distrust, cynicism, and strategic manipulation.

Machiavellianism can be characterized by a lack of interpersonal affect (McHoskey et al., 1998), egocentricity, callousness, little concern for morality (Christie & Geis, 1970; Lee & Ashton, 2005), and lower stress immunity (Lilienfeld & Andrews, 1996). Previous studies showed that increased Machiavellianism is associated with a tendency towards antisocial behaviors, interpersonal problems (Gurtman, 1992), decreased levels of subjective well-being (McHoskey et al., 1999), and an emphasis on extrinsic goals (McHoskey, 1999). In addition, high Machs are more likely to use manipulative strategies that protect their self-interest (Austin et al., 2007; Christie & Geis, 1970; Jakobwitz & Egan, 2006) and tend to use deception (Jakobwitz & Egan, 2006). Machiavellianism can be stududied with two underlying factors of endorsement of manipulative tactics and cynicism (Christie & Geis, 1970; Hunter et al., 1982).

1.1.1.2. Narcissism

Unlike Machiavellianism, narcissism initially originated in the clinical psychology literature. After Raskin and Hall (1979) developed the Narcissistic Personality Inventory (NPI), narcissism became a personality variable that can be investigated in normal populations. The NPI captures the main characteristic features of narcissism like grandiosity, superiority, and entitlement (Raskin & Hall, 1979; 1981). Self-centeredness and self-love are central concepts of narcissism (Morf & Rhodewalt, 2001; Raskin & Terry, 1988). Narcissism is also characterized by feelings of superiority and exploitativeness (Lee & Ashton, 2005; Raskin & Terry, 1988; Vernon et al., 2008).

A bifurcation is observed with narcissistic personality with the grandiose narcissism and vulnerable narcissism sub-factors which are differentially associated with outcomes (Campbell et al., 2011; Miller et al., 2010). These sub-factors are also known as overt (grandiose) and covert (vulnerable) narcissism (Foster & Trimm, 2008). On the one hand, the grandiose side of narcissism includes features such as high self-esteem and self-enhancement, charm, disregard for criticism, entitlement, need for power (Campbell et al., 2011), attention-seeking behaviors (Vernon et al., 2008), and need for achievement (Elliot & Thrash, 2001). On the other hand, vulnerable narcissists are more likely to be incompetent (Miller et al., 2011), hostile, depressed and have low self-esteem (Campbell et al., 2011). According to researchers, it is essential to differentiate between these narcissism subtypes since they can affect results in different ways (Egan et al., 2014; Miller et al., 2010; Miller et al., 2011). Studies showed that grandiose narcissism was positively associated with aggression (Twenge & Campbell, 2003), need for power (Rosenthal & Pittinsky, 2006), well-being (Aghababei & Blachnio, 2015), positive and negative affect (Garcia et al., 2015). Vulnerable narcissism was positively related to anxiety, depression, and impulsivity (Miller et al., 2010) and negatively related to trust and competence (Miller et al., 2010).

1.1.1.3. Psychopathy

Like narcissism, psychopathy is a concept first described in the clinical psychology literature. However, its shift from clinical to more general psychology was not as apparent as the shift of narcissism. This trait builds upon the studies of Cleckley (1976) and included features like unreliability, charm, lack of remorse, insincerity,

poor judgment, and features such as being remorseless, being regardless of other's rights, feelings, and an antisocial lifestyle (Hare, 1991). It is important to note that psychopathy and Antisocial Personality Disorder (DSM-5; American Psychiatric Association, 2013) are both included in DSM-5 as separate constructs.

Psychopathy can be divided into two subfactors; primary and secondary psychopathy. Primary psychopathy includes features such as willingness to manipulate others, lack of emotional depth and guilt, and callousness. Secondary psychopathy includes a more aggressive side of psychopathy like impulsivity and irresponsibility (Levenson et al., 1995; McHoskey et al., 1998; Smith & Lilienfeld, 2013). Like narcissism, it is also essential to differentiate between unemotional primary psychopathy and antisocial secondary psychopathy for gathering more accurate results (Hare, 1985; Jakobwitz & Egan, 2006).

Previous research has shown that psychopathy was related to aggression (Jones & Paulhus, 2010), deficits in affective empathy (Wai & Tiliopoulus, 2012), bullying (Baughman et al., 2012), and low levels of well-being (Aghababaei & Blachnio, 2015). On the other hand, it is also attested with empirical studies that there are sub-clinical psychopaths who can manage their life reasonably well and accommodate themselves to the community (Babiak & Hare, 2006).

1.1.2. Measurement Issues

It is essential to evaluate the measurement inventories before giving information about interrelations between the Dark Triad traits and relationships between these traits and other work-related outcomes. There are reliable and validated measures in the field that measure these traits separately (e.g., Levenson et al., 1995; Raskin & Hall, 1981), along with newer measures that combine all traits (e.g., Jones & Paulhus, 2014). Using different measurement tools across different studies may have resulted in obtaining somewhat different results. Different measures may capture different sides of the dark personality traits (Maples et al., 2014; O'Boyle et al., 2012). The knowledge about the measures utilized in these studies may make it easier to interpret the results.

1.1.2.1. Standard Measures of the Dark Triad

Mach IV (Christie & Geis, 1970) is the most commonly used measure for measuring Machiavellianism. It has 20 items and a 7-point Likert-type format (1-

totally disagree, 7-totally agree) for representing items. Agreement to the statements in this scale indicates higher levels of Machiavellianism (e.g., 'Anyone who completely trusts anyone else is asking for trouble'). In addition, this scale emphasizes manipulative tactics, cynicism, and lack of morality (Christie & Geis, 1970; Muris et al., 2017).

Narcissistic Personality Inventory (NPI; Raskin & Hall, 1979) is the dominating instrument in the literature for measuring narcissism. Forty paired-statements are presented in a forced-choice format and include traits like superiority, authority, entitlement, exhibitionism, vanity, and exploitativeness (Muris et al., 2017). In each paired-statement, one represents narcissism, and the other is the modest option (Paulhus & Jones, 2015; Raskin & Hall, 1979). For example, 'I think I am a special person,' 'I always know what I am doing' and 'I see myself as a good leader' are some sample narcissistic options (Muris et al., 2017; Paulhus & Jones, 2015; Raskin & Hall, 1979). Ackerman and his colleagues investigated the dimensionality of this scale (Ackerman et al., 2011) with four studies and found support for the three-factor model of NPI. They named these three dimensions Leadership/Authority, Grandiose Exhibitionism, and Entitlement/Exploitativeness.

However, one main criticism about the NPI is that it does not capture the vulnerable side of narcissism (Miller et al., 2010; Paulhus & Jones, 2015). There are two scales that one can use to capture the vulnerable side of narcissism. The first one is the self-report Hypersensitive Narcissism Scale (HSNS; Hendin & Cheek, 1997). This 10-item instrument measures hypersensitivity, vulnerable and covert side of narcissism and entitlement with a 5-point Likert-type response format (sample item; 'I feel that I have enough on my hands without worrying about other people's troubles') (Hendin & Cheek, 1997; Konrath et al., 2014). Another scale that can capture both the overt and covert sides of narcissism is the Pathological Narcissism Inventory (PNI; Pincus et al., 2009). This 52-item, self-report instrument represents both grandiose and vulnerable sides of narcissism (Miller et al., 2011; Pincus et al., 2009). Contingent Self-Esteem (e.g., 'When others don't notice me, I start to feel bad about myself), Hiding the Self (e.g., 'It is hard to show others the weakness I feel inside), Devaluing (e.g., 'Sometimes I avoid people because I'm concerned that they'll disappoint me') and Entitlement Rage (e.g., 'I will never be satisfied until I get all that I deserve') are the four subscales that cover vulnerable narcissism (Pincus et al., 2009).

Also, a short version of PNI, the Brief-Pathological Narcissism Inventory (B-PNI; Schoenleber et al., 2015), was developed. This inventory consists of 28 items, and all facets include four items.

There are various popular measures for the psychopathy construct in the literature. Psychopathy Checklist (PCL; Hare, 1985) and its revised version (PCL-R; Hare, 1991) are more suitable measures for the criminal population, and their usage is limited for the general population since researchers need to reach criminal history data (Edens et al., 2001). This limitation has created the need for valid measures for assessing psychopathy in non-criminal populations and resulted in the development of various self-report measures. The self-report version of PCL, Self-report Psychopathy Scale (SRP, Hare, 1985), and revised versions of the Self-report Psychopathy Scale (Paulhus et al., 2015; Williams et al., 2007) are suitable instruments for measuring psychopathy in non-criminal samples (Forth et al., 1996; Mahmut et al., 2008; Williams & Paulhus, 2004). Also, the 180-item Psychopathic Personality Inventory that includes features like a superficial charm, lack of emotional depth, guiltlessness, and lack of planning (PPI; Lilienfeld & Andrews, 1996); and 26-item Levenson Self-Report Psychopathy Scale, which has two subscales for primary psychopathy measuring manipulative, egoist and uncaring sides (e.g. 'For me, what is right is whatever I can get away' and 'People who are stupid enough to get ripped off usually deserve it') and secondary psychopathy measuring impulsive/antisocial side (e.g. 'I don't plan anything very far in advance' and 'I find myself in the same kinds of trouble time after time') (LSRP, Levenson et al., 1995) are suitable for the non-criminal population.

1.1.2.2. Combined Dark Triad Measures

In addition to the scales that measure Dark Triad traits separately, two short measures were developed for measuring all three dark triad traits together (Jonason & Webster, 2010; Jones & Paulhus, 2014). These measures have various advantages and disadvantages. The increased popularity of studies investigating dark personality traits has created a need for concise measures. It is easy and fast to implement these kinds of measures. However, there is also a possibility to miss some aspects of the personality traits because of the limited number of items.

The Dirty Dozen (DD) is one of the popular short measures that assess Dark Triad traits together (Jonason & Webster, 2010). DD is a 12-item (four items for each trait) self–report instrument that uses a 5-point Likert-type response format. Sample items are 'I tend to manipulate others to get my way' (Machiavellianism), 'I tend to want others to admire me' (narcissism), and 'I tend to be unconcerned with the morality of my actions' (psychopathy) (Jonason & Webster, 2010; Paulhus & Jones, 2015). This scale was validated in the USA (Jonason & Webster, 2010), Italy (Schimmenti et al., 2017), Poland (Czarna et al., 2016), Japan (Tamura et al., 2015) and Turkey (Özsoy et al., 2017).

Another popular concise and self-report measure is the Short Dark Triad (SD3; Jones & Paulhus, 2014). It includes 27 items (nine items for each trait). Jones and Paulhus (2014) confirmed its three-factor structure in their study. Sample items are 'Avoid direct conflict with others because they may be useful in the future' (Machiavellianism), 'Many group activities tend to be dull without me' (narcissism), and 'People who mess with me always regret it' (psychopathy) (Jones & Paulhus, 2014). Correlations with longer measures and ratings from others showed that SD3 is valid and effective (Jones & Paulhus, 2014; Maples et al., 2014).

Recently, Maples and his colleagues (2014) compared the DD and SD3 regarding their convergent, discriminant, incremental, and criterion-related validity. Results showed that SD3 had more reliable results regarding its relationship with longer measures compared to DD (Maples et al., 2014). One of the critical findings from this study was the difference between narcissism subscales of these short measures. The authors concluded that the narcissism subscale of DD assesses both grandiose and vulnerable factors of the construct, but SD3 only captures the grandiose side of narcissism. Therefore, they suggested that researchers could use SD3 if they intend to measure Dark Triad with a short scale. However, they mentioned that it would be wiser for researchers to use longer instruments if time is not an important issue for their study (Maples et al., 2014).

1.1.3. Unificationist vs. Uniqueness Perspective

There have been different opinions about whether Machiavellianism, sub-clinical psychopathy, and narcissism are conceptually overlapping or not, and this

discussion has been going on since the Dark Triad term has been first introduced to the literature (Dowgwillo & Pincus, 2017; Paulhus & Williams, 2002).

Some researchers argued that these three constructs are actually one unitary construct (Jakobwitz & Egan, 2006), and it is not necessary to distinguish between them (McHoskey et al., 1998). However, other researchers suggested that these three traits are distinct constructs despite their conceptual overlap (Lee & Ashton, 2005; MacNeil, 2008; Paulhus & Williams, 2002) and found results that supported this uniqueness (Lee & Ashton, 2005).

Support for these arguments comes from the studies which had investigated; (a) the intercorrelations of Dark Triad traits, (b) the relationship between Dark Triad traits and other personality traits like the Big Five and HEXACO, and (3) associations of Dark Triad traits with other relevant variables such as self-enhancement, antisocial behavior and faking ability (e.g., Jonason et al., 2015; Jones and Paulhus, 2011a, 2011b; MacNeil, 2008; Paulhus & Williams, 2002).

In the first paper, which called these three traits 'Dark Triad', Paulhus and Williams (2002) investigated the similarities and differences among Machiavellianism, narcissism, and psychopathy in a sample composed of undergraduate psychology students. They used NPI to measure narcissism, Mach-IV inventory to measure Machiavellianism, and SRP to measure non-clinical psychopathy. Significant correlations between Machiavellianism and psychopathy (r = .31), psychopathy and narcissism (r = .50), and between Machiavellianism and narcissism (r = .25) showed that there was considerable overlap between these measures. However, with .50 as a maximum inter-correlation, they concluded that these three traits could not be considered unitary (Paulhus & Williams, 2002).

Lee and Ashton (2005) reported that the highest correlation was between primary psychopathy and Machiavellianism (r = .66). Primary psychopathy and narcissism were also significantly correlated (r = .37), but they did not find a significant correlation between Machiavellianism and narcissism (r = .17), unlike Paulhus and Williams (2002). One of the main differences between these two studies is that they used different measures for psychopathy. Hereafter, I will separate these scores as overall psychopathy, primary psychopathy, and secondary psychopathy to avoid confusion.

Jakobwitz and Egan (2006) reported significant correlations between primary psychopathy and Machiavellianism (r = .70), between primary psychopathy and narcissism (r = .40), and between Machiavellianism and narcissism (r = .36). They also assessed secondary psychopathy with LSRP and used Mach-IV and NPI for assessing Machiavellianism and narcissism. Their results showed that secondary psychopathy significantly correlated with Machiavellianism (r = .52) but not with narcissism (r = .18). Vernon and colleagues (2008) found significant correlations between Machiavellianism and overall psychopathy (r = .51), between narcissism and overall psychopathy (r = .28). However, the correlation between Machiavellianism and narcissism was not significant (r = .17). The typical pattern of the studies investigating the relationships between dark triad traits is that correlations between Mach and narcissism are always the smallest ones. The strength of other relationships depends on the measure or sub-scale used.

Lastly, a recent meta-analysis also concluded that these three DT traits are not equivalent constructs (O'Boyle et al., 2012). According to results, Machiavellianism and psychopathy (r = .59), Machiavellianism and narcissism (r = .30), narcissism and psychopathy (r = .51) were significantly and positively correlated. These are the corrected correlations.

However, I should note that after the development of scales measuring the dark triad traits all together, unsurprisingly, the correlations between the Machiavellianism and narcissism had become stronger when the DD was used (r = .57, Jonason et al., 2012a; r = .46, Rauthmann & Kolar, 2013). However, this correlation was almost the same as initial findings when SD3 was used (r = .39, Jones & Paulhus, 2014). A possible reason is that the DD captures both the vulnerable and grandiose sides of narcissism, but the SD3 only covers the grandiose side of narcissism (Maples et al., 2014). The strength of the correlations between Machiavellianism and psychopathy and psychopathy and narcissism were similar to the previous findings when studies used concise measures (Jonason et al., 2012a; Jones & Paulhus, 2014; Rauthman & Kolar, 2013). They supported the distinctiveness of each DT trait.

Even though there appears to be a pattern in these findings, it is not enough only to investigate the correlations between the three to make accurate conclusions. Most of the time, relationships between dark triad traits and other personality taxonomies (e.g., Big Five, HEXACO, Interpersonal Circumplex) were considered

while investigating the argument about the distinctiveness and convergence among Dark Triad personality traits.

Paulhus and Williams (2002) found that low agreeableness was the only common correlation among Dark Triad traits. Agreeableness (Austin et al., 2007; Austin et al., 2014; DeShong et al., 2015; Jakobwitz & Egan, 2006; Jonason et al., 2010; Vernon et al., 2008) and the Honesty-Humility factor of HEXACO (Book, Visser, & Volk, 2015; Lee & Ashton, 2005) were negatively correlated with all DT traits in almost all studies.

However, correlations of these three traits differed across other Big Five traits; psychopathy was the only trait that had significant correlations with all Big Five traits. It was positively correlated with extraversion and openness to experience and negatively correlated with conscientiousness (Paulhus & Williams, 2002; Vernon et al., 2008). It was also the only trait that was correlated with neuroticism (r = -.34, Paulhus & Williams, 2002). Machiavellianism was negatively correlated with conscientiousness most of the time (r = -.20, Austin et al., 2007; r = -.27, Austin et al., 2014; r = -.23, DeShong et al., 2015; r = -.27 Jakobwitz & Egan, 2006; r = -.22, Jonason et al., 2010; r = -.34, Paulhus & Williams, 2002). Grandiose side of narcissism was positively correlated with extraversion (r = .21, Austin et al., 2014; r = .27 Jakobwitz & Egan, 2006; r = .37, Jonason et al., 2010; r = .46, Lee & Ashton, 2005; r = .33, Miller et al., 2010; r = .42, Paulhus & Williams, 2002) and openness (Paulhus & Williams, 2002). Vulnerability side of narcissism was negatively correlated with extraversion (r = -.29, Austin et al., 2014; r = -.33, Miller et al., 2010).

Rauthman and Kolar (2013) found that narcissism was positioned in the friendly-dominant quadrant, psychopathy was positioned in the hostile-dominant quadrant, and lastly, Machiavellians was positioned in the hostile-submissive quadrant (Rauthman & Kolar, 2013). Advantages of this study over others are (1) they used both long versions and short measure (DD) for assessing DT traits, and (2) they gathered both self-report data and peer ratings.

When we take all these results into account, it can be said that these three DT traits overlap in some points (e.g., low agreeableness), but they are not the same. As a matter of fact, they are three distinct constructs. However, relationships with external variables other than personality traits are also important for interpreting this issue.

1.1.3.1. Relations with Other Relevant Variables

Paulhus and Williams (2002) found that only narcissism showed associations with IQ test scores, and both Machiavellianism and psychopathy correlated with verbal-nonverbal discrepancy subscale of cognitive ability (Paulhus & Williams, 2002). The relationship between narcissism and self-enhancement is already known, but besides narcissism, psychopathy also showed a significant correlation with self-enhancement. On the other hand, the correlation between Machiavellianism and self-enhancement was not significant (Paulhus & Williams, 2002).

Vernon and his colleagues (2008) found that Machiavellianism was the only trait most apparently influenced by the shared environment. They concluded that Machiavellianism can be both heritable and learned from the outside world. MacNeil (2008) found that there are differences in faking abilities among DT traits. Their results showed that Machiavellians were bad at faking good. However, narcissism and psychopathy were positively associated with success at faking good. They explained these results with the rationality of Machiavellians and with the difference of self-enhancement associations between DT traits (Paulhus & Williams, 2002). Machiavellianism was not significantly related to self-enhancement (MacNeil, 2008; Paulhus & Williams, 2002), unlike narcissism and psychopathy. Jonason and colleagues (2010) found that only Machiavellianism was positively associated with altruism and competitiveness.

Machiavellianism and primary psychopathy were positively correlated with negative affect and negatively correlated with positive affect (Garcia et al., 2015; Jonason & Jackson, 2016; Smith et al., 2016). Grandiose narcissism showed complicated results, either positively correlated with negative affect; (Garcia et al., 2015; Jonason & Jackson, 2016; Smith et al., 2016) or did not show any significant correlation (Miller et al., 2010; Miller et al. 2011). Also, it positively correlated with positive affect (Garcia et al., 2015; Miller et al., 2010). Vulnerable narcissism was negatively associated with positive affect and positively associated with negative affect (Miller et al., 2010; Miller et al., 2011). Secondary psychopathy is only positively related to negative affect.

Grandiose narcissism and overall psychopathy were positively related to aggression (Jones & Paulhus, 2010). People with high psychopathy scores are responsive to provocation, but narcissists are highly responsive to ego-threatening

situations and show aggression (Jones & Paulhus, 2010). Also, overall psychopathy was positively associated with dysfunctional impulsivity, and narcissism was positively related with functional impulsivity, and Machiavellianism did not show significant associations with impulsivity (Jones & Paulhus, 2011b).

1.1.3.1.1. Influence Tactics

Individuals with DT traits are good at influencing others. Jonason and colleagues (2012a) investigated the influence tactics that these individuals have adopted inside the workplace. Their results showed that hard tactics were adopted by individuals who scored higher on Machiavellianism and psychopathy, while narcissistic individuals adopted soft tactics (Jonason et al., 2012a). Hard tactics are tactics where people force their wishes on another person. Assertiveness and direct manipulations can be examples of hard tactics. However, soft tactics do not include any force. Instead, users try to talk another person into engaging in the desired behavior by convincing them that this is their best interest. Psychopathy is differentiated from others with the usage of threats as an influence tactic, and Machiavellians prefer using their charm and manipulation of others or the situations. Narcissism was positively associated with using appearance for influencing others. Overall, the association between DT traits and hard tactics was stronger than its relationship with soft tactics (Jonason et al., 2012a). Since previous studies have attested the relationship between DT traits and low agreeableness (Paulhus & Williams, 2002) and their hostile/dominant locations in interpersonal circumplex (Rauthmann & Kolar, 2013), it is not surprising that individuals with DT traits tend to use hard tactics which are more aggressive than soft tactics in the workplace.

It is essential to consider that using soft tactics can be beneficial in jobs higher in emotional labor. For example, study results showed that Machiavellianism and narcissism were positively associated with compliments. However, psychopathy was not significantly associated with this soft tactic (Jonason et al., 2012a). The only limitation is that the DD scale, which assesses both the grandiose and vulnerable side of narcissism (Maples et al., 2014), was used in the study. However, there were no distinctions between these subfactors and how they related with tactics.

1.1.3.1.2. Emotional Intelligence and Empathy

There are a number of studies that examined the relationship between DT traits and emotional intelligence and empathy (Austin et al., 2007; Jauk et al., 2016; Jonason & Krause, 2013; Nagler et al., 2014; Petrides et al., 2011). Emotional intelligence is helpful while managing others' emotions and also managing one's stress (Austin et al., 2007). Social intelligence corresponds to receiving and accurately interpreting social and emotional information from others and the self (Nagler et al., 2014). Empathy refers to the ability of people to recognize the emotions of other people without affecting them or with showing response to others' feelings (Wai & Tiliopoulus, 2012).

Machiavellianism was negatively correlated with emotional sensitivity, which refers to receiving and interpreting emotions of others, and emotional expressivity, which means accurately expressing own emotions but was positively related to emotional control (Nagler et al., 2014). This shows that people with high Mach scores are good at regulating emotional displays (emotional control) but not receiving others' emotions. Psychopathy was negatively correlated with emotional sensitivity and positively correlated with emotional control (Nagler et al., 2014). Lastly, narcissism was also negatively correlated with emotional sensitivity, and positively correlated with emotional expressivity and control. Also, all three DT traits were positively associated with emotional manipulation (Nagler et al., 2014). Petrides and his colleagues (2011) found that grandiose narcissism and overall psychopathy were negatively correlated with emotion regulation.

Studies found mixed results for the relations between dark personality traits and empathy. For Machiavellianism, studies found significant negative relations with overall empathy, non-significant relations with cognitive empathy (understanding what others feel without being affected by their feelings), and weak to moderate negative relations with affective empathy (feeling what others feel and generating proper emotional reactions). Both negative and positive associations were found with cognitive empathy for narcissism, and negative or null associations were found with affective empathy. Lastly, for psychopathy, modest to strong negative associations were found both with affective and cognitive empathy (Jonason & Krause, 2013; Wai & Tiliopoulus, 2012). Also, narcissism uniquely predicted difficulty identifying feelings (Jonason & Krause, 2013).

Psychopathy and narcissism were also negatively associated with difficulty describing feelings, but Machiavellianism was not (Jonason & Krause, 2013). DT traits also differ in how individuals see others and how they are seen by others (Rauthmann, 2012; Rauthmann & Kolar, 2012). These studies showed that all dark personality traits have different emotional deficits.

1.1.4. Dark Triad in the Workplace

Machiavellianism, subclinical narcissism, subclinical psychopathy and their relations with workplace behaviors such as leadership and job performance have been studied in the I/O field, since they provide novel and unique point of view about the dark side of organizational life. Even before these three traits were named as 'Dark Triad', many researchers have investigated these three traits and their associations with organizational behaviors. This section covers studies that included the dark triad traits separately and together.

1.1.4.1. Leadership

Leadership is one of the most associated concepts with dark traits in the work context. Studies have shown that relationships between leadership behaviors and dark personality traits are not so simple. It is more complex than only introducing dark traits as evil.

Different aspects of leadership have been investigated in relation to DT traits. A study that has examined self-leadership, which refers to "a self-influence process through which people achieve the self-direction and self-motivation necessary to perform" (Neck & Houghton, 2006, p. 271), found that narcissism was positively related to self-leadership. However, Machiavellianism and psychopathy were not (Furtner et al., 2011). Researchers argued about narcissism's potential effects on both the success and failure of leaders (Rosenthal & Pittinsky, 2006). Narcissism was also associated with toxic leadership (Schmidt, 2008). Both Machiavellianism and narcissism are negatively associated with transactional and ethical leadership and positively associated with abusive leadership (Klaasesen, 2008). Another study using subordinate ratings found similar results for the relationship between Machiavellianism and abusive leadership. Subordinates rated supervisors with high Machiavellianism scores as more abusive than supervisors with low Machiavellianism scores (Kiazad et al., 2010).

1.1.4.2. Job Performance and Organizational Citizenship Behaviors

A recent meta-analysis including 254 separate samples investigated the relationship between the Dark Triad and job performance (O'Boyle et al., 2012). Results showed that Machiavellianism and psychopathy were negatively related to job performance. The relationship between narcissism and job performance was not significant (O'Boyle et al., 2012).

For positive workplace behaviors, unique effects of narcissism and psychopathy predicted interpersonal OCB and organizational OCB (Thibault, 2016). Machiavellianism might be more likely to be associated with contextual performance than task performance (Zagenczyk et al., 2014). Machiavellianism showed significant and negative correlation with peer-rated OCB (r = -.16) and supervisor-rated OCB (r = -.31). Also, positively and significantly correlated with supervisor-rated deviance (r = .27) (Zagenczyk et al., 2014).

1.1.4.3. Counterproductive Work Behaviors

Studies showed that The Dark Triad traits were all positively associated with counterproductive work behaviors (CWB) (DeShong et al., 2015; O'Boyle et al., 2012). It was also found that psychopathy (Scherer et al., 2013) and narcissism (Grijalva & Newman, 2015) were positively associated with CWB when controlling for the effects of big five personality traits.

A meta-analysis found that Machiavellians tend to make unethical choices at work (Kish-Gephart et al., 2010). Machiavellians are accepted as rational people who use this rationalization process for their own benefit. Machiavellianism was also positively associated with workplace bullying (Pilch & Turska, 2015). Roeser and her colleagues (2016) found that there are different relations between unethical behaviors and DT traits. For example, Machiavellians choose complex deception while psychopaths prefer impulsive cheating (Roeser et al., 2016).

And lastly, Thibault (2016) found that the Dark Tetrad explained over 40% of variance in interpersonal CWB and organizational CWB. Moreover, results of the study showed the unique effect of narcissism on bullying behaviors.

1.1.4.4. Job Satisfaction, Work Engagement and Work Strain

It is not surprising to expect negative relationships between DT traits job satisfaction since studies showed that they are positively associated with negative

affect (Garcia et al., 2015). Studies found that narcissism was negatively related to job satisfaction (Bruk-Lee et al., 2009). However, mixed results for narcissism exist in the literature. A recent study found the unique effect of narcissism on job satisfaction in the opposite direction, which means that employees with high narcissism have higher job satisfaction (Thibault, 2016). It was also found that Machiavellianism, narcissism, and psychopathy traits owned by supervisors were negatively related to subordinates' job satisfaction (Klassen, 2008; Mathieu et al., 2014). Moreover, Thibault (2016) reported that people with low Machiavellianism scores tend to be more satisfied with their jobs.

Previous studies have shown that work engagement was inversely related to neuroticism among the big five personality traits and positively related to the other four personality traits (Akhtar et al., 2015). İnceoğlu and Waee (2011) reported that work engagement was predicted by low-level neuroticism and high-level extraversion. Also, the conscientiousness personality trait was found to be the strongest trait predicting work engagement (Akhtar et al., 2015). No study has been found examining the relationship between dark personality traits and work engagement, in particular. One study reported that grandiose narcissism was positively associated with work engagement (Andreassen et al., 2012). Considering that Machiavellianism and psychopathy were negatively related to conscientiousness, it can be thought that they will also have a negative relationship with work engagement.

Literature investigating the relationship between DT and work strain is limited. Johnson and colleagues (2015b) found that secondary psychopathy was positively associated with emotional exhaustion, but this relationship was not significant for primary psychopathy.

1.1.5. Summary and Criticisms

Interrelations among DT traits, different locations of DT traits in other personality taxonomies, and associations with other variables showed that these three traits are conceptually overlapping (Jakobwitz & Egan, 2006; Paulhus & Williams, 2002) but empirically distinct constructs (Furnham et al., 2013; Nagler et al., 2014). All three Dark Triad traits share common features such as disregarding others' feelings and a willingness to put their own needs ahead of anything else (O'Boyle et al., 2012). Studies showed that all three traits are associated with low agreeableness and showed

differences among other personality traits. They are all exploitative in their interpersonal relationships (MacNeil, 2008), but combining them under an umbrella and accepting them as one bad trait would lead us to miss some unique aspects of each one of them, such as the vulnerable side of narcissism (Furnham et al., 2013) or anti-social features of psychopathy (Campbell et al. 2011). In the light of previous results, the current study conceptualizes Machiavellianism, narcissism, and psychopathy as unique concepts and develops hypotheses according to this information.

One major limitation is in Dark Triad literature about measurement inventories. Studies have used different scales, and usage of different measures may have resulted in stronger or weaker relationships since the operationalization of the constructs varies across measures (Lee & Ashton, 2005). The reason why measures of psychopathy correlated only weakly can be the different contents they had adopted. Most of the time, studies did not use scales that capture sub-facets of the traits. For example, as mentioned previously, narcissism can be measured in two forms, vulnerability and grandiose.

Similarly, psychopathy can be measured twofold, primary and secondary psychopathy. However, assessing the total score may be resulted in missing some important aspects of the traits. Rauthmann and Kolar (2013) compared the item contents of Machiavellianism and psychopathy sub-scales of DD. They concluded that Machiavellianism and psychopathy sub-scales assess each other's features (Rauthmann & Kolar, 2013). Therefore, more attention should be paid to these different forms and facets. Lastly, it may be possible that we are not actually assessing the things that we assume to assess. For example, for Machiavellianism, scales measure only willingness – not the actual ability – to manipulate others (O'Boyle et al., 2012). Researchers studying DT in relation to workplace behaviors have emphasized the need for more precise measures (Spain et al., 2014). Thibault (2016) developed a measure for the workplace that aims to measure Machiavellianism, narcissism psychopathy, and sadism. An example item for the Narcissism subscale is "My position at work is prestigious," for Machiavellianism "At work, people backstab each other to get ahead," for psychopathy, "I have been told I act rashly at work" and for sadism "I would laugh if I saw someone get fired." "Dark Tetrad at Work Scale" includes 22 items and showed acceptable reliability and construct validity in that study (Thiabult, 2016). However, it should be validated with future studies.

Given the literature above, standard and longer scales of the Dark Triad were used in the current study. This is important for gathering good quality data and can differentiate the sub-factors of dark personality traits.

It is clear that Machiavellianism, narcissism, and psychopathy play essential roles in the workplace. Associations with work behaviors put them in a popular position in the I/O field. Unfortunately, there is not enough research about every organizational behavior, and studies cited above have some limitations.

It should be noted that there might be moderator variables that may affect the relationships between DT traits and work behaviors, and only a limited number of research have investigated this proposition. For example, O'Boyle and his colleagues (2012) found that the degree of authority weakened the relationship between psychopathy and CWB and strengthened the relationship between narcissism and job performance. Also, in-group collectivism weakened the relationship between narcissism and CWB (O'Boyle et al., 2012). Also, Jonason and his colleagues (2014) argued the moderator effects of perceptions about workplace environment (competition, autonomy, prestige) on the relationship between the DT traits and job satisfaction. More research is needed on these relationships. Different contextual or situational factors might change the strength and even the direction of these relationships. It is also possible that different circumstances can be a predictor while deciding whether DT traits have positive or negative effects on the outcomes. Similarly, we can expect DT traits to act as moderators between other individual differences and organizational outcomes, such as using emotional labor strategies and outcomes.

The increasing popularity of dark personality traits is closing the gap in the literature about DT traits. However, there are unexplored areas in this literature. To the author's knowledge, the relationship between DT traits and emotional labor has not been investigated. I will briefly explain the emotional labor concept in the next section.

1.2. Emotional Labor

In 1983, Hochschild defined emotional labor as "the management of feeling to create a publicly observable and facial bodily display" (p. 7). It is a process by which employees regulate their emotions or emotional expressions to meet the emotional

display rules identified by the organizations (Hochschild, 1983). For example, a coffee shop barista is expected to stay calm even when customers are behaving rudely. This emotional expression corresponds to the organization's expectations about employee behaviors.

Emotional labor is required in jobs where common expectations are present for appropriate and necessary emotional reactions (Ashforth & Humphery, 1993; Grandey & Gabriel, 2015; Hochschild, 1983). In other words, most jobs require displaying some emotions during work (Diefendorff et al., 2005). Such necessities like suppressing negative emotions during interactions with customers can be named as display rules (Diefendorff et al., 2005; Schaubroeck & Jones, 2000).

Hochshild (1983) presented two emotional labor strategies, one is surface acting, and the other is deep acting. Both of these strategies are used for displaying required emotions during work hours, but they have different motives (Grandey 2003; Totterdell & Holman, 2003). Surface acting refers to managing observable expressions, and deep acting refers to managing feelings (Grandey, 2000). Employees who perform surface acting actually modify their observable expressions to meet display rules (Grandey, 2000; Hülsheger & Schewe, 2011). Focusing on the behavior rather than the emotions underlying behaviors makes sense since, in public, others can only observe displayed emotions from facial and body expressions. Thus, it is possible to conform to display rules without managing emotions (Ashforth & Humphery, 1993). On the other hand, deep acting is an effortful modification of underlying emotions for corresponding with display rules (Grandey, 2000; Hülsheger & Schewe, 2011).

1.2.1 Emotion Regulation and Emotional Labor

After the first definition was introduced by Hochschild (1983), studies investigating emotional labor increased rapidly with different perspectives (Ashforth & Humphery, 1993; Kruml & Geddes, 2000; Morris & Feldman, 1996). Grandey (2000) combined the emotional labor process with the broader construct of emotion regulation. In Grandey's model, there are emotional events that lead to emotional labor strategies (regulation processes), which in turn lead to outcomes.

Grandey's (2000) emotion regulation model has adapted two regulation strategies from Gross's (1998) process model of emotion which are antecedent-

focused emotion regulation and response-focused emotion regulation. These emotion regulation types are similar to deep acting and surface acting, respectively. Deep acting, or antecedent-focused emotion regulation, comprises strategies like deploying attention to somewhere else or changing cognitions about a situation. Specifically, employees may change their focus and direct their attention to memories that can stimulate the required display rules (attention deployment) or they can evaluate the events differently for changing the emotions that events cause (Grandey, 2000; Gross, 1998; Totterdell & Holman, 2003). On the other hand, response-focused regulation (surface acting) involves regulating emotional responses rather than the emotions themselves (Grandey, 2000; Gross, 1998). Surface acting includes suppressing emotions or faking unfelt emotions, for example, one may simply pretend to be cheerful. Such regulations basically involve managing the expressions of emotions (Grandey, 2000; Gross, 1998; Hülsheger & Schewe, 2011; Totterdell & Holman, 2003). Although, both the deep and surface acting strategies are used for displaying the required emotions, each of them induce different consequences for organizations and employee well-being.

1.2.2. Outcomes of Emotional Labor

Studies have been investigating the relationships between emotional labor processes and employee well-being (e.g., emotional strain, job satisfaction, emotional exhaustion), turnover intention, and job performance (e.g., service performance, counterproductive work behaviors and organizational citizenship behaviors) (e.g., Chi & Grandey, 2016; Goodwin et al., 2011; Johnson & Spector, 2007; Lewig & Dollard, 2003; Park et al., 2014; Seery & Corrigall, 2009; Tsai & Huang, 2002).

This study focuses on the work engagement and employee exhaustion as employee well-being outcomes in addition to affective delivery and service sabotage behaviors. Affective delivery and service sabotage are part of the model proposed by Chi and Grandey (2016). Also, the potential relationships between these two outcome behaviors and the Dark Triad are one of the unexplored areas in the I/O literature.

1.2.2.1. Affective Delivery and Service Sabotage

Affective delivery occurs when emotional displays of employees meet the expected display rules, especially during service (Tsai & Hung, 2002). Affective delivery is important for service jobs because it captures the perceptions of customers

about how friendly, interested and concerned the employees are (Chi & Grandey, 2016; Grandey, 2003; Groth et al., 2009). It is related to customer satisfaction and their return rate (Tsai &Hung, 2002). Studies showed that surface acting was negatively related with affective delivery but deep acting was positively related with affective delivery (Chi et al., 2011; Gabriel & Diefendorf, 2015; Grandey, 2003). Similarly, Chi and Grandey (2016) found association between deep acting and both self- and customer-rated affective delivery.

Grandey and Gabriel (2015) pointed out the need to examine the counterproductive behaviors that can take place as a result of emotional labor strategies. Chi and Grandey (2016) chose service sabotage to examine this negative side of performance. Service sabotage refers to intentional employee behaviors that harm the interests of customers, like responding slowly or making mistakes. These kinds of behaviors cause customer dissatisfaction (Harris & Reynolds, 2003). Small number of studies found weak relationships between surface acting and counterproductive behaviors (Grandey, 2003; Yam et al., 2016). Chi and Grandey (2016) found significant positive relationships between surface acting with self- and customer-rated service sabotage. Since it was argued that surface acting was positively related to a deterioration in employee well-being (e.g., Brotheridge & Lee, 2003; Van Dijk & Brown, 2006; Grandey, 2003; Hülsheger & Schewe, 2011) it can be expected that employees' who are suffering from burnout are more prone to engage in counterproductive work behaviors.

1.2.2.2. Job Satisfaction, Work Engagement and Emotional Exhaustion

Several studies investigated the relationship between emotional labor strategies with job satisfaction and emotional exhaustion (e.g., Bhave & Glomb, 2013; Brotheridge & Grandey, 2002; Cote & Morgan, 2002; Johnson & Spector, 2007; Scott et al., 2012). Job satisfaction refers to the perceptions of employees about their job. For employees in the service sector, feeling always satisfied might be challenging since they need to encounter different people most of the time and display pleasant emotions during these situations. Previous studies found that deep acting was positively related to job satisfaction (Hülsheger & Schewe, 2011; Hur et al., 2015; Judge et al., 2009b; Yalçın, 2010). However, surface acting was negatively related to

job satisfaction (Bhave & Glomb, 2016, Grandey, 2003; Hülsheger & Schewe, 2011, Judge et al., 2009b; Scott et al., 2012).

Work engagement refers to energy and involvement. It can be described as the direct opposite of burnout (Chughtai & Buckley, 2008). However, this conceptualization limits the examination of the relationship between burnout and engagement. Therefore, a second approach to engagement was proposed. Schaufeli and his colleagues (2002) proposed that work engagement and burnout are two distinct constructs that are negatively correlated with each other. They described engagement as a "positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p. 74). Previous studies found that work engagement was positively linked to deep acting but not surface acting (Yoo & Arnold, 2014). It is important to note that the direction of the relationship between engagement and emotional labor is open to discussion. Therefore, cross-lagged effects between engagement and emotional labor will be investigated in the current study.

Emotional exhaustion refers to the state where employees feel emotionally drawn (Brotheridge & Grandey, 2002; Johnson & Spector, 2007), and it is an essential component of job-induced burnout (Hsieh, 2014). Studies found positive relationships between surface acting and emotional exhaustion (Brotheridge & Lee, 2003; Van Dijk & Brown, 2006; Grandey, 2003; Hülsheger & Schewe, 2011, Judge et al., 2009b; Seery & Corrigall, 2009). However, no significant relationship was found between deep acting and exhaustion (Hülsheger & Schewe, 2011). Ashforth and Humphrey (1993) suggested that employees may experience a sense of accomplishment due to adhering to emotional display rules and performing their jobs well by engaging in deep acting. This sense of accomplishment can be the reason they do not experience emotional exhaustion (Ashforth & Humphrey, 1993).

The current study focuses on emotional exhaustion and work engagement as the outcomes of emotional labor in addition to the outcome variables identified by Chi and Grandey (2016), which are service sabotage and affective delivery. These outcomes were chosen for capturing both performance outcomes and employee well-being.

1.2.2.2.1. Cross-Lagged Effect

Most of the time, the literature on emotional labor defines deep acting and surface acting as antecedents. Studies reported emotional labor's relationships with well-being and performance consequences (Hülsheger & Schewe, 2011; Kammeyer-Mueller et al., 2013). Researchers who accept well-being and performance as outcomes argue that regulating emotions may influence employees' feelings, behaviors, and well-being (Zhan et al., 2016). However, the direction of this relationship is still an important topic that needs to be investigated. Therefore, the current study explored two models for a deeper understanding of the direction of the relationship.

Cross-lagged effect testing in the current study includes emotional labor strategies (deep acting and surface acting) and employee well-being (work engagement and emotional exhaustion). This is necessary for exploring lagged employee well-being consequences (Zhang et al., 2016). In addition, this method allows investigating whether emotional labor strategies affect employee well-being or employees' well-being is a reason for choosing different emotional labor strategies. A lagged effect is a delayed response of a DV to a change in an IV (Duignan, 2016). Xt refers to the variable's value in time t, and Xt-1 is the value in time t-1 or a lagged period.

Emotional labor activities, which indicate daily behaviors, were collected once during the shift. Employee well-being which reflects the perceptions and thoughts of an individual was collected before sleep. It is essential to gather data almost immediately for emotional labor strategies. However, thoughts and perceptions about work engagement and emotional exhaustion can be collected after the shift. It is still highly possible to get accurate answers because employees do not need to remember a specific event but just their feelings. Using such a design enables analyzing two possibilities. The first one is whether emotional labor (e.g., deep acting) of that day (t) affects the focal day's (t) outcome (e.g., work engagement) while controlling for the outcome of the day before (e.g., t -1-daywork engagement). The second possibility is whether the outcome of the day before (e.g., t - 1-day work engagement) affects the focal day's emotional labor strategy (e.g., t day deep acting) while controlling for t – 1 day deep acting. Example flow for testing the cross-lagged effect can be seen in Figure 1.

With this method, I investigated the reciprocal relationship between emotional labor strategies and employee well-being. A study that has investigated the reciprocal relationship between emotional labor and strain did not find a significant lagged effect of strain on focal day's surface or deep acting (Hülsheger et al., 2010). The current study differs from that previous study in both study variables and method design. They used a longitudinal panel study and only collected data at two time points (2 months apart). In the current study data was collected with the daily diary for ten days to provide more in-depth results (Fraley & Hudson, 2010). Also, work engagement and emotional exhaustion as an indicators of employee well-being were added in the current study which extends Hülsheger and colleagues' hypothesis.

I based my hypothesis on the previous literature. I expect that emotional labor will have a positive lagged effect on well-being and also hypothesize for the reverse causation.

Hypothesis 1a: Surface acting at t_x will predict emotional exhaustion at t_{x+1}.

Hypothesis 1b: Deep acting at t_x will predict work engagement at t_{x+1}.

Hypothesis 2a: Emotional exhaustion at t_x will predict surface acting at t_{x+1}.

Hypothesis 2a: Work engagement at t_x will predict deep acting at t_{x+1}.

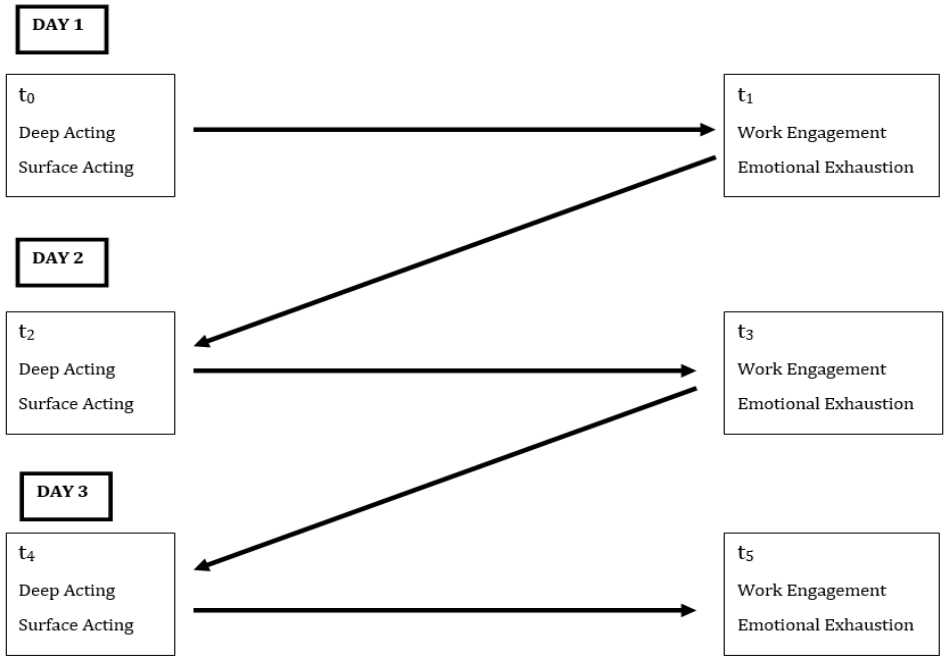


Figure 1. Time, variables and relationships that will be tested with cross-lagged effect

Note. t_x refers to time of the data collection (t_0 = during shift; t_1 = end of the day)

1.3. Activation and Inhibition Pathways from Chi and Grandey (2016)

Chi and Grandey (2016) examined whether or not the Big Five personality traits moderate the relationships between the emotional labor strategies and service performance. Specifically, they proposed that regulatory fit between (approach/ avoidance orientation) personality traits and emotional labor strategies would strengthen or weaken the relationship between emotional labor and service performance (affective delivery and service sabotage).

Regulatory focus theory includes two distinct motivational systems that people use (Higgins, 1998). People either use avoidance or approach strategies to attain their goals (Higgins, 1998). Chi and Grandey (2016) based their hypotheses on activation and inhibition-oriented regulation strategies. Activation-oriented strategies are related to seeking desired behaviors, and inhibition-oriented strategies are related to avoiding undesired behaviors. In their study, deep acting was accepted as an activation-oriented strategy since it captures cognition activation by focusing on positive outcomes and changing viewpoints to improve mood and adapt to the rules (Chi & Grandey, 2016;

Hochschild, 1983). Surface acting, however, was accepted as an inhibition-oriented strategy because it includes faking or suppressing emotion for controlling impulses and avoiding the violation of the display rules. A meta-analysis found relationships that supported the assumptions about different pathways of deep and surface acting (Kammeyer-Mueller et al., 2013). Results showed that display rules for expressing positive emotions and positive effect predicted deep acting, and deep acting predicted performance (activation-oriented) (Kammeyer-Mueller et al., 2013). The second pathway is from suppression to emotional exhaustion. In that case, they found that suppressing negative emotions to follow display rules and negative affectivity predicted surface acting and, in turn, predicted emotional exhaustion (inhibition-oriented) (Kammeyer-Mueller et al., 2013). It is important to note that these pathways were defined as activation or inhibition oriented according to the independent variables which were emotional labor strategies.

The regulatory fit was used for explaining the reason of the interaction between personality traits and emotional labor while predicting service performance (Chi & Grandey, 2016). They grouped the Big Five personality traits as activation and inhibition oriented, according to previous findings. Extraversion (strong relationship with approach temperament), agreeableness, and openness to experience were grouped as activation oriented, and emotional stability (strong relationship with the avoidance temperament) and conscientiousness were grouped as inhibition oriented (Chi & Grandey, 2016). They found a positive relationship between deep acting and affective delivery, and this relationship was stronger when employees performed deep acting with extraversion and openness to experience (activation-oriented motivational tendencies). However, these traits did not interact with surface acting to enhance the prediction of affective delivery (Chi & Grandey, 2016). Also, they found a moderating effect of conscientiousness between surface acting and service sabotage. The relationship between surface acting and service sabotage was weakened when surface acting was used by highly conscientiousness (inhibition-oriented motivational tendencies) people (Chi & Grandey, 2016). These results were evidence for different pathways for explaining the interaction of personality and emotional labor strategies. In a nutshell, bright personality traits act as a preserver for desired work outcomes.

Even though they offered novel results to the literature, one possible criticism about these concepts, which was offered by Grandey and Gabriel (2015), is using momentary assessments to examine this relationship. An example study that used this approach and captured within-episode changes in emotions and emotional labor strategies found that call-center employees can use both deep acting and surface acting simultaneously (Gabriel & Diefendorff, 2015). Also, Chi and Grandey (2016) grouped personality traits as activation and inhibition oriented according to previous literature about Big Five personality traits and their relations with other relevant variables, however, using Behavioral Inhibition System / Behavioral Activation System Scale (BIS/BAS; Carver & White, 1994) can provide a better understanding. Therefore, the current study investigated relations between the Dark Triad personality traits and the BIS/BAS with a preliminary study. Still, for developing hypotheses about direct relationships between dark personality traits and emotional labor and also, about moderation effects of these personality traits, I grouped dark personality traits as activation or inhibition oriented according to previous literature and their relationships with other relevant variables.

Previous studies found mixed results about whether High Machs are inhibition or activation oriented. For example, Neria and his colleagues (2016) found that Machiavellianism positively related to the behavioral inhibition system; however, Jonason and Jackson (2016) did not find any significant relationship with the inhibition system but found a positive relationship with one sub-factor of the behavioral activation system. Furthermore, Machiavellianism was positively related to negative affectivity (Garcia et al., 2015) and negatively related to positive affectivity (Smith et al., 2016), and weakly related to extraversion (Paulhus & Williams, 2002), which indicates more of an inhibition orientation. Nevertheless, high Machs are also achievement and power-oriented (Kajonius et al., 2015). The discussion above reflects the multi-dimensional nature of Machiavellianism and makes it hard to group Machiavellianism as an activation or inhibition-focused personality trait.

Originally, Machiavellianism consisted of three dimensions: disregard for conventional morality, cynical view of human nature, and tendency to use manipulative tactics (Christie & Geis, 1970). However, the three-factor model of Machiavellianism was challenged in several studies (e.g., Kuo & Marsella, 1977; Williams et al., 1975). For example, Hunter and his colleagues (1982) reported that

Mach-IV includes deceit, flattery, immorality, and cynicism factors. Mach-IV is the most used Machiavellianism scale in the literature (O'Boyle et al., 2012). I decided to take two basic and most replicated components of Machiavellianism; endorsement of manipulative tactics and cynicism (Christie & Geis, 1970; Hunter et al., 1982). The manipulative side of Machiavellians refers to activation orientation because manipulative individuals are willing to take risks to achieve their goals. However, the cynicism side refers to inhibition orientation because they choose safety and security while deciding.

For narcissism, a positive relationship with the behavioral activation system was found (Neria et al., 2016). Its' relations with facets of extraversion (assertiveness, activity, and excitement seeking) show that narcissistic individuals are more likely to be sensitive to reward than punishment (Jonason & Jackson, 2016). They display approach-oriented behaviors when there is a reward. One critical piece of information is that studies usually used narcissism scales that only measure the grandiose side of it (Jonason & Jackson, 2016; Neria et al., 2016). I have mentioned the importance of dividing narcissism into two throughout this paper. Grandiose and vulnerable narcissism have different features that may result in different outcomes.

Grandiose narcissists are achievement, power-oriented (Kajonius et al., 2015), and promotion-focused (Smith et al., 2016). This side of narcissism is positively related to extraversion and positive affectivity and can be categorized as activation-oriented. However, the vulnerable side of narcissism refers to more defensive and incompetent grandiosity (Miller et al., 2010). Vulnerable narcissism was positively related to neuroticism and negatively related to extraversion and agreeableness (Hendin & Cheek, 1997). This side of narcissism can be categorized as inhibition orientation.

Studies found that psychopathy was negatively related to anxiety and fight-flight-fear system dimensions of the behavioral inhibition system (Hughes et al., 2012). Even though both primary and secondary psychopathy has several relationships that refer to a possible relationship with inhibition-focused motivation, I grouped them into activation-oriented traits. Inhibition-related traits include impulse inhibition and self-control (Elliot & Thrash, 2010; Johnson, Smith, Wallace, Hill, & Baron, 2015), which are not typical features of psychopathy. Especially secondary psychopathy includes impulsivity and deviance (Miller et al., 2010).

Hypotheses were developed according to these groups and based on previous research suggesting that deep acting is an activation-oriented strategy, and surface acting is an inhibition-oriented strategy.

1.4. Dark Personality Traits and Emotional Labor

Although, there is a broad literature about dark personality traits there are still too many unexplored areas. For example, to the authors' best knowledge, there are only limited number of studies that has examined the relationship between dark personality traits and emotional labor strategies (Walsh et al., 2019). Researchers suggested that the Five Factor model of personality does not fully take all individual differences into account and fails to notice variance of antisocial personality traits (e.g., Veselka, Schermer, & Vernon, 2012). With increased importance of the DT personality traits in the work environment, I argue for the necessity of considering the dark side of personality in the emotional labor research. Moreover, this study examines sub-types of Machiavellianism, narcissism and psychopathy to extend the literature for more accurate propositions.

In the following sections, first I will propose the relationships between dark personality traits and emotional labor strategies. Next, borrowing from the regulatory fit theory, I propose to examine the moderating effects of these personality traits on the relationship between emotional labor and work outcomes. I finally present a testable research model with recommendations on how to collect data.

1.4.1. Hypotheses about Relationships between Dark Personality Traits and Emotional Labor Strategies

For justifying the nature of the unexplored relationship, propositions that capture the direct relationship between dark personality traits and emotional labor strategies are put forth. While doing so, relationships with approach and avoidance systems based on the promotion versus prevention foci or the Behavioral Activation System (BAS) and the Behavioral Inhibition System (BIS), other personality traits (e.g., Big Five personality traits), emotional intelligence, emotion regulation, and empathy prepared a base for these propositions.

Machiavellians are skilled individuals. They can gain the trust and respect of others, coworkers, and clients in the work context. They may easily conform to display rules for gaining favor and portraying the good side of themselves (Kessler et al.,

2010). Machiavellianism was associated with low agreeableness (Paulhus & Williams, 2002) and low positive affectivity (Garcia et al., 2015). It was also negatively associated with conscientiousness and positively associated with neuroticism (Jakobwitz & Egan, 2006). Machiavellianism was positively associated with emotional manipulation but not with emotional intelligence (Austin et al., 2007). Individuals with high Machiavellianism scores are emotionally detached (Christie & Geis, 1970) and have lower levels of empathy (Jonason & Krause, 2013). These features of Machiavellians are possible causes that they will not expend energy for regulating their feelings and engaging in deep acting. Also, when the Machiavellianism is treated as a composite variable, it was associated with BIS variables (Neria et al., 2016; Smith et al., 2016). Still, depending on the characteristics of manipulative and cynical Machs, such associations might be driven based on the cynic side of the trait. Thus, separate hypotheses have been established for the two sub-dimensions of Machiavellianism, since the manipulative dimension of Machiavellianism is different form cynicism sub-dimension as being achievement-oriented (Kajonius et al., 2015).

Hypothesis 3: Employees with higher Machiavellianism Tactic scores are more likely to engage in deep acting.

Hypothesis 4: Employees with higher Machiavellianism Cynicism scores are more likely to engage in surface acting.

The need for recognition distinguishes narcissists from others. This need pushes them to self-promote themselves. A study showed that narcissism was perceived as the "brightest" dark personality trait among the Dark Triad traits (Rauthamnn & Kolar, 2012). Most of the time, it includes features such as an inflated and exaggerated sense of self-importance, fantasies about unlimited self-success, indifference to criticism, feelings of rage, lack of empathy, indifference in interpersonal differences, and entitlement (Raskin & Hall, 1981; 1988). The importance and value they assign themselves may negatively affect their work behaviors when they have to fake their emotions in interpersonal relationships. Excessive ego and selfish side of narcissists may lead them to adopt surface acting instead of deep acting (Book et al., 2015). The differentiation between vulnerable and

grandiose sides of narcissism is considered in the current study. Grandiose narcissism was positively associated with negative affectivity, which can make them more predisposed to engage in surface acting. However, grandiose narcissism was found to be positively associated with emotional expressivity (Nagler et al., 2014), and it was found that surface acting was negatively related to emotional expressivity. Grandiose narcissism (measured with NPI; Raskin & Hall, 1979) also positively correlated with the drive and fun seeking factors of the BAS and negatively correlated with the BIS (Miller et al., 2009). Similarly, grandiose narcissism was positively associated with a promotion focus (Smith et al., 2016). When we take into account all these aforementioned characteristics and associations together with their achievement and power orientation (Kajonius et al., 2015) the position of grandiose narcissism in the friendly-dominant quadrant (Rauthmann & Kolar, 2013), it can be said that deep acting can also be a desired option for grandiose narcissists.

The need for self-accomplishment may lead narcissists to engage in deep acting; however, this may not be applicable for vulnerable narcissists. Instead, lack of competence and higher negative affectivity (Miller et al., 2011) can lead them to engage in surface acting. Moreover, vulnerable narcissists are high on avoidance motivation and they possess approach motivation lower than grandiose narcissists (Foster & Trimm, 2008).

Hypothesis 5: Employees with higher Grandiose Narcissism scores are more likely to engage in deep acting.

Hypothesis 6: Employees with higher Vulnerable Narcissism scores are more likely to engage in surface acting.

Psychopathic individuals share some features of Machiavellian individuals like manipulation and insensitivity, but additionally, they tend to display impulsive, reckless, and irresponsible behaviors (Book et al., 2015). Although the differentiation between primary and secondary psychopathy is important, it is predicted that their association with emotional labor strategies will be in the same direction because of their common features like deficits in affective empathy (Wai & Tiliopoulus, 2012), their negative relationships with the fear factor of the Behavioral Inhibition System (BIS) (Hughes et al., 2012). Secondary psychopathy was also negatively related to the

BIS anxiety factor and positivelt related to the Behavioral Activation System (BAS) fun seeking factor and primary psychopathy was positively related to the BAS drive and reward factors. In addition, a positive relationship with hard influence tactics (Jonason et al., 2012a) and a negative relationship with emotional sensitivity (Nagler et al., 2014) are important while predicting the relationship between psychopathy and emotional labor. In sum, both primary and secondary psychopathy seem to be activation oriented, and thus their relationship with deep acting, which is an activation orientation, will be examined.

Hypothesis 7: Employees with higher primary and secondary psychopathy scores are more likely to engage in deep acting.

1.4.2. Hypotheses about Moderating Effects of the Dark Triad Personality Traits

To my knowledge, there are no studies specifically examining the relationship between the dark triad and emotional labor strategies and how the regulatory fit between them affects the consequences of emotional labor. Therefore, the dark personality traits should be grouped as activation and inhibition-oriented before proposing relationships.

Like Chi and Grandey (2016), I accept deep acting as an activation strategy and surface acting as an inhibition-oriented strategy. For service performance, the activation-oriented path will be between deep acting and affective delivery, and the inhibition-oriented pathway will be between surface acting and service sabotage. For employee well-being activation-oriented path will be between deep acting and work engagement, and the inhibition-oriented pathway will be between surface acting and emotional exhaustion. Chi and Grandey (2016) proposed and found that when there was a regulatory fit between pathways and personality traits, outcome variable scores became more desirable like more affective delivery and less service sabotage. However, when we consider the dark nature of the current study variables it is expected that regulatory fit can lead to both desirable and undesirable consequences. The current study explored both bright effects and dark effects of dark personality traits unlike Chi and Grandy (2016). Proposed pathways can be seen in Figure 2.

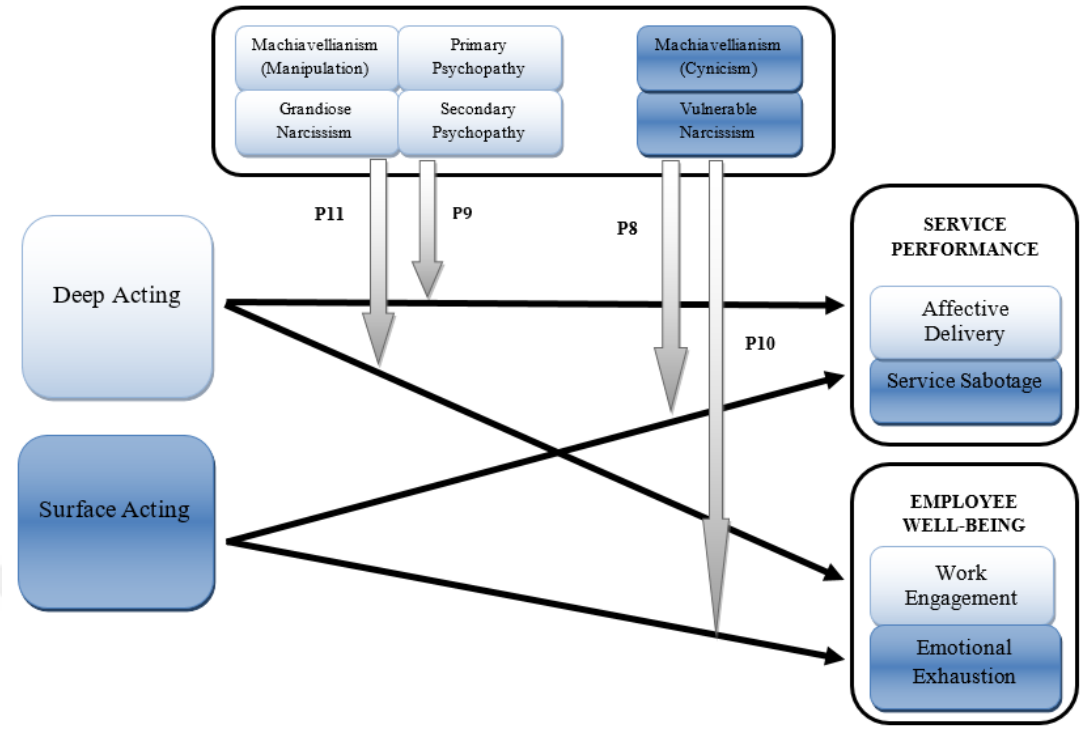


Figure 2. Proposed Model.

Note. Light blue boxes are activation-oriented variables; dark blue boxes are inhibition-oriented variables. Wide and gray arrows are proposed effects. P8-P11 = Propositions 8 – 11.

As discussed earlier, the current study hypothesized different moderator effects of dark personality tratis from Chi and Grandey (2016). Hypotheses were developed for not only investigating bright moderator effects but also dark moderator effects, like strengthening the relationship between an inhibition-oriented emotional labor strategy and undesirable outcome. To summarize, all dark personality traits were expected to strengthen the relationships that they regulate, but not every regulatory role was expected to lead to a desired outcome.

Hypothesis 8: Within-person variations in surface acting will be more strongly related to within-person variations in service sabotage when used by employees with

a) higher scores on the vulnerable narcissism sub-dimension and

b) higher scores on the cynicism sub-dimension of Machiavellianism (inhibition-oriented traits) than by those who have lower scores on these personality traits.

Hypothesis 9: Within-person variations in deep acting will be more strongly related to within-person variations in affective delivery when used by employees with

a) higher grandiose narcissism,

b) higher scores on the manipulative side of Machiavellianism,

c) higher scores on primary and secondary psychopathy (activation-oriented traits) than by those who have lower scores on these personality traits.

Relationships between emotional labor and employee well-being are also identified with two different pathways. Activation-oriented path will be between deep acting and work engagement, and inhibition-oriented pathway will be between surface acting and emotional exhaustion.

Hypothesis 10: Within-person variations in surface acting will be more strongly related to within-person variations in emotional exhaustion when used by employees with

a) higher vulnerable narcissism and

b) higher scores on the cynicism sub-dimension of Machiavellianism (inhibition-oriented traits) than by those who have lower scores on these personality traits.

Hypothesis 11: Within-person variations in deep acting will be more strongly related to within-person variations in work engagement when used by employees with

a) higher grandiose narcissism,

b) higher scores on the manipulative side of Machiavellianism,

c) higher scores on primary and secondary psychopathy (activation-oriented traits) than by those who have lower scores on these personality traits.

CHAPTER 2

PRELIMINARY STUDY 1 – AFFECTIVE DELIVERY AND SERVICE SABOTAGE CHECKLIST

In the literature, affective delivery has been measured as employees displaying positive emotions like greeting, thanking, smiling, establishing eye contact, and asking customers to wait for a while (Tsai, 2001). An example item from a service performance measure (Borucki & Burke, 1999) is "Being friendly and helpful to customers." Similarly, service sabotage has been assessed in the literature with items like "intentionally slowing down service when you want," "behaving negatively towards customers," and "intentionally mistreating customers" (Chi et al., 2013; Harris & Ogbonna, 2006). These surveys were developed for call center employees (Harris & Ogbonna, 2006) and hairstylists (Chi et al., 2013).

Research on service performance includes different methods regarding the rater and rating system used. For example, some studies used observers to measure service performance (Chi et al., 2013; Tsai, 2001; Tsai & Huang, 2002), and some others have chosen to let participants rate their performance (Wang, Liao, Zhan & Shi, 2011). Wang and colleagues (2011) used a checklist with two response options (0 = no, 1 = yes) to measure daily customer-directed service sabotage in the call center context. They justified their choice with previous study results, which have found rather meaningless results with frequency scales that asked for monthly frequency (average service sabotage between "never" and "1-2 times"). Tsai (2001) and Tsai and Huang (2002) also used the same checklist method with observers. However, other studies have used Likert-type scales. For example, Chi and colleagues (2013) used a 5-point Likert scale to measure service sabotage of hairstylists and used their salon managers as observers. Beal and his colleagues (2006) used both self-report and supervisor ratings to assess affective delivery for gathering more accurate data. They used the same items with different wordings with a 5-point Likert-type scale.

As we know, there is no study examining the measurements of these two concepts in Turkey. Existing scales can be used, but investigating whether there are different types of behavior in the Turkish sample will make the results more reliable. Therefore, the aim of this preliminary study is to find examples of service sabotage and affective delivery behaviors of people working in the service sector in the sample of Turkey.

2.1. Method

2.1.1. Participants and Procedure

Nine interviews have been conducted with participants working in self-service coffee shops. Informed consent can be seen in Appendix A. These employees were reached with the snowball sampling technique. 66.7% of them were women and mean age was 21.3 years. Aim of these interviews is to capture more information from the sample of the current study about affective delivery and service sabotage behaviors specific to this occupation in Turkey. Approval of Human Subjects Ethics Committee for preliminary studies and main study has been obtained for data collection (Appendix B).

2.1.2. Measures

Interview questions were designed for getting deeper information about job description, frequency of interpersonal interactions, existence of organizational display rules and their nature. Upon posing these questions to the employees, descriptions of affective delivery and service sabotage are provided and participants were asked to give examples to each. Information from these interviews was used to add items to the existing affective delivery and service sabotage items. Interview questions that have been approved by the research ethics committee can be seen in Appendix C.

2.2. Interview Results

I ended interviews after nine participants when answers of the participants become repetitive and no more novel statements were provided. These nine interviews showed that affective delivery and service sabotage behaviors are almost the same with the previous literature. The list prepared by considering the answers given to the

interviews can be seen in Appendix D. The items do not differ much according to the existing scales.

As stated before, existing scales differ in terms of rating scale. Previous literature showed that using a checklist (yes/no) for daily measures for behaviors like service sabotage eases the process for participants and also is less affected from social desirability (Liu et al., 2009; Wang et al., 2010). However, it is important to give more than one choice for this kind of action checklists. To gather much more variation, I have decided to present service sabotage and affective delivery items as a checklist with six options (1 = never did, 6 = always did) in the main study.

CHAPTER 3

PRELIMINARY STUDY 2 – ASSESSMENT OF REGULATORY FOCUS AND THE DARK TRIAD

Approach and avoidance motivational systems refer to the distinction between positive and negative valence evaluations (Lewin, 1953). Behaviors toward positive outcomes are represented by approach motivation and behaviors toward avoiding negative outcomes are represented by an avoidance motivation (Lanaj et al., 2012). According to Elliot and Thrash (2002), these are two temperaments operating as motivational systems and they do not involve strategies for pursuing motives and goals. However, promotion and prevention foci offer strategies (Crowe & Higgins, 1997). Regulatory focus theory was introduced (Higgins, 1998) for developing underlying principles of approach/avoidance motivation by combining results of approach/avoidance motivations with the self-regulation of affect, behaviors and cognition toward those results. Promotion focus is related with self-growth and achieving goals (Johnson et al.; 2015a) and prevention focus is sensitive to negative outcomes and related to avoiding punishment. Individuals with higher promotion focus tend to pursue desirable outcomes and individuals with prevention focus tend to avoid undesirable outcomes (Lockwood et al., 2002).

Elliot and Thrash (2010) found moderate correlation between approach and avoidance motivation and prevention and promotion foci. Prevention and promotion foci include strategies which can guide individuals toward desirable end-states and away from undesirable outcomes (Crowne & Higgins, 1997). Also, system level approach and avoidance motivation can influence promotion and prevention foci at the strategic level (Scholer & Higgins, 2008).

As mentioned before activation and inhibition orientation is important for grouping personality traits. There are several studies that investigated the relationship between Dark Triad personality traits and BIS/BAS scales which measures approach and avoidance motivation (Carver & White, 1994; Hughes et al., 2012; Miller et al.,

2009). Behavioral inhibition system and behavioral activation system scales (Carver & White, 1994) were developed for assessing behavioral inhibition/activation systems (BIS/BAS). BIS refers to a system that is sensitive to punishment and negative outcomes and it inhibits actions that may cause undesirable end-states. BAS, however, refers to a sensitivity to reward and positive outcomes. It leads to actions that can result in positive and desirable end-states and it causes a movement toward goals (Carver & White, 1994). The 20-item BIS/BAS scales have subfactors. BIS has seven items (e.g., "I worry about making mistakes") and can be divided into two as BIS-Fear and BIS-Anxiety. BAS has three subfactors BAS-Drive (four items, e.g., "When I want something, I usually go all-out to get it"), BAS-Fun (four items, e.g., "I often act on the spur of the moment") and BAS-Reward Sensitivity (five items, e.g., "When I get something I want, I feel excited and energized") (Carver & White, 1994; Hughes et al., 2012). It was translated to Turkish by Şişman (2012). Turkish version of the scale and the subfactors can be seen in Appendix E.

Previous studies found that BIS-Fear was negatively correlated with both primary and secondary psychopathy, however, BIS-Anxiety was negatively correlated with only secondary psychopathy (Hughes et al., 2012). Primary psychopathy was positively related with BAS-Drive (Hughes et al., 2012) and BAS-Reward (Hughes et al., 2012) and was negatively related to BAS-Fun Seeking (Hughes et al., 2012). Secondary psychopathy was positively related with the BAS-Fun Seeking subfactor (Hughes et al., 2012). Grandiose narcissism was negatively related with BIS and positively related with the BAS-Drive and BAS-Fun subfactors (Miller et al., 2009). Vulnerable narcissists are high on avoidance motivation, they possess approach motivation lower than grandiose narcissists (Foster & Trimm, 2008). A recent study found that Machiavellianism, as a composite factor, was positively associated with BIS (Neria et al., 2016). Studies including the Dark Triad and promotion/prevention foci are limited. Recently, Smith and his friends found that promotion focus was negatively correlated with the composite scores of both Machiavellianism and psychopathy and positively correlated with narcissism (Smith et al., 2016).

Aim of this preliminary study was to investigate the nature of Dark Triad and classify these traits as activation and inhibition oriented based on empirical data.

3.1. Method

3.1.1. Participants and Procedure

Snowball sampling technique was used to reach participants. Surveys were provided online using Qualtrics. Informed consent can be seen in Appendix F. 718 participants opened the link and started to fill the surveys. 525 participants completed surveys. After completing survey, they were provided debriefing form (see Appendix G). After eliminating participants with missing items, answers for the bogus items were checked. There were 3 bogus items and the ones who gave wrong answers to 2 and more were eliminated. After this elimination process 462 participants were left. After normality, univariate outlier and multivariate outlier analyses 3 cases were eliminated. Linearity and multicollinearity were checked.

Of the 459 participants 244 were working adults who were employed for at least 6 months. Of these 215 were students. Analyses were conducted for the total of 459 participants.

Student participants (N = 215) were aged between 18 and 56 years (M = 22.68, SD = 3.42; 29.3% male) and 94% of them were undergraduate students. Working participants (N = 244) were aged between 19 and 63 years (M = 36.20, SD = 11.54; 27.5% male) and 96.7% had bachelor's or higher degree. Of the participants, 78% were working in private sector. The average month in sector was 146.93 (SD = 124.36) and 41% of them had experience as a manager.

3.1.2. Measures

Behavioral Activation and Behavioral Inhibition. Carver and White's (1994) BAS and BIS scales were used to measure BAS and BIS sensitivity. BIS has seven items (e.g., "I worry about making mistakes") and BAS has three subfactors BAS-Drive (four items, e.g., "When I want something, I usually go all-out to get it"), BAS-Fun (four items, e.g., "I often act on the spur of the moment") and BAS-Reward Sensitivity (five items, e.g., "When I get something I want, I feel excited and energized") (Carver & White, 1994; Hughes et al., 2012). Although, BAS scale has subscales, I used the composite scale which was well-established with previous studies (Harmon-Jones & Allen, 1997; Sutton & Davidson, 1997; Thrash & Elliot, 2004). Participants responded to the items on a 1 (strongly disagree) to 4 (strongly agree)

scale. It was translated to Turkish by Şişman (2012). Turkish version of the scale and the subfactors can be seen in Appendix E.

Machiavellianism. Mach IV scale (Christie & Geis, 1970) was used for assessing Machiavellianism trait. This scale is the most popular one in the literature, however, it has limitations. Most critical problem is its ambiguous factor structure. Even though items were written to cover 3 areas in the first place, scale was scored as unidimensional (Dahling et al., 2009). Most of the time factor analyses showed that the scale has two factors, namely, interpersonal tactics and interpersonal views (Ahmed & Stewart, 1981; Hunter et al., 1982; O'Hair & Cody, 1987). There are plenty of studies which have investigated the factor structure of Mach-IV, however, there is still no consensus. Studies have separated different items into different factors in previous years. Mach Tactics, Mach View, Moral Ideal (Ahmed & Stewart, 1981); Tactics, Morality, Views (Christies & Geis, 1970); Cynicism, Residual, Deceit (Hunter et al., 1982) are some examples for this different sub factors. My hypotheses required two main sub factors, manipulative tactics and cynical view. A recent study offered this distinction with a 10-item version of Mach-IV (Monaghan, Bizumic & Sellborn, 2016). Their analyses showed good fit for two subfactors, namely, tactics and views.

The 20-item version was used to analyze the structure of the scale. Turkish version was validated by Engeler (2005). Participants rated this 20-item scale using a 6-point Likert-type scale (6 = "Strongly Agree"; 1 = "Strongly Disagree"). Turkish version of the scale can be seen in Appendix H. For the Turkish version a recent study reported .76 Cronbach alpha but alpha values for sub factors were not provided (Özsoy et al., 2017). Therefore, whole 20 item were used for the current study. Since there are conflicting results in the literature, exploratory factor analysis (principal axis factoring with oblimin rotation) was conducted to see the factor structure. Details will be explained in the results section.

Narcissism. Two sub-dimensions of Narcissism (i.e., grandiose and vulnerable) were measured by two different scales. Grandiose narcissism was assessed with the Narcissistic Personality Inventory (NPI; Raskin & Hall, 1979). One choice represents narcissism and the other one is the modest option (Paulhus & Jones, 2015; Raskin & Hall, 1979). Participants were asked to choose the option that best suited them.

Short version of NPI consists of 16 forced-choice items (Ames et al., 2006). Even though, NPI-16 was used to measure grandiose side of narcissism, there are different sub factor distributions in the literature for the long version of NPI. Emmons (1984) proposed four sub-factors: (a)Exploitativeness /Entitlement, (b) Leadership/Authority, (c) Superiority/Arrogance, and (d) Self-Absorption/Self-Admiration. Seven dimensions were identified by Raskin and Terry (1988): (a)Authority, (b) Self-Sufficiency, (c) Superiority, (d) Exhibitionism, (e) Exploitativeness, (f) Vanity, and (g) Entitlement.

Turkish version of the short form NPI has been validated by Atay (2009; Appendix I). Atay (2006) excluded one low loaded item and found six factors with 15 items: (a) Exhibitionism, (b) Superiority, (c) Authority, (d) Entitlement, (e) Exploitativeness, (f) Self-Sufficiency. Cronbach's alpha value was .65 after one item was excluded. I used all items as composite score to represemt granüdiose narcissism.

Vulnerable side of narcissism was captured with the Hypersensitive Narcissism Scale (HSNS; Hendin & Check, 1997). This 10-item scale has been validated in Turkish by Şengül and her colleagues (2015). They found .66 alpha value after excluding 2 items. Participants rated each item using a 6-point Likert-type scale (6 = "Strongly Agree"; 1 = "Strongly Disagree"). The Turkish version of the HSNS can be seen in Appendix J.

Psychopathy. Primary and secondary psychopathy were assessed with the Levenson Psychopathy Scale (LSRP; Levenson et al., 1995). This scale consists of 26 items; 16 items for primary psychopathy and 10 items for secondary psychopathy. Participants rated each item using a 6-point Likert-type scale (6 = "Strongly Agree"; 1 = "Strongly Disagree"). The Turkish version was validated by Engeler and Yargıç (2004) (can be seen in Appendix K).

3.2. Result and Discussion

All analyses were conducted with 459 participants; 244 employees and 215 students.

The descriptive statistics can be found in Table 1 and correlations between study variables can be found in Table 2.

Table 1

Descriptive Statistics and Reliabilities for Preliminary Study 2 Variables

		Total Sample (N = 459)			*Working Sample (N = 244)*			*Student Sample (N = 215)*		
		Mean	SD	α	Mean	SD	α	Mean	SD	α
1.	Machiavellianism	3.26	.55	.74	3.18	.55	.73	3.36	.52	.73
2.	Mach Tactics	3.23	.71	.72	3.07	.73	.72	3.40	.65	.68
3.	Mach Views	3.29	.68	.69	3.27	.69	.69	3.32	.66	.70
4.	Grandiose Narc.	4.75	2.94	.70	4.51	2.88	.70	5.00	2.99	.70
5.	E/E	1.00	1.09	.44	.81	.98	.39	1.21	1.17	.46
6.	L/A	1.80	1.44	.71	1.73	1.40	.72	1.88	1.44	.71
7.	S/A	.63	.68	.48	.67	.68	.37	.57	.66	.56
8.	S/S	1.32	1.17	.35	1.30	1.15	.45	1.35	1.19	.33
9.	Vulnerable Narc.	3.32	.66	.62	3.29	.67	.65	3.36	.65	.59
10.	Psychopathy	2.68	.55	.84	2.61	.57	.86	2.77	.52	.80
11.	Primary Psych	2.34	.62	.83	2.26	.63	.84	2.43	.61	.81
12.	Secondary Psych	3.24	.66	.66	3.17	.69	.71	3.32	.61	.58
13.	BIS	3.03	.53	.75	2.99	.51	.74	3.07	.54	.75
14.	BAS-Reward	3.61	.44	.80	3.59	.45	.80	3.64	.43	.81
15.	BAS-Drive	2.98	.50	.63	2.94	.48	.62	3.03	.51	.64
16.	BAS-Fun	2.87	.59	.73	2.81	.57	.70	2.93	.62	.76

Note. Mach = Machiavellianism, Narc = Narcissism, E/E=Exploitativeness/Entitlement, L/A=Leadership/Authority, S/A=Superiority/Arrogance, S/S=Self-Absorption/Self-Admiration, BIS = Behavioral Inhibition System, Behavioral Activation System.

Table 2

Correlations of Preliminary Study 2 Variables

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Mach.	1															
2	Views	.80**	1														
3	Tactics	.77**	.23**	1													
4	Grandiose N.	.31**	.27**	.23**	1												
5	E/E	.42**	.34**	.32**	.67**	1											
6	L/A	.23**	.20**	.16**	.76**	.35**	1										
7	S/A	.02	.05	-.02	.46**	.11*	.15**	1									
8	S/S	.09*	.07	.08	.69**	.25**	.27**	.29**	1								
9	Vulnerable N.	.34**	.42**	.10*	.28**	.34**	.20**	-.01	.14**	1							
10	Psychopathy	.61**	.56**	.40**	.38**	.49**	.28**	-.01	.15**	.49**	1						
11	Pri. Psych.	.59**	.51**	.42**	.39**	.46**	.28**	.04	.18**	.38**	.91**	1					
12	Sec. Psych.	.43**	.44**	.22**	.23**	.37**	.19**	-.07	.05	.49**	.78**	.46**	1				
13	BIS	.07	.10*	.00	-.05	.11*	.00	-.11*	-.16**	.30**	.01	-.09	.16**	1			
14	BAS-Reward	-.01	.06	-.07	.09	-.02	.17**	-.01	.04	.10*	-.08	-.11*	.01	.32**	1		
15	BAS-Drive	.08	.14**	-.01	.23**	.09*	.23**	.11*	.15**	.08	.05	.14**	-.12**	.04	.40**	1	
16	BAS-Fun	.15**	.18**	.05	.23**	.14**	.24**	.05	.13**	.17**	.31**	.25**	.28**	-.05	.24**	.23**	1

Note. * $p < 0,05$, ** $p < 0,01$; E/E=Exploitativeness/Entitlement, L/A=Leadership/Authority, S/A=Superiority/Arrogance, S/S=Self-Absorption/Self-Admiration.

3.2.1. Exploratory Factor Analysis of the Mach-IV

As mentioned in the measures section there are different findings about the factor structure of Mach-IV. Exploratory factor analysis (EFA) was conducted to see the factor structure and examine whether Mach-IV can be divided into two as tactics and views as my hypothesis declared. Factor 1 was comprised of 9 items reported on a 6-point Likert scale that explained 18.31% of the variance with factor loadings from .34 to .61 and Factor 2 comprised of 8 items that explained 11.01% of the variance with factor loadings from .39 to .68. Three items were eliminated because of the low loadings. Factor loadings can be seen in Table 3.

Table 3

Factor loadings based on principal axis analysis with oblimin rotation for 20 item Mach-IV (N = 459)

ID	Items	F1	F2
Item 12	Anyone who completely trusts anyone else is asking for trouble	0.61	
Item 5	It is safest to assume that all people have a vicious streak that will come out when given the chance.	0.56	
Item 13	The biggest difference between criminals and other people is that criminals are stupid enough to get caught.	0.52	
Item 17	Barnum was RIGHT when he said there was a sucker born every minute.	0.51	
Item 2	The best way to handle people is to tell them what they want to hear.	0.42	
Item 18	It is hard to get ahead without cutting corners here and there.	0.40	
Item 8	Generally speaking, people won't work hard unless they're forced to do so.	0.35	
Item 20	Most people forget more easily the death of their father than the loss of their property.	0.35	
Item 1	Never tell anyone the real reason you did something unless it is to your benefit to do so.	0.34	
Item 15	It is wise to flatter important people.		

Table 3

Factor loadings based on principal axis analysis with oblimin rotation for 20 item Mach-IV (N = 459) - continued

ID	Items	F1	F2
Item 19	People suffering incurable diseases should have the option of being put to death painlessly.		
Item 6	Honesty is always the best policy.		-0.67
Item 7	There is no excuse for lying to someone else.		-0.60
Item 9	Overall, it is better to be humble and honest than important and dishonest.		-0.54
Item 10	When you ask someone to do something for you it is best to give the real reasons for wanting it, rather than reasons that carry more weight.		-0.51
Item 3	Only take action when you feel it is morally right.		-0.47
Item 11	Most people who succeed in life lead clean moral lives.		-0.41
Item 16	It is possible to be good in all respects.		-0.38
Item 4	Most people are basically good and kind.		-0.35
Item 14	Most people are brave.		

Factor 1 included items that are commonly called as Views and refer to a cynical world view. Factor 2 consisted of items that referred to manipulative tactics and was named as Tactics.

Results of EFA confirmed that Mach-IV can be divided in two sub-factors. Subsequently, a confirmatory factor analysis was conducted for exploring the nature of the Dark Triad. The 17 items of Mach-IV were entered in this analysis with the cynical work view and tactics sub-factors.

3.2.2. Confirmatory Factor Analysis of the Dark Triad Scales

After deciding on the factor structure of Mach IV, all dark triad scales were analyzed together to see the pattern. A confirmatory factor analysis was conducted by

using Mplus 8.3. Since all Dark Triad scales have many items when gathered together, parceling was used to increase model fit and communality. Parcels for scales were created based on the sub-factors of the Dark Triad traits.

The CFA model consists of parcels for tactics, views, vulnerable and grandiose narcissism, primary and secondary psychopathy. These first order variables were loaded onto Machiavellianism, narcissism and psychopathy. For this model, results revealed good fit: χ^2 (*104*) = 214.342, $p < .001$; CFI = .95; TLI = .93; RMSEA = .05 (.039 - .057); SRMR = .05. This result shows us that the Dark Triad personality traits differentiated as expected, for our data.

3.2.3. Confirmatory Factor Analysis of the Behavioral Activation and Behavioral Inhibition Scales

To support the previous literature about the factor structure of the Behavioral Activation/Inhibition scale a second confirmatory factor analysis was conducted. First-order factor analysis was conducted with item parcels. Behavioral activation scale already has three sub-factors, namely, fun, drive and reward. These subfactors were used as parcels and two parcels were created for inhibition according to the items' content.

For the model with two parcels for behavioral inhibition and three behavioral activation sub-factors, fit was not good: χ^2 (*6*) = 90.108, $p < .001$; CFI = .79; TLI = .65; RMSEA = .18 (.14 - .21); SRMR = .1. Suggested modification indices were not enough to improve model fit. Correlation results showed that the reward subfactor of behavioral activation had an unexpected positive correlation with behavioral inhibition ($r = .32$, $p < .01$) and vulnerable narcissism ($r = .10$, $p < .05$.). Also, it had a negative correlation with primary psychopathy ($r = -.11$, $p < .05$.) which is another variable classified as activation oriented. According to these results, content of the items was examined again. It was seen that the items for the reward subfactor had a more appropriate wording for the measurement of emotional experiences rather than behavioral experiences (e.g., "When I get something I want, I get excited and filled with energy"). However, items of drive and fun subfactors are prepared in a way that measures behaviors (e.g., "If I want something, I will do my best to get it"). For the model without the reward subfactor fit was good: χ^2 (*3*) = 3.078, $p > .05$; CFI = 1.00; TLI = 1.00; RMSEA = .01 (.039 - .057); SRMR = .02.

A recent meta-analysis showed that the reward subfactor was unrelated to Dark Triad personality traits (Wlodarska et al., 2019). Since the model without the reward subfactor fit better and content of the reward subfactor was differentiated from the other subfactors I decided to eliminate this factor from further analyses.

3.2.4. Multidimensional Scaling

Multidimensional scaling (MDS) is a technique that estimates similarity among group of items and reduces the complexity of the data set (Hout et al., 2013). I used this method to identify the distances between my variables and to examine if BIS/BAS and Dark Triad variables differentiate according to the activation/inhibition systems.

Using SPSS ALSCAL algorithm, an MDS analyses to obtain a two-dimensional solution was conducted. Kruskal's Stress formula is the fit index that shows whether our solution is acceptable or not. Stress values higher than .15 are mostly considered as unacceptable (Kruskal & Wish, 1978). Stress index of .11 showed that I can interpret a two-dimensional solution. The 2-dimensional solution is displayed in Figure 3.

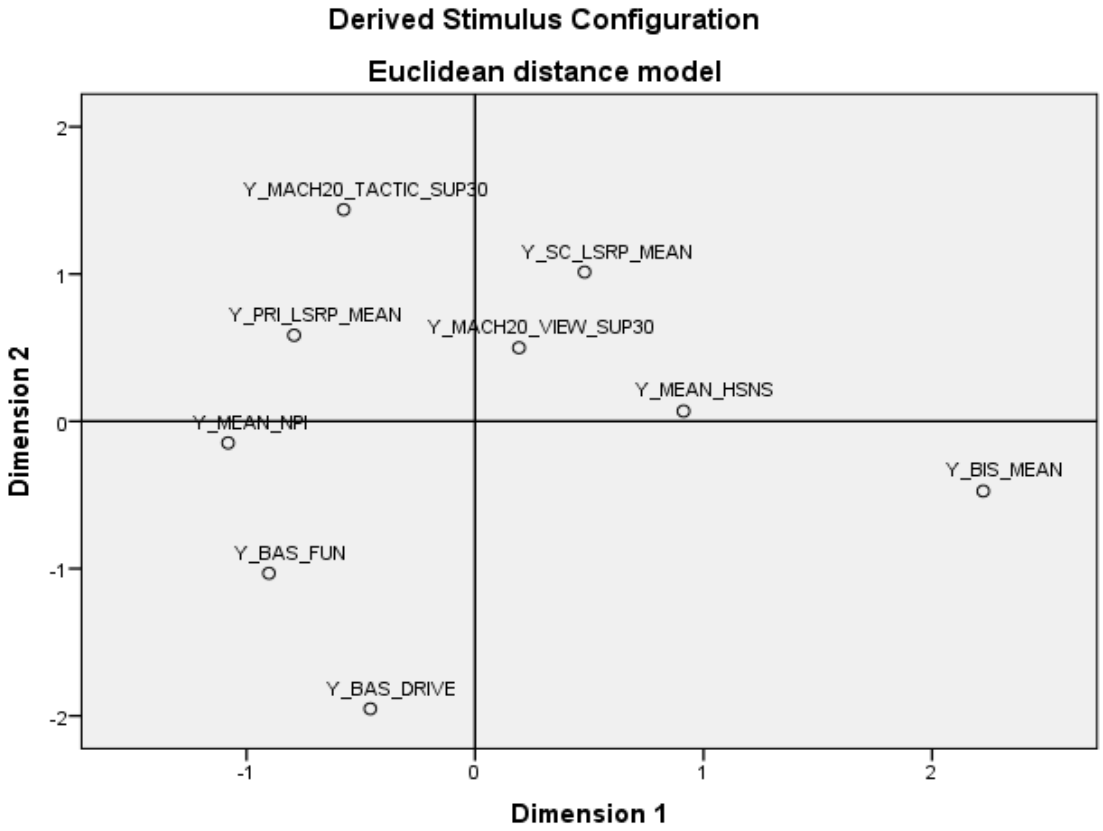


Figure 3. Two-dimensional MDS configuration

According to Figure 3, the Dark Triad scales, namely Mach cynic world view and vulnerable narcissism, which I had hypothesized as inhibition-oriented, gathered to the right-side of Dimension 1 together with the BIS factor and all Dark Triad scales, namely Mach Tactics, grandiose narcissism, and primary psychopathy, which I had hypothesized as activation-oriented, except for secondary psychopathy, gathered to the left side of Dimension 1 together with the BAS subfactors. Secondary psychopathy also had positive and significant correlations with cynic world views (r = .44, p < .01) and vulnerable narcissism (r = .49, p < .01) that were hypothesized as inhibition oriented. It also had a positive correlation with behavioral inhibition (r = .16, p < .01).

MDS showed that Dark Triad personality traits and behavioral orientations fall on different sides of the dimension as hypothesized except one trait. However, confirmatory factor analysis was needed to support this result.

3.2.5. Confirmatory Factor Analysis with All Variables

To examine the classifications of the Dark Triad personality across inhibition and activation orientation, a confirmatory factor analysis was conducted with all variables.

In the first model, the the activation latent factor comprised of tactics, primary and secondary psychopathy, grandiose narcissism, and drive and fun subfactors of the behavioral activation scale. The inhibition factor comprised of cynic world views, vulnerable narcissism and behavioral inhibition. When secondary psychopathy was accepted as activation-oriented, it loaded to the activation latent factor with .64, however, model fit was not good χ^2 (*26*) = 239.460, $p < .001$; CFI = .74; TLI = .64; RMSEA = .13 (.119 - .150); SRMR = .07. MPlus did not suggest any modification indices. In the second model, secondary psychopathy was loaded only on the inhibition factor, with a loading of .70, however, model fit was not acceptable: χ^2 (*26*) = 202.463, $p < .001$; CFI = .79; TLI = .71; RMSEA = .12 (.106 - .137); SRMR = .04. However, after adding five error covariances model fit became acceptable: χ^2 (*21*) = 71.413, $p < .001$; CFI = .94; TLI = .90; RMSEA = .07 (.054 - .091); SRMR = .04. These five error covariances were suggested as modification indices and were deemed theoretically acceptable. For example, error covariance was added between fun and drive which are basically subfactors of the behavioral activation scale.

According to these results, there are two important points that call for attention. First one is elimination of the reward subfactor. Correlations, confirmatory factor analysis and content of the reward subfactor were examined and it was decided that this subfactor is not associated with other variables as expected. Second important point is the possibility that secondary psychopathy classified under inhibition orientation.

This preliminary study showed that tactics, primary psychopathy and grandiose narcissism could be classified as activation-oriented traits. Views and vulnerable narcissism were classified as inhibition-oriented traits. Only secondary psychopathy showed unexpected results. Based on these results, it was decided not to use secondary psychopathy in the main study analyzes.

CHAPTER 4

MAIN STUDY – DAILY DIARY STUDY

4.1. Method

The main study was granted by TÜBİTAK SOBAG (Project no: 119K578) for the incentives given to participants and for the development of the mobile application.

4.1.1. Participants

In accordance with the aim of the study, employees working in the service sector are the target population. During the study's planning phase, baristas in Ankara coffee houses were determined as the target group. Accessibility of employees from these job fields is one reason for reaching them.

Data collection started on March 17, 2021. In the data collection process, it was observed that participant attrition was high due to the negative effects of the pandemic conditions. As a precautionary measure, it was decided to collect data not only from baristas but also from waiters with similar work processes. As end of December, 226 participants started to fill the daily diary questions. However, only 72 of them provided data that could be included in the analysis. The number of people who started and finished daily diary questions, according to months, can be seen in Table 4. Detailed information about the application and completion criteria of the study is explained in the procedure section.

There were 3 bogus items and the ones who gave wrong answers to 2 and more were eliminated. After this elimination process 68 participants were left. To evaluate whether the study's sample size is enough, previous literature that used the daily diary method was explored. Previous studies vary according to their sample size. For example, Yang and Diefendorff (2009) had 231 employees for their 25 days daily diary study. However, a recent study conducted research with 34 employees and justified their sample size with the number of collected daily reports over 5 consecutive days (171 daily reports in their study) (Hülsheger et al., 2015). Considering this and similar

studies, it has been decided that the sample size for 10 days we have is sufficient for hypothesis testing.

Participants' (N = 68) age ranged from 18 to 46 with a mean age of 26.29 years (SD = 5.60; 34.6% women). Majority of the participants were (61.8%) between the ages of 24 and 28. In terms of education, participants with the higher percentage were undergraduates (77.3%), followed by high school graduates (13.6%), secondary school graduates (1.5%) and primary school graduates (1.5%). Of the participants 6.1% are graduates or are continuing their higher education.

The average work experience is 31.88 months. The average working time per day is 7.68 hours. Employees have an average of 1.32 days off per week. All data were collected in Ankara. In terms of districts, 5.9% of the participants work in Altındağ, 83.8% in Çankaya, 5.9% in Etimesgut, 1.5% in Mamak and 2.9% in Yenimahalle.

Table 4

The number of people who logged into the mobile application

	Total number of participants who have started daily dairy	Total number of participants who have finished 10 days
March	25	8
April	8	2
May	8	1
June	8	1
July	3	0
August	51	8
September	30	18
October	58	22
November	33	12
December	2	0

Lastly, for deeper understanding about the nature of the participants' job, display rules and interpersonal interaction items were used. These items are grouped under four main headings, namely, expectations about display rules, the number of customers served during the day, the time spent with customers, and how routine the

work done during the day is. The answers given by the participants to these items are given in the Table 5.

Table 5

Descriptive Statistics of Display Rules and Interaction Items

	Mean	SD	Skewness	Kurtosis	Max.	Min.
Display Rules	4.72	0.86	-0.86	0.67	6	1
Number of Customers	5.10	0.82	-0.67	-0.46	6	1
Duration of the Interaction	3.12	1.05	0.40	-0.05	6	1
Routine	4.41	0.87	-0.20	-0.37	6	1

The results support the reason why the current study was conducted with these participants. The participants stated that they are expected to be friendly in the places they work, they deal with many customers in one day and this communication is short-lived. They also reported that they had a routine work.

4.1.2. Procedure

In this study, I used the daily diary method to collect data. Most of the studies in the literature utilized a between-person assessment of emotional labor (e.g., Austin et al., 2008; Brotheridge & Lee, 2003). Even though these studies have provided important information, a within-person assessment is better for capturing whether the outcome variables are affected when specific emotional labor strategies are used. Experience-sampling and daily diary methods are useful for studying dynamic within-person processes which affect behaviors, interaction, organizational outcomes, and employee well-being (Fisher & To, 2012). Judge and colleagues (2009b) investigated the moderating effect of extraversion with a daily diary study and collected daily responses for emotional labor measures. Zhan and colleagues (2016) used the daily diary method to investigate the relationship between emotional labor and employee well-being. These studies proved the advantages of daily diary studies by collecting information about fluctuations occurring throughout the day.

At the beginning of the study, the participants were provided informed consent (see Appendix L). They filled out questionnaires prepared to collect demographic information and measure dark personality traits, display rules, and interpersonal interactions after presenting an informed consent form. Display rules and interpersonal interaction items were used to understand the nature of the participants' jobs.

Surveys for emotional labor strategies, service performance, and employee well-being were provided three different times a day for ten days. Data were collected through the mobile application specially developed for this study to make it easier for participants. With this mobile application, notifications could be sent when they needed to fill out the survey, and participants were able to fill out the relevant surveys on their phones at any time. Screenshots of the mobile application can be seen in Appendix M.

When the participants logged onto the application for the first time, and at the end of each day, they entered their daily shift. The times of the surveys, which came three times a day, were determined according to this working hour. Surveys for independent variables (deep acting and surface acting) were filled during the day (4 hours after the shift had started). Four hours into their shift, participants indicated their frequency of engaging in deep acting and surface acting during that shift.

These surveys expired one hour after they are opened. Surveys for affective delivery and service sabotage (service performance outcomes) were filled one hour after the first survey set had expired. Lastly, surveys for work engagement and emotional exhaustion (employee well-being outcomes) were filled after the shift ended. The flow of measurements is displayed in Table 6. Items of the surveys that were provided to participants daily were re-designed for daily reports. For example, "I fake a good mood when interacting with customers" was re-written as "Today, I faked a good mood when interacting with customers."

Data collection started on March 17, 2021. At the beginning of the data collection, as planned, people working as baristas were reached. Then, with the help of TÜBİTAK 1002 scholarship students and volunteer undergraduate students, coffee shops were visited, and volunteer participants were identified. Participants were given information about the nature of the study and the procedure beforehand. This information covers the daily dairy nature of the study and how they can reach and fill

out the surveys. To decide whether a participant has completed the study, I looked at how many days the participants completed the questionnaire at the end of the day. Participants who completed the 10-day data process were paid 40 TL with the TÜBİTAK grant and also were provided a debriefing form (see Appendix N).

Considering the difficulties brought by the pandemic restrictions and the high rate of participants who left the study, it became possible that the expected sample size could not be reached with only baristas. Therefore, to reach the desired number, the sample was expanded on the service sector employees, such as waiters, who serve a large number of people for short periods during the day. 22 of the participants were waiters.

Table 6

Flow of Measurements

t_0 (Beginning of the study)	t_1 (Middle of the shift)	t_2 (End of the shift)	t_3 (End of the day)
Dark Triad	Deep Acting	Affective Delivery	Work Engagement
Display Rules and Interaction Items	Surface Acting	Service Sabotage	Emotional Exhaustion
Demographics			

4.1.3. Measures

4.1.3.1. Beginning of the Study

Demographics. Participants were asked to identify their age, gender, hours worked per week and educational level.

Dark Triad. To measure Machiavellianism, narcissism and psychopathy the same scales used in Preliminary Study 2 were used.

Display Rules and Interpersonal Interaction Items. Assessing display rules and interpersonal interaction during the job is important to understand the nature of the occupations. These items assess positive and negative display rules and also the frequency, duration and routineness of interactions with customers.

Diefendorff and his colleagues (2005) developed a scale both with their own items and with items from previous studies (Brotheridge & Grandey, 2002; Schaubroeck & Jones, 2000). There are 14 items; four items for positive display rule perceptions, three items for negative display rule perceptions, two items for both frequency and duration of interactions, and three items for routineness of interactions. To the authors best knowledge, these items have not been translated into Turkish. Since this is not a variable in the main study reliability and validity of the scale will not be examined. Turkish translation can be seen in Appendix O.

4.1.3.2. Daily Measures

Emotional Labor. A scale used by Diefendorff and his colleagues (2005) was used to asses deep acting and surface acting. This scale was developed by combining items from two different scales (Diefendorff et al., 2005). Basım and Beğenirbaş (2012) validated the Turkish version of these items for their study with teachers. Only one item was deleted from the Turkish version of the scale because of the double loading (Basım & Beğenirbaş, 2012). There are 13 items; Turkish version of the items includes six items for surface acting ($\alpha = .84$) and four items for deep acting ($\alpha = .88$). Also, I added three items about surface acting from the scale developed by Brotheridge and Lee (2003) to better capture subtle variations of behavior in surface acting. Participants rated each item using a 6-point Likert scale (1 = "Never did"; 6 = "Always did"). Turkish version of all items can be seen in Appendix P.

Work Engagement. Work engagement was assessed with short version of Utrecht Work Engagement Scale (UWES-9; Schaufeli et al., ,2006). This scale has three subfactors; namely, vigor, dedication and absorption and three items in each factor. Day-level work engagement was measured with the state 9-item day-level version (Xanthopoulou et al., 2009) of the UWES (Schaufeli et al., 2006). Example items are: "Today during work, I felt fit and strong" (vigor), "Today, I was very enthusiastic about my work" (dedication), and "Today, I completely lost myself in my work" (absorption). Cronbach's alphas ranged from .89 to .95. A 6-point Likert scale was used for rating (1 = Never felt, 6 = Always felt). Eryılmaz and Doğa (2012) validated the Turkish version (see Appendix Q).

Maslach Burnout Inventory. Emotional exhaustion subfactor of the 22-item Maslach Burnout Inventory was used to assess emotional strain (Maslach et al., 1986).

This sub-factor has nine items and participants rated each item using a 6-point Likert-type scale (6 = “Always”; 1 = “Never”). Turkish version of the inventory was validated by Ergin (1992) and Cronbach alpha for this subfactor was 0.83 in that study. Turkish version can be seen in Appendix R.

4.2. Data Analysis

Given the nature of the daily diary data, multilevel modeling is appropriate for assessing hypotheses. As hypotheses of the study requires evaluating variables at both the between level (Level 2: dark personality traits) and as repeated measures over time nested within individuals (Level 1: emotional labor strategies, service performance and employee well-being), a multilevel analysis with random effects model approach was adopted.

Since this study includes daily dairy data gathering which leads to measurements being nested in people, using conventional regression analysis can create problems. The basic assumption that individual data are independent will be violated and personality trait differences cannot be explained if traditional repeated-measures analysis is used. Multilevel analysis of longitudinal data has advantages over traditional repeated-measures analysis. Multilevel analysis allows for the pairs of correlations among repeated observations to be different and allows for missing values. Basically, the hypothesized intensive longitudinal data gathering approach would enable the researcher to offer multilevel analyses for the current study.

The model for this study includes within and between level variables. Level 1 variables are (within person variables) emotional labor strategies, service performance and employee well-being. Level 2 variables are the moderator variables (between person variables) of the dark personality traits. Data for level 1 variables were collected with diaries. Personality data was collected only one time, at the beginning of the study. A two-level model was developed to analyze the moderating effect of the between level variable (personality) on the relationship between emotional labor activities and service performance and employee well-being.

In the level-1 model, the dependent variables wee service performance (affective delivery and service sabotage) and employee well-being (work engagement and emotional exhaustion) across the one time point during a day across 10 days. Example equation for level 1 model is;

$$AffectiveDelivery_{ij} = \beta_{0j} + \beta_{1j}(DeepActing_{ij}) + r_{ij}$$

The level-2 model explains the differences observed in the service performance and in the employee well-being among employees by inputting the between-level variable (personality). Individual deviations from the grand mean outcome variable (e.g., affective delivery) (the intercept β_{0j}) and the varying effect sizes of the association between EL strategies (e.g., deep acting) and the outcome (e.g., affective delivery), that is how much this effect varies across individuals (the slope β_{1j}), were predicted by the corresponding DT trait (e.g., grandiose narcissism). β_{1j} is the cross-level interaction term and were used to test Hypotheses 8 through 11.

$$\beta_{0j} = \gamma_{00} + \gamma_{01}(GrandioseNarcissism_j) + u_{0j}$$

$$\beta_{1j} = \gamma_{10} + \gamma_{11}(GrandioseNarcissism_j) + u_{1j}$$

Combined (Level 1 & Level 2 Model);

$$AffectiveDelivery_{ij} = \gamma_{00} + \gamma_{01}(GrandioseNarcissism_j) + \gamma_{10}(DeepActing_{ij}) + \gamma_{11}(GrandioseNarcissism_j)x(DeepActing_{ij}) + u_{0j} + u1j(DeepActing_i) + r_{ij}$$

4.3. Results

4.3.1. Descriptive Statistics and Bivariate Correlations between the Study Variables

Descriptive statistics of the sample can be seen in Table 7. Correlations of all variables at the individual level are given in Table 8. These correlations were calculated using the averaged scores over the ten days for the day-level variables.

Table 7

Descriptive Statistics for Study Variables

	Mean	SD	Skewness	Kurtosis	α
1. Machiavellianism	3.32	0.62	-0.20	0.08	.75
2. Machiavellianism – Cynic	3.48	0.84	-0.16	-0.20	.75
3. Machiavellianism – Tactics	3.14	0.76	0.03	-0.16	.63
4. Grandiose Narcissism	0.35	0.20	0.34	-0.60	.72
5. Vulnerable Narcissism	3.38	0.85	0.35	0.89	.71
6. Primary Psychopathy	2.63	0.84	0.39	-0.60	.88
7. Secondary Psychopathy	3.24	0.72	0.09	-0.44	.64
8. Surface Acting	2.62	1.22	0.96	0.25	.90
9. Deep Acting	3.30	1.32	0.10	-0.78	.88
10. Affective Delivery	4.86	0.63	-0.38	-0.68	.82
11. Service Sabotage	1.84	0.98	1.38	1.03	.90
12. Work Engagement	4.08	1.15	-0.15	-0.52	.93
13. Emotional Exhaustion	2.79	1.26	0.46	-0.87	.94

Note. For variables 8 – 13, means were averaged scores for 10 days.

Table 8

Correlations for Study Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Machiavellianism	1												
2. Machiavellianism – Cynic	0.83**	1											
3. Machiavellianism – Tactics	0.71**	0.20	1										
4.Grandiose Narcissism	0.19	0.16	0.14	1									
5.Vulnerable Narcissism	0.59**	0.60**	0.27*	0.35**	1								
6.Primary Psychopathy	0.54**	0.56**	0.25*	0.56**	0.54**	1							
7.Secondary Psychopathy	0.34**	0.34**	0.18	0.17	0.59**	0.48**	1						
8.Surface Acting	0.23	0.30*	0.03	0.18	0.42**	0.46**	0.33**	1					
9.Deep Acting	-0.07	0.00	-0.13	0.15	0.26*	0.17	0.03	0.34**	1				
10.Affective Delivery	-0.06	-0.17	0.10	-0.09	-0.15	-0.38**	-0.40**	-0.24	0.22	1			
11.Service Sabotage	0.16	0.33**	-0.14	0.25*	0.42**	0.49**	0.37**	0.63**	0.21	-0.42**	1		
12.Work Engagement	-0.14	-0.08	-0.14	-0.05	-0.02	-0.15	-0.19	-0.38**	0.28*	0.45**	-0.09	1	
13.Emotional Exhaustion	0.11	0.24*	-0.10	0.08	0.29*	0.25*	0.27*	0.68**	0.06	-0.32**	0.49**	-0.65**	1

Note. $*p < 0.05$, $** p < 0.001$, For variables 7 – 13, means were averaged scores for 10 days.

4.3.2. Hypothesis Testing for the Cross-Lagged Effects

A random intercept cross-lagged panel model (RI-CLPM; Hamaker, 2018) was used to test relevant hypotheses. This model is a type of structural equation model which can be used when there are two different variables measured at more than one point in time (Hamaker et al., 2015; Hamaker, 2018; Viotti et al., 2019). In the current study there are 10 repeated measures of the variables, however sample size is not enough to run this model with this amount of parameter. Therefore, 5 days repeated measures of the variables were used to run this model. Herewith, there are 5 repeated measures of surface acting, deep acting, emotional exhaustion and work engagement. Descriptive statistics for each measurement occasion can be seen in Table 9. Based on RI-CLPM, these variables can be represented as within-person latent factor and a latent intercept factor.

Table 9

Descriptive Statistics for Daily Values

	Mean	SD	Skewness	Kurtosis
Daily values for Surface Acting				
D1SA	2.83	1.22	.434	-.532
D2SA	2.77	1.44	.768	-.356
D3SA	2.71	1.40	.867	-.165
D4SA	2.69	1.37	.799	.027
D5SA	2.60	1.33	1.113	.605
Daily values for Deep Acting				
D1DA	3.42	1.42	.054	-.620
D2DA	3.54	1.47	-.075	-.741
D3DA	3.28	1.50	.180	-.742
D4DA	3.51	1.58	-.086	-.948
D5DA	3.26	1.52	.322	-.672
Daily values for Emotional Exhaustion				
D1EE	2.84	1.39	.677	-.397
D2EE	2.82	1.25	.502	-.631
D3EE	2.72	1.39	.778	-.158
D4EE	2.86	1.34	.670	-.452
D5EE	2.84	1.46	.452	-.810
Daily values for Work Engagement				
D1WE	4.06	1.23	-.416	-.192
D2WE	4.12	1.29	-.454	-.353
D3WE	4.21	1.32	-.484	-.242
D4WE	4.12	1.28	-.440	-.182
D5WE	3.97	1.41	-.490	-.439

MPlus 8.3 was used to investigate two cross-lagged panel models. In the first one the relationship between surface acting and emotional exhaustion is modeled. The model can be seen in Figure 4. To examine this relationship, two individual factors (surface acting and emotional exhaustion) were created. Within-person centered variables for all measurement points were created and the lagged effects between the within-person centered variables were estimated. Lastly, measurement error variances were set to zero and covariances between the residuals of the within-person centered variables were estimated (Hamaker et al., 2015; Hamaker, 2018). For the model with morning surface acting (t1) predicting evening emotional exhaustion (t2) collected on the same day, and evening emotional exhaustion predicting surface acting collected the next day, all indices showed a good model fit ($\chi^2(25) = 38.415$, $p = 0$, $CFI = 0.98$; $RMSEA = 0.037$, CI [.02, .14]). All paths from morning surface acting to the evening emotional exhaustion were significant. All paths except one from emotional exhaustion measured one night before surface acting were also significant. Significant paths can be seen in Figure 4.

Lastly, the relationship between deep acting and work engagement was tested with RI-CLPM. Model can be seen in Figure 5. To examine this relationship, two individual factors (deep acting and work engagement) were created. For the model with morning deep acting predicting evening work engagement collected on the same day, and evening work engagement predicting deep acting collected the next day, all indices showed a good model fit ($\chi^2(25) = 32.962$, $p = 0.132$, $CFI = 0.98$, $RMSEA = 0.068$, CI [.00, .13]). However, there was only one significant path from deep acting to work engagement amongst the within-day effects (day 5 deep acting to day 5 work engagement = -0.153). Also, there was only one significant path from work engagement to deep acting (day 1 work engagement to day 2 deep acting= -0.609) amongst the cross-lagged paths. Directions of both significant pathways were negative indicating that when participants engaged in deep acting in the morning, they reported lower work engagement that day. Also, when they indicated lower work engagement, they reported higher deep acting for the next day, between day 1 and day 2.

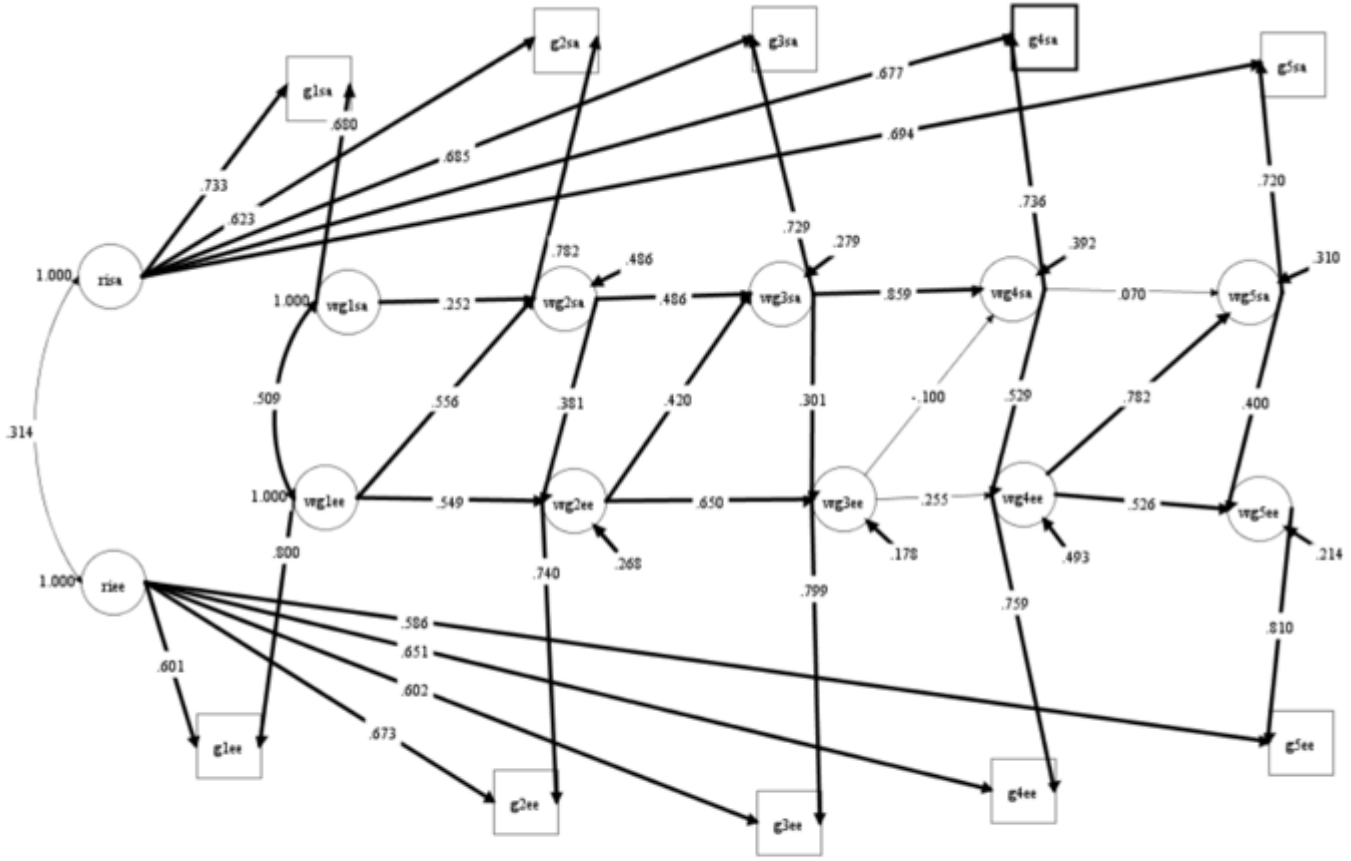


Figure 4. RI-CLPM for Surface Acting and Emotional Exhaustion

Note. Paths with thicker lines are significant. sa is surface acting; ee is emotional exhaustion; w defines within-person centered variables.

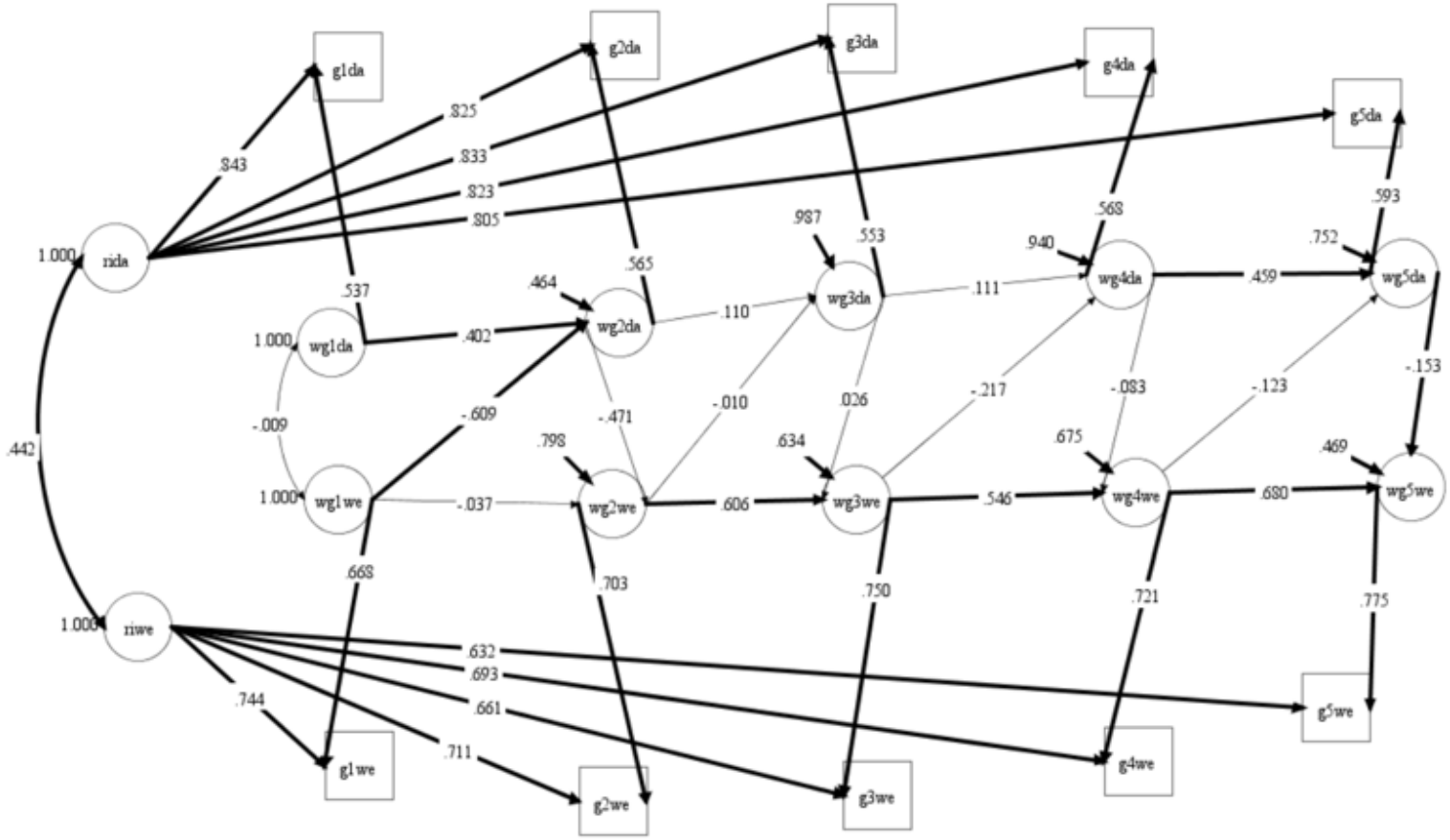


Figure 5. RI-CLPM for Deep Acting and Work Engagement

Note. Paths with thicker lines are significant. da is deep acting; we is work engagement, w defines within-person centered variables

Results showed that Hypotheses 1a and 2a were supported, for surface acting and emotional exhaustion. Even though model fit was good for deep acting and work engagement daily level relations did not support hypotheses 1b and 2b.

4.3.3. Hypothesis Testing for Direct Relationships Between the Dark Triad and Emotional Labor

Correlations between variables (Table 8) were examined to investigate hypotheses between the Dark Triad personality traits and emotional labor strategies.

No significant relationship was found between the tactic dimension of Machiavellianism and deep acting, thus Hypothesis 3 was not supported. A significant relationship between the cynical dimension of Machiavellianism and surface acting was found (r = 0.30) supporting Hypothesis 4. No significant relationship was found between grandiose narcissism and deep acting; therefore, Hypothesis 5 was not supported. Vulnerable narcissism was significantly and positively correlated with surface acting (r = 0.42), supporting Hypothesis 6. Primary psychopathy was not significantly associated with deep acting, thus Hypothesis 7 was not supported. Secondary psychopathy was excluded from the main study analyses according to the results from Preliminary Study 2.

In general, no significant relationship was found between dark personality traits grouped as activation-oriented and deep acting which is an activation-oriented strategy. However, the relationships between the inhibition-oriented dark personality traits and the inhibition-oriented surface acting strategy were all significant.

4.3.4. Hypothesis Testing for the Regulatory Effect of the Dark Triad

To investigate the moderator effect of Dark Triad personality traits, multilevel analysis was performed using HLM software. The data collected from the individuals by the diary method was considered as level 1, and the personal data collected only once at the beginning of the study was considered as level 2.

4.3.4.1. Preliminary Analysis

Before testing hypotheses about the moderation effects of the Dark Triad traits in the multilevel model, within-person and between-person variance components of all variables used in the analyses were examined. The intraclass correlation coefficient (ICC) for daily outcome variables, namely, service sabotage, affective delivery,

emotional exhaustion and work engagement, were calculated. A null model which is a first step for hypothesis testing was tested for all outcome variables to calculate ICC values. This model only includes an outcome variable without any predictors. Example null model equation for service sabotage is;

Step 1

Level-1 Model: $SS_{ti} = \pi_{0i} + e_{ti}$

Level-2 Model: $\pi_{0i} = \beta_{00} + r_{0i}$

The term erm $\boldsymbol{\pi_{0i}}$ indicates the intercept at the individual level. Results include σ^2 which is the within-group variance and τ_{00} which is the between group (or intercept) variance. ICC for within-group variance is calculated by the following formula;

$$\frac{\sigma^2}{\sigma^2 + \tau_{00}}$$

ICC for daily service sabotage and affective delivery were $\rho = .22$ and $\rho = .39$ meaning that 22% and 39% of the answers in questions about daily service performance could be explained by within-person variations in the ten days measurement occasions, whereas 78% and 61% of the variance respectively could be explained by the between-person level. ICC for daily emotional exhaustion and work engagement were $\rho = .24$ and $\rho = .35$ respectively. The proportions of total variance attributed to within-person were 24% and 35%, whereas 76% and 65% respectively were related to between-person variance. ICC values endorse the multilevel structure of the data as sufficient variance could be explained by the between- and the within-person levels.

4.3.4.2. Test of Hypotheses

To test hypotheses, three more steps were formulated after the null model. In these steps, all level-1 predictor variables were entered as group-mean centered variables. This allows to study the effects of both level-1 and level-2 independently which leads to more accurate estimates of intercepts. Level-2 variables were entered as grand-mean centered. Grand mean centering lets level-2 intercept to be equal to the grand mean of the outcome variable.

For **Hypothesis 8a**, steps are explained in detail below. All hypotheses that included moderation can be seen in Table 10. In step 2, the relationship between surface acting (level-1 predictor) and service sabotage (outcome variable) was tested. This step is also called as random intercepts model. Both within and between errors were included in the analyses by toggling error terms in the equations.

Step 2

Level-1 Model: $SS_{ti} = \pi_{0i} + \pi_{1i}*(SA_{ti}) + e_{ti}$

Level-2 Model: $\pi_{0i} = \beta_{00} + r_{0i}$

$\pi_{1i} = \beta_{10} + r_{1i}$

Mixed Model: $\boldsymbol{SS_{ti}} = \beta_{00} + \beta_{10}*SA_{ti} + r_{0i} + r_{1i}*SA_{ti} + e_{ti}$

According to the results, there was a significant relationship between surface acting and service sabotage at the daily level ($\beta_{10} = 0.167$, $t = 3.40$, $p < 0.001$); indicating that, increases in surface acting were associated with increases in sabotage behaviors on a daily basis. In step 3, level-1 predictor was deleted from the equation and level-2 moderator was added. Relationship between the service sabotage (outcome variable) and vulnerable narcissism (level-2 predictor) was tested in this step.

Step 3

Level-1 Model: $SS_{ti} = \pi_{0i} + e_{ti}$

Level-2 Model: $\pi_{0i} = \beta_{00} + \beta_{01}*(HSNS_i) + r_{0i}$

Mixed Model: $SS_{ti} = \beta_{00} + \beta_{01}*HSNS_i + r_{0i} + e_{ti}$

According to the results, there was a significant relationship between vulnerable narcissism and service sabotage ($\beta_{01} = 0.479$, $t = 3.45$, $p < 0.001$), indicating that, vulnerable narcissism predicts service sabotage. Final step of the hypothesis testing is random intercepts and slopes model. Level-1 outcome, level-1 predictor and level-2 moderator were all entered in this step.

Step 4

Level-1 Model: $SS_{ti} = \pi_{0i} + \pi_{1i}*(SA_{ti}) + e_{ti}$

Level-2 Model: $\pi_{0i} = \beta_{00} + \beta_{01}*(HSNS_i) + r_{0i}$

$\pi_{1i} = \beta_{10} + \beta_{11}*(HSNS_i) + r_{1i}$

Mixed Model:

$SS_{ti} = \beta_{00} + \beta_{01}*HSNS_i + \beta_{10}*SA_{ti} + \beta_{11}*HSNS_i*SA_{ti} + r_{0i} + r_{1i}*SA_{ti} + e_{ti}$

Full model testing showed that vulnerable narcissism had no moderator role in this relationship (β_{11} = 0.0001, t = 0.002, p = 0.999), and Hypothesis 8a was not supported. However, vulnerable narcissism still had a main effect on service sabotage (β_{01} = 0.479, t = 3.45, $p < 0.001$).

For **Hypothesis 8b, the** same 3 steps were tested. According to step 3 results, there was a significant main effect of cynicism on service sabotage (β_{01} = 0.388, t = 2.82, $p < 0.01$). Equation for the full model testing is;

$SS_{ti} = \beta_{00} + \beta_{01}*CYNC_i + \beta_{10}*SA_{ti} + \beta_{11}*CYNC*SA_{ti} + r_{0i} + r_{1i}*SA_{ti} + e_{ti}$

The model test showed that the cynicism dimension did not have a moderator role in this relationship (β_{11} = -0.035, t = -0.59, p = 0.554), and Hypothesis 8b was not supported.

Next three hypotheses are about the relationship between deep acting and affective delivery. For **Hypothesis 9a,** results of step 2 showed that there was a significant relationship between deep acting and affective delivery (β_{10} = 0.081, t = 2.80, $p < 0.01$). Results of step 3 showed that there was no significant main effect of grandiose narcissism (β_{01} = -0.276, t = -0.73, p = 0.468). Equation for the full model testing is;

$AFF_{ti} = \beta_{00} + \beta_{01}*GRAN_i + \beta_{10}*DA_{ti} + \beta_{11}*GRAN*DA_{ti} + r_{0i} + r_{1i}*DA_{ti} + e_{ti}$

The model test showed that the grandiose narcissism did not have a moderator role in this relationship (β_{11} = 0.052, t = 0.30, p = 0.762), and Hypothesis 9a was not supported.

For **Hypothesis 9b,** results of step 3 showed that there was no significant main effect of tactic dimension of Machiavellianism on affective delivery (β_{01} = 0.087, t = 0.90, p = 0.373). Equation for the full model testing is;

$AFF_{ti} = \beta_{00} + \beta_{01}*TACTIC_i + \beta_{10}*DA_{ti} + \beta_{11}*TACTIC*DA_{ti} + r_{0i} + r_{1i}*DA_{ti} + e_{ti}$

The model test showed that the tactic dimension did not have a moderator role in this relationship (β_{11} = 0.036, t = 1.01, p = 0.317), and Hypothesis 9b was not supported.

For **Hypothesis 9c,** results of step 3 showed that primary psychopathy had a negative and significant main effect on affective delivery (β_{01} = -0.284, t = -3.29, p = 0.002). Equation for the full model testing is;

$$AFF_{ti} = \beta_{00} + \beta_{01}*PRI_i + \beta_{10}*DA_{ti} + \beta_{11}*PRI*DA_{ti} + r_{0i} + r_{1i}*DA_{ti} + e_{ti}$$

The model test showed primary psychopathy had a moderator role (β_{11} = 0.069, t = 2.10, p = 0.040), indicating that, the relationship between deep acting and affective delivery was stronger for people with higher scores of primary psychopathy, which is an activation-oriented strategy. Hypothesis 9c was supported.

Next two hypotheses are about the relationship between surface acting and emotional exhaustion. For **Hypothesis 10a,** results of step 2 showed that there was a significant relationship between surface acting and emotional exhaustion at the daily level (β_{10} = 0.305, t = 4.20, p < 0.001). Results of step 3 showed that vulnerable narcissism had a main effect (β_{01} = 0.427, t = 2.72, p = 0.008). Equation for the full model testing is;

$$EE_{ti} = \beta_{00} + \beta_{01}*HSNS_i + \beta_{10}*SA_{ti} + \beta_{11}*HSNS*SA_{ti} + r_{0i} + r_{1i}*SA_{ti} + e_{ti}$$

The model test showed vulnerable narcissism did not have a moderator role (β_{11} = 0.106, t = 1.59, p = 0.117). Hypothesis 10a was not supported.

For **Hypothesis 10b,** results of step 3 showed that cynicism did not have a main effect emotional exhaustion (β_{01} = 0.365, t = 1.73, p = 0.088). Equation for the full model testing is;

$$EE_{ti} = \beta_{00} + \beta_{01}*CYNC_i + \beta_{10}*SA_{ti} + \beta_{11}*CYNC*SA_{ti} + r_{0i} + r_{1i}*SA_{ti} + e_{ti}$$

The model test showed cynicism did not have a moderator role (β_{11} = 0.032, t = 0.36, p = 0.718). Hypothesis 10b was not supported.

Next three hypotheses are about the relationship between deep acting and work engagement. For **Hypothesis 11a,** results of step 2 showed that there was no significant relationship between deep acting and work engagement (β_{10} = -0.006, t = -0.11, p = 0.916). Results of step 3 showed that there was no significant main effect of

grandiose narcissism (β_{01} = -0.321, t = -0.45, p = 0.656). Equation for the full model testing is;

$$WE_i = \beta_{00} + \beta_{01}*GRAN_i + \beta_{10}*DA_{ti} + \beta_{11}*GRAN*DA_{ti} + r_{0i} + r_{1i}*DA_{ti} + e_{ti}$$

The model test showed that grandiose narcissism did not have a moderator role in this relationship (β_{11} = 0.117, t = 0.311, p = 0.757), and Hypothesis 11a was not supported.

For **Hypothesis 11b,** results of step 3 showed that there was no significant main effect of the tactic dimension of Machiavellianism on work engagement (β_{01} = -0.214, t = -1.07, p = 0.287). Equation for the full model testing is;

$$WE_{ti} = \beta_{00} + \beta_{01}*TACTIC_i + \beta_{10}*DA_{ti} + \beta_{11}*TACTIC*DA_{ti} + r_{0i} + r_{1i}*DA_{ti} + e_{ti}$$

The model test showed that the tactic dimension had a moderator role in this relationship (β_{11} = 0.122, t = 1.95, p = 0.05), and Hypothesis 11b was supported. This result showed that the relationship between deep acting and work engagement at the daily level was stronger for people with high tactic scores, which is an activation-oriented strategy.

For **Hypothesis 11c,** results of step 3 showed that primary psychopathy did not have a significant main effect on work engagement (β_{01} = -0.210, t = -1.14, p = 0.260). Equation for the full model testing is;

$$WE_i = \beta_{00} + \beta_{01}*PRI_i + \beta_{10}*DA_{ti} + \beta_{11}*PRI*DA_{ti} + r_{0i} + r_{1i}*DA_{ti} + e_{ti}$$

The model test showed primary psychopathy had a moderator role (β_{11} = 0.162, t = 3.09, p = 0.003), indicating that, the relationship between deep acting and work engagement was stronger for people with higher primary psychopathy, which is an activation-oriented strategy. Hypothesis 11c was supported. Although primary psychopathy did not have a main effect on work engagement, it was found to have a reinforcing effect as an activation-oriented personality trait in an activation-oriented relationship.

Table 10

Hypotheses for Moderation Effects

	β_{11}	*t*	*p*	**Result**
Hypothesis 8a. Moderator effect of vulnerable narcissism between surface acting and service sabotage.	0.00	0.00	0.999	Not supported
Hypothesis 8b. Moderator effect of cynicism sub-dimension of Machiavellianism between surface acting and service sabotage.	-0.03	-0.59	0.554	Not supported
Hypothesis 9a. Moderator effect of grandiose narcissism between deep acting and affective delivery.	0.05	0.30	0.762	Not supported
Hypothesis 9b. Moderator effect of manipulative side of Machiavellianism between deep acting and affective delivery.	0.04	0.91	0.371	Not supported
Hypothesis 9c. Moderator effect of primary psychopathy between deep acting and affective delivery.	0.07	2.10	0.040	Supported
Hypothesis 10a. Moderator effect of vulnerable narcissism between surface acting and emotional exhaustion.	0.11	1.59	0.117	Not supported
Hypothesis 10b. Moderator effect of cynicism sub-dimension of Machiavellianism between surface acting and emotional exhaustion.	0.03	0.36	0.718	Not supported
Hypothesis 11a. Moderator effect of grandiose narcissism between deep acting and work engagement.	0.12	0.31	0.757	Not supported
Hypothesis 11b. Moderator effect of manipulative side of Machiavellianism between deep acting and work engagement.	0.12	1.95	0.05	Supported
Hypothesis 11c. Moderator effect of primary psychopathy between deep acting and work engagement.	0.16	3.09	0.003	Supported

When all the results were evaluated together, it was seen that the inhibition-oriented dark personality traits did not have regulatory effects. All of the hypotheses proposed for primary psychopathy, one of the activation-oriented traits, were supported; for the tactical dimension, the hypothesis suggesting the relationship between deep acting and employee well-being outcome variable (work engagement)

was supported. Although grandiose narcissism is activation-oriented, no support was found for the proposed regulatory effects for this trait.

4.3.4.3. Additional Analyses

Although the hypotheses of the study were based on the relationships in which activation and inhibition pathways and personality traits were compatible, the analyses testing these hypotheses did not support some of the expected results. Especially inhibition-oriented dark personality traits did not show the expected moderator effects on inhibition pathways. For this reason, it was decided to examine the regulatory role of activation-oriented dark personality traits on the inhibition pathways.

First, the moderator effect of activation-oriented traits on the relationship between surface acting and service sabotage was tested. Results of step 3 showed that grandiose narcissism (β_{01} = 1.218, t = 2.18, p = 0.032) and primary psychopathy (β_{01} = 0.571, t = 4.06, p < 0.001) had significant main effects on service sabotage. However, there was no significant relationship between tactic dimension and service sabotage (β_{01} = -0.186, t = -1.05, p = 0.298). Full model testing showed that the moderation effect was only significant for grandiose narcissism (β_{11} = 0.612, t = 2.58, p = 0.012). However, the direction of the moderator effect was positive, which means when people who have higher scores of grandiose narcissism engage in surface acting, their sabotage behaviors increased. The moderation effect was not significant for tactics dimension (β_{11} = -0.028, t = -0.46, p = 0.647) and primary psychopathy (β_{11} = -0.016, t = -0.34, p = 0.733).

Next, the moderator effects of activation-oriented traits on the relationship between surface acting and emotional exhaustion as the outcome were tested. Results of step 3 showed that grandiose narcissism (β_{01} = 0.522, t = 0.69, p = 0.493), tactics (β_{01} = -0.171, t = -0.74, p = 0.462) and primary psychopathy (β_{01} = 0.381, t = 2.19, p = 0.032) had no significant main effects. Also, full model testing showed that no significant moderator effects of grandiose narcissism (β_{11} = 0.211, t = 0.64, p = 0.525), tactics (β_{11} = -0.056, t = -0.65, p = 0.516), and primary psychopathy (β_{11} = -0.087, t = -1.02, p = 0.312) were found.

Table 11

Results of Additional Analyses

	β_{11}	*t*	*p*	**Result**
1. Moderator effect manipulative side of Machiavellianism between surface acting and service sabotage.	-0.03	-0.46	0.647	Not found
2. Moderator effect grandiose narcissism between surface acting and service sabotage.	0.61	2.58	0.012	Found
3. Moderator effect primary psychopathy between surface acting and service sabotage.	-0.02	-0.34	0.733	Not found
4. Moderator effect of manipulative side of Machiavellianism between surface acting and emotional exhaustion.	-0.06	-0.65	0.516	Not found
5. Moderator effect of grandiose narcissism between surface acting and emotional exhaustion.	0.21	0.64	0.525	Not found
6. Moderator effect of primary psychopathy between surface acting and emotional exhaustion.	-0.09	-1.02	0.312	Not found

CHAPTER 5

DISCUSSION

The current study mainly examined the regulatory effects of Dark Triad personality traits on the relationship of emotional labor with employee well-being and service performance. The study contributes to the literature in many ways. In-depth analysis of the relationship between dark personality and emotional labor, collecting data with the diary method in this process, and analyzing multi-level data using multilevel analysis are important contributions of the study. In addition, the relationship between emotional labor and employee well-being was analyzed with the cross-lagged panel model, through the data collected by the diary method. The following sections cover the discussions about the findings of the study, theoretical contributions, practical implications, limitations and future research directions.

5.1. Discussion of the Results Regarding the Cross-Lagged Effect

Previous studies reported relationships between emotional labor and well-being, and performance outcomes (Hülsheger & Schewe, 2011; Kammeyer-Mueller et al., 2013). However, most of them defines emotional labor strategies as antecedents in their hypotheses. The current study examined the relationship between these variables for deeper understanding of the direction of the relationship. By using daily diary data collecting method the lagged effect, which is a delayed response of a DV to a change in an IV (Duignan, 2016), can be analyzed. The cross-lagged panel model analyzes the predictive relationship between two variables measured at more than one time point (Viotti et al., 2019).

Recently, numerous studies have adopted this method to explore the nature of the relationships in the industrial and organizational psychology like other areas of psychology (Grosz et al., 2021; Urbanaviciute et al., 2019; Viotti et al., 2019). The current study used an extension of the cross-lagged panel model which is argued as better in distinguishing within-person process from between-person differences

(Hamaker et al., 2015). Random Intercept-Cross Lagged Panel Model (RI-CLPM) defines latent intercept factors for each variable, in our case for surface acting and emotional exhaustion in one model, and for deep acting and work engagement in a second model. This model, also, constrains measurement error term of the observed indicator to zero.

Results of the analyses indicated good fit between the data and model, and significant paths for daily level variables for surface acting and emotional exhaustion. Specifically, there were significant lagged and cross-lagged effects between daily surface acting and emotional exhaustion. A recent study that used cross-lagged panel analyses reported that emotional exhaustion was positively related to surface acting but not vice versa (Liu et al., 2020). Another study also found that daily surface acting was positively related to next days' fatigue (Zhang et al., 2016). These results supported part of my findings but reciprocal relationship is still an unexplored area and findings of the current study may shed light to this relationship. Results also showed adequate model fit for deep acting and work engagement. However, the study hypotheses depicting associations in lagged or cross-lagged directions were not supported; actually there was only one significant lagged path (i.e., from deep acting to employee well-being) and one significant cross-lagged path (i.e., from well-being to deep acting the next day). Since most of the time these strategies were referred to as antecedents in the previous studies it is hard to interpret these results (Chi & Grandey, 2016; Goodwin et al., 2011; Johnson & Spector, 2007; Lewig & Dollard, 2003; Park et al., 2014; Seery & Corrigall, 2009; Tsai & Huang, 2002). However, one recent study found that morning positive affect was positively related to daily deep acting towards coworkers (Shoshan & Venz, 2020). Another unexpected result in the current study was that the only significant lagged and cross-lagged paths were in the negative direction. These results showed that for day 1, participants who reported higher work engagement in the evening, reported lower deep acting in the day 2 morning; for day 5 participants who reported lower deep acting in the morning reported higher work engagement in the evening at day 5. An interpretation for these unexpected results can be that the energy spent on acting deeply during the day caused participants to lack the energy for self-regulation later in the day, which was necessary for work engagement, and vice-versa across the days. Previous research found that both emotional labor strategies were positively related to ego-depletion (Mckibben,

2010). Ego-depletion, basically happens when people can not have necessary energy to self-control because they use too much energy to self-control and willpower for another task. Even though both strategies were related to ego-depletion one can argue that trying and changing real feelings can be more consuming than only changing facial expressions in self-regulation manner. It should also be noted that work engagement in nature is a concept that describes consuming energy. It was characterized by vigor which includes willingness to invest effort and use high levels of energy during work (Simpson, 2009).

To the authors' best knowledge, there is no previous study that investigated the relationship between the emotional labor strategies and employee well-being by using RI-CLPM. Therefore, results of this analyses should be treated as preliminary. The fact that the number of participants was less than expected and the questionable quality of the collected data due to the impact of the pandemic on the service sector are discussed in the limitations and future direction section.

5.2. Direct and Moderator Effects of the Dark Triad

It is known that the past 15 years have been fruitful for the literature on the dark side of personality. People with the dark side of personality traits are currently in the workforce, and they will be in the workforce in the future. However, there is limited number of research studies that investigated how negative personality traits affect job outcomes and processes.

The main aim of the current study was to investigate the direct relationships between Dark Triad and emotional labor and also to examine the moderator effects of Dark Triad personality traits in relation to activation / inhibition orientation. To investigate moderator effects, the Dark Triad personality traits were grouped as activation or inhibition oriented. Preliminary study results showed that the cynic side of Machiavellianism and vulnerable narcissism can be grouped as inhibition oriented; while the tactic side of Machiavellianism, grandiose narcissism and primary psychopathy were grouped as activation oriented. Moderator effects of these traits on the activation-oriented pathways and inhibition-oriented pathways, which were decided according to emotional labor strategies, were investigated.

According to correlations, only two hypotheses concerning the direct relationships between the Dark Triad and emotional labor strategies were supported.

Results showed that vulnerable narcissism and cynic Machiavellianism were positively and significantly correlated with surface acting. A recent study found differences in the relationships between Dark Triad and emotional labor strategies, across two different countries. Walsh and his colleagues (2020) found that Machiavellianism was positively related to surface acting; psychopathy was negatively related to surface acting and narcissism was positively related to deep acting in both the U.S. and Japan. However, their results showed that narcissism was positively related to surface acting in the U.S. but negatively related to surface acting in Japan. They used only 4 items to measure every Dark Triad trait which were adapted from SD-3 (Jones & Paulhus, 2014). It can be said that direct relationships between these concepts may vary according to culture, and also, to measurement tool. Jones and Paulhus (2014) did also use a short measure which prevented them to make interpretations about sub factors of dark personality traits. Another current study found that Machiavellianism and psychopathy were positively and significantly related with emotional labor (Busuioc & Butucescu, 2020) but narcissism was not related to emotional labor. This study also did not differentiate between the sub factors of Dark Triad and also did not analyze deep and surface acting separately.

The current model that was used for examining the moderator effects included both between-person variables (dark personality traits) and within-person variables (emotional labor strategies, performance, and well-being outcomes). Hypotheses pointed out to the possible bright side in addition to the dark side of the Dark Triad. On the one hand, if employees with inhibition-oriented motivational tendencies (e.g., vulnerable narcissism) engage in surface acting because of the regulatory fit between personality and emotional labor strategy, it was expected that the effect of surface acting on poor service performance would increase. This expectation was the main difference from the Chi and Grandey (2016) model. This expectation pointed to the further darkening effect of the dark traits; however, such expectations were not supported. On the other hand, if employees with activation-oriented motivational tendencies (e.g., manipulating Machs) engage in deep acting because of the regulatory fit between personality and emotional labor strategy, it was expected that the effect of deep acting on good service performance would also increase. This expectation points to the brightening effects of the dark traits, which were supported. This is the important point where the current study makes an additional contribution to Chi and Grandey's

(2016) study. In their study, bright personality traits (such as Conscientiousness) strengthen or weaken existing relationships when there is a regulatory fit. In all cases, these moderator effects lead to a desirable situation where personality traits act as a buffer. For example, the relationship between surface acting and service sabotage was weakened when surface acting was used by highly conscientiousness (inhibition-oriented motivational tendencies) people (Chi & Grandey, 2016). However, in the current study dark personality traits strengthened the activation pathways and led to increasing desirable situations.

In short, hypotheses in the current study had proposed that within the context of the Dark Triad, the regulatory fit would be beneficial for work engagement and affective delivery, but would be bad for emotional exhaustion and service sabotage. Results showed that only three moderator effects were supported. These are the moderator effect of primary psychopathy between deep acting and affective delivery, the moderator effect of primary psychopathy between deep acting and work engagement and the moderator effect of tactic dimension of Machiavellianism on the relationship between deep acting and work engagement. These results supported bright side of some of the dark personality traits. In other words, most of the hypotheses that offered more desirable outcomes through the activation pathway were supported, and the hypotheses that proposed more undesirable outcomes through the inhibition pathway were not supported. This result may be due to the nature of inhibition-oriented dark personality traits. Actually, an area that is still open forexploration is which sub factors of dark personality traits are activation or inhibition oriented (Jonason & Jackson, 2016; Neira et al., 2016; Wlodarska et al., 2019).

The unexpected part of these results is the difference between correlations among the Dark Triad traits and outcomes, and moderator effects. Almost all of the dark personality traits were significantly correlated with the negative outcomes, namely service sabotage and emotional exhaustion. However, they did not show any moderator effects related to these negative outcomes. Even though the Dark Triad traits, and surface acting had main effects on these negative outcomes, the dark traits did not exacerbate the influence of surface acting on these outcomes. Unlike with negative outcomes, almost none of the Dark Triad personality traits showed any significant relationships with positive outcomes (namely affective delivery and work engagement). However, only pathways from deep acting to positive outcomes were

moderated by dark personality traits. It appears that individuals higher on the activation-oriented dark traits do not necessarily engage in deep acting, nor do they engage in higher levels of affective delivery or work engagement. Nevertheless, individuals who engage in deep acting also benefit from positive outcomes if they are higher on the activation-oriented dark traits. In fact, based on Level-1 analyses, deep acting either had small or no significant effect on affective delivery and work engagement, respectively, further underscoring the bright side of the dark traits.

Although the hypotheses of the study were based on the activation and inhibition compatible relationships, the analyses testing these hypotheses did not support some of the expected results. Especially inhibition-oriented dark personality traits did not show the expected moderator effect on inhibition pathways. For this reason, it was decided to examine the regulatory role of activation-oriented dark personality traits in inhibition pathways. Only the moderator effect of grandiose narcissism on the relationship between surface acting and service sabotage was found. However, this moderator effect was positive which means when people who have higher scores of grandiose narcissism engage in surface acting, their sabotage behaviors increased. Grandiose narcissism was also positively correlated with service sabotage. This can be explained by the positive relationship between grandiose narcissism and aggression (Twenge & Campell, 2003) and also, by the positive relationships with both positive and negative affect (Garcia et al., 2015).

5.3. Theoretical Contributions

The current study presented three essential and novel contributions to the literature. First of all, this study responds to the call for examining personality at work beyond the Big Five personality traits (e.g., Furnham et al., 2013; Spain et al., 2013; Veselka et al., 2012). Examining the direct relationships between emotional labor and dark personality traits allows us to understand the effects of personality in the workplace deeply.

Secondly, the interaction between emotional labor strategies and dark personality traits was investigated by adapting Chi and Grandey's (2016) model. To the authors' best knowledge, no previous study has investigated the moderator effects of dark personality traits on the relationship between emotional labor and its outcomes. Activation and inhibition pathways were proposed for explaining the different

relationships between emotional labor strategies and outcome variables. Investigating moderator effects of dark personality traits with regulatory fit is novel in the literature. Results showed that some dark personality traits can strengthen the activation-oriented relationships.

Thirdly, I proposed different relationships for the subtypes of DT traits. Most of the studies did ignore different components in the Dark Triad personality traits (e.g., Garcia et al., 2015; Jakobwitz & Egan, 2006; Jones & Paulhus, 2014; Paulhus & Williams, 2002; Wals et al., 2020). Previous studies mentioned the importance of differentiation of primary and secondary psychopathy (Miller et al., 2010), and vulnerable and grandiose narcissism (Egan et al., 2014). However, the current study did not use secondary psychopathy in the main study since it was not grouped as inhibition-oriented in the Preliminary Study 2. I expanded this need one step further and proposed two components of Machiavellianism for a deeper understanding.

5.4. Limitations and Future Directions

Major limitation of the current study is the small sample size. To investigate both within and between person variances daily diary method was used. However, the data collection process was interrupted by the restrictions caused by the Covid-19 pandemic. In addition to being interrupted, the anxiety created by working in constant communication with people in the service sector in this process decreased the attendance rate of the participants. After the process started, it was observed that most of the participants who were initially recruited found the 10-day data collection period long and left the process unfinished. Data from 68 participants was enough to run multilevel analyses, however, correlations according to this sample size should be interpreted with caution.

Another limitation is that the current study did not delve into the underlying mechanism of the chosen emotional labor strategies. Why people choose certain strategies is an important question. Cynical Machiavellian and vulnerable narcissists may choose to act superficially, not only because it is easy or because of their inhibition orientation, but also because they are manipulative and they want to gain favors.

In addition to the hypotheses investigated in this paper, other questions should be answered with future studies. For example, associations between dark personality

traits and emotional labor may change according to occupational fields. One study with a sample of salespersons found that narcissism had a positive relationship with job satisfaction (Soyer et al., 1999). Inside of service sector, different occupations (e.g., police officer, call center worker, teacher, and nurse) may respond differently to the exact situations. Further studies should examine different occupations to capture these differences.

Not only the occupational field but also interaction of dark personality traits and different circumstances in one job may play an important role in the work behaviors. For example, a coffee shop barista may be more satisfied with their job while working in one location but not in another. Let us take a barista working in location A where they gets in touch with mostly students and has an opportunity to chat with them. If this position satisfies them, working in location B, where they mainly serve busier business people and maybe less concerned with having a chat with a barista, probably does not satisfy the barista. This may change according to the levels of dark personality traits of the barista. It can be investigated by manipulation in further studies. Situational differences should be considered in future studies. For example, the daily dairy method can be expanded as filling diary after encountering customer mistreatment or with a friendly customer.

I proposed using the daily diary method for measuring emotional labor, but it can also be useful for measuring dark personality traits. Different levels of DT traits may affect the outcomes differently. Daily diary studies could help researchers to understand DT traits dynamics deeply. Shifts and changes can be controlled with this method (Rauthmann & Kolar, 2013).

5.5. Practical Implications

First of all, developing trainings for enhancing deep acting is one of the useful practices (Grandey & Gabriel, 2015). Results indicated that there can be stronger effects of deep acting when adopted by people who have certain dark personality traits. Even though, I proposed that service employees with dark personality traits will engage in surface acting most of the time, it is possible they can learn to use deep acting and be more productive.

Human resources professionals should be aware of the dark side of personality for recruitment, performance management and other practice fields while making

decision. This study emphasizes the importance of effects of dark personality traits and their effects should be taken into account.

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APPENDICES

A. INFORMED CONSENT FOR THE PRELIMINARY STUDY 1

ARAŞTIRMAYA GÖNÜLLÜ KATILIM FORMU

Bu çalışma, Orta Doğu Teknik Üniversitesi, Endüstri ve Örgüt Psikolojisi Bütünleşik Doktora Programı öğrencisi Aysu Gökalp tarafından Dr. Öğr. Üyesi Yonca Toker danışmanlığında yürütülen tez çalışması kapsamında yapılmaktadır.

Çalışmanın Amacı Nedir?

Çalışmanın amacı hizmet sektöründe çalışan kişilerin iş hayatında müşteri ile ilişkilerinde ortaya çıkan duygu ifadeli hizmet ve hizmet sabotajı kavramlarına ait örneklerin toplanmasıdır. Toplanan örnekler ve davranış tarzları, araştırmacının doktora tezinde kullanılmak üzere bir davranış kontrol listesi geliştirilmesi için kullanılacaktır.

Bize Nasıl Yardımcı Olmanızı İsteyeceğiz?

Çalışmada yer almaya gönüllü olan katılımcılardan 15-20 dakika sürecek olan bir mülakata katılmaları beklenmektedir. Mülakatı araştırmacının kendisi gerçekleştirecektir. Bu mülakatta sizden iş hayatınız ile ilgili kısa demografik bilgiler alınacak ve daha sonra iki kavram tanımlanacaktır. Bu kavramlar duygu ifadeli hizmet ve hizmet sabotajıdır. Duygu ifadeli hizmet, işin gerektirdiği duyguları yansıtarak hizmet etmek anlamına gelir. Hizmet sabotajı ise çalışanların bilinçli bir şekilde müşterilerin meşru menfaatlerine zarar verecek davranışlarda bulunmasıdır. Detaylı tanımlar verildikten sonra çalıştığınız iş dalında bu kavramlara örnek olabilecek karşılaştığınız bazı davranışları sıralamanız istenecektir.

Sizden Topladığımız Bilgileri Nasıl Kullanacağız?

Çalışmaya katılım tamamıyla gönüllülük temelinde olmalıdır. Sizden kimlik veya kurum belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamen gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir. Sizden elde edilecek bilgiler diğer katılımcıların bilgileri ile beraber toplu halde değerlendirilecek ve bilimsel yayımlarda kullanılacaktır. Sonuç olarak, elde edilen tüm veriler anonim olarak saklanacaktır.

Katılımınızla İlgili Bilmeniz Gerekenler:

Mülakat, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp çıkmakta serbestsiniz.

Araştırmayla İlgili Daha Fazla Bilgi Almak İsterseniz:

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için ODTÜ Psikoloji Bölümü Doktora öğrencisi Aysu Gökalp ile iletişim kurabilirsiniz.

Yukarıdaki bilgileri okudum ve bu çalışmaya tamamen gönüllü olarak katılıyorum.

☐ **Evet** ☐ **Hayır**

Paraf: Tarih: ----/----/-----

B. APPROVAL OF THE METU HUMAN SUBJECTS ETHICS COMMITTEE

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Sayı: 28620816 / 311

28 Haziran 2019

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Dr. Öğretim Üyesi Yonca TOKER

Danışmanlığını yaptığınız **Aysu GÖKALP'ın "Karanlık Üçlü Kişilik Özelliklerinin Duygusal Emek ve Sonuç Değişkenleri Arasındaki İlişkide Moderatör Rolü: Aktivasyon/İnhibisyon Sistemlerine Bağlı bir İnceleme"** başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülmüş ve **2018-SOS-202** protokol numarası ile onaylanmıştır.

Saygılarımızla bilgilerinize sunarız.

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C. INTERVIEW QUESTIONS FOR DEVELOPING BEHAVIORAL CHECKLIST

1- Yaptığınız işi/görevi kısaca tanımlar mısınız?

2- a) Bir iş gününüzde ortalama kaç kişi ile (müşteri ile/üye ile) yüz yüze görüşüyorsunuz?
b) İletişim kurduğunuz her bir kişi ile ortalama ne kadar süre görüşüyorsunuz?

3- İşiniz gereği olarak müşteriler ile yüz yüze iletişim kurarken dışarıya yansıtmanız gereken duygular olduğunu düşünüyor musunuz?

a. Eğer yansıttığı duygulardan söz ettiyse devam sorusu olarak: Bu duygular nelerdir?

b. Hissedip de yansıtamadığınız duygular oluyor mu?

Şimdi bazı tanımlar okuyacağım ve ardından bu tanımlara uyan davranışlarla ilgili sorular yönelteceğim.

Tanımlar:

Duygu İfadeli Hizmet işin gerektirdiği duyguları yansıtarak hizmet etmek anlamına gelir. Çalışanların işin gerektirdiği duyguları göstererek ve yansıtarak servis yapması ve yansıttıkları duyguların beklenen servis normlarını karşılaması bu hizmet tarzını tanımlar.

Hizmet Sabotajı üretim karşıtı bir iş davranışı olarak değerlendirilir. Çalışanların bilerek, isteyerek ve bilinçli bir şekilde müşterilerin meşru menfaatlerine zarar verecek davranışlarda bulunması anlamına gelen bir kavramdır.

Örnek vermek gerekirse; bir satış elemanı düşünelim. Bu çalışanın müşterinin istediği bir ürünü getirmek için depoya giderken güler yüzlü bir şekilde müşteriye onu biraz bekleteceğini söylemesi ve oturması için bir yer göstermesi duygu ifadeli hizmete örnek olarak gösterilebilir. Bu elemanın müşteri beklerken depoda bilerek oyalanması ve müşterinin sorularını geçiştirmesi ise hizmet sabotajına örnek davranışlardandır.

4- Çalıştığınız iş dalında yukarıda tanımı verilen kavramları kapsayan davranışlara örnek vermenizi isteyeceğim.

a) Duygu ifadeli hizmet örneği:

b) Hizmet sabotajı örneği:

5- Duygu ifadeli hizmetin sizi iyi bir performansa/ olumlu bir sonuca ulaştırdığı yaşadığınız bir örneği anlatır mısınız?

6- Duygu ifadeleri kimi zaman olumsuz sonuçlar da doğurabilir. Bunu yaşadığınız bir örnek var mı? Anlatır mısınız?

D. AFFECTIVE DELIVERY AND SERVICE SABOTAGE CHECKLIST

Mesainiz bittikten sonra, bugün geçirdiğiniz iş gününü düşünerek aşağıdaki listede bulunan maddeleri gözden geçiriniz ve gün içinde bu davranışları ne sıklıkla yaptığınızı belirtiniz. Sonuçlar kimlik bilgileri ile doğrudan eşleştirilmeyecektir, bütün cevaplar gizli kalacaktır. Cevaplarınızı en doğru şekilde yansıtmaya dikkat ediniz.

	Bugün Hiç Yapmadım	Bugün Pek Yapmadım	Bugün Nadiren Yaptım	Bugün Bazen Yaptım	Bugün Çoğu Zaman Yaptım	Bugün Hep Yaptım
1. Müşterilere karşı güler yüzlü davrandım.						
2. Müşterilere ve isteklerine karşı sabırlı davrandım.						
3. Müşterileri karşılarken "merhaba, hoş geldiniz" ve benzeri ifadeleri kullandım.						
4. Müşterilere istedikleri ürün konusunda bilerek yanlış bilgi verdim.						
5. Müşteriler sırada beklerken siparişlerini en kısa zamanda alacağımı söyledim.						
6. Müşterilerin beklemeleri gereken bir durum var ise ne kadar beklemeleri gerekeceği konusunda bilgi verdim.						
7. Müşterilere hâl hatır sordum						
8. Müşteriler ile sohbet ettim.						
9. Müşterilerin siparişini hazırlarken bilerek oyalandım.						
10. Müşteriler ile diyaloğum esnasında gerekli olduğu yerde teşekkür ettim.						
11. Müşteriler ile konuşurken göz teması kurmaya dikkat ettim.						
12. Müşterilere nazik, saygılı ve kibar davrandım.						
13. Müşterilere karşı arkadaş canlısı ve içten davrandım.						
14. Çalışma saatleri içinde müşteriler ile iletişim halinde iken kızgınlığımı ve üzüntümü onlara yansıttım.						
15. Kaba davranan müşteriler olduğunda onlardan kendimce intikam aldım.						

16. İşleri biraz kolaylaştırmak istediğim için şirket kurallarına aykırı davrandım.						
17. Müşterilerin arkasından onlarla dalga geçerek, arkadaşlarımla eğlendim.						
18. Müşterileri bilerek beklettim.						
19. Müşterilere bilerek ters davrandım.						
20. Müşterilerin masasını temizleme konusunda yavaş davrandım.						
21. Müşterilerin arkasından kendi kendime söylendim.						
22. Kızgın veya üzgün hissettiğimde duygularımı saklayamadım.						
23. Keyifsiz/kötü bir ruh halinde iken müşterilere olumsuz davrandım.						

E. BIS / BAS SCALE

Bu testteki her madde, insanların kendilerinden bahsederken kullandıkları bazı ifadeleri tanımlamaktadır. Lütfen her maddeyi okuyunuz ve size ne kadar uygun olup olmadığına karar veriniz. Her madde için, 4 seçenekten (Tamamen katılıyorum, Biraz katılıyorum, Biraz katılmıyorum, Hiç katılmıyorum) sizi en iyi tarif eden seçeneği işaretleyiniz. Lütfen olabildiğince dürüst olunuz ve samimi cevaplar veriniz.

	Hiç katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz katılıyorum	Katılıyorum	Tamamen Katılıyorum
1. Hoşa gitmeyen bir durumla karşılaşacağımı düşündüğümde bayağı heyecanlanırım.						
2. Hata yapmaktan endişe duyarım.						
3. Eleştiri ya da azar beni çok incitir.						
4. Birinin bana kızdığını düşünürsem ya da bunu bilirsem oldukça endişe ya da üzüntü duyarım.						
5. Bir şeyi başaramadığımı düşündüğümde endişelenirim.						
6. Arkadaşlarıma kıyasla korkularım çok daha azdır.						
7. Başıma kötü bir iş gelecek olsa bile, nadiren korkarım ya da gerilirim.						
8. İstediğim bir şeyi elde ettiğimde coşkuya kapılırım ve enerjiyle dolarım.						
9. Eğer bir şeyi iyi yapıyorsam, onu yapmaya devam etmekten hoşlanırım.						
10. Başıma iyi şeyler geldiğinde çok etkilenirim.						
11. Bir yarışmayı kazanmak beni heyecanlandırır.						
12. Hoşlandığım bir şeyi yapma fırsatıyla karşılaştığımda hemen heyecanlanırım.						
13. İstediğim bir şeyi elde etme fırsatıyla karşılaştığımda doğrudan onun üzerine giderim.						
14. Eğer bir şeyin peşinden gidiyorsam, "bu uğurda her şey mübah" anlayışıyla hareket ederim.						
15. Eğer bir şeyi istiyorsam onu elde etmek için elimden geleni yaparım.						
16. İstediğim şeyleri elde etmek için özel çaba harcarım.						
17. Eğlenceli olacağını düşündüğümde yeni bir şeyi denemeye her zaman hazırımdır.						
18. Çoğunlukla anlık isteklerim doğrultusunda hareket ederim.						

19. Birçok şeyi çoğu kez sırf eğlenceli olabileceği için yaparım.						
20. Heyecan ve yeni duygular arayışı ve arzusu içindeyimdir.						

Note. First seven questions are behavioral inhibition items. Item 1, 2 and 6 are parcel one; item 3, 4, 5 and 7 are parcel two. Item 8 to 12 are activation reward subfactor. Item 13 to 16 are activation drive subfactor. Item 17 to 20 are acticvation fun subfactor.

F. INFORMED CONSENT FOR THE PRELIMINARY STUDY 2

ARAŞTIRMAYA GÖNÜLLÜ KATILIM FORMU

Bu çalışma, Orta Doğu Teknik Üniversitesi, Endüstri ve Örgüt Psikolojisi Bütünleşik Doktora Programı öğrencisi Aysu Gökalp tarafından Dr. Öğr. Üyesi Yonca Toker danışmanlığında yürütülen tez çalışması kapsamında yapılmaktadır.

Çalışmanın Amacı Nedir?

Çalışmanın amacı iş yerinde duygu düzenlemeleri ile ilgili bireysel farklılıkları incelemek amacıyla veri toplamaktır. Toplanan örnekler kişilik özellikleri ve yönelimleri arasındaki ilişkiyi incelemek için kullanılacaktır.

Bize Nasıl Yardımcı Olmanızı İsteyeceğiz?

Çalışmada yer almaya gönüllü olan katılımcılardan 10-15 dakika sürecek olan bir ankete katılmaları beklenmektedir. Bu ankette yer alan sorular kişilik özellikleri ve duygu düzenlemeleri ile ilgilidir.

Sizden Topladığımız Bilgileri Nasıl Kullanacağız?

Çalışmaya katılım tamamıyla gönüllülük temelinde olmalıdır. Sizden kimlik veya kurum belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamen gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir. Sizden elde edilecek bilgiler diğer katılımcıların bilgileri ile beraber toplu halde değerlendirilecek ve bilimsel yayımlarda kullanılacaktır. Sonuç olarak, elde edilen tüm veriler anonim olarak saklanacaktır.

Katılımınızla İlgili Bilmeniz Gerekenler:

Anket, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp çıkmakta serbestsiniz.

Araştırmayla İlgili Daha Fazla Bilgi Almak İsterseniz:

Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için ODTÜ Psikoloji Bölümü Doktora öğrencisi Aysu Gökalp ile iletişim kurabilirsiniz.

Yukarıdaki bilgileri okudum ve bu çalışmaya tamamen gönüllü olarak katılıyorum.

☐ **Evet** ☐ **Hayır**

Paraf: Tarih: ----/----/-----

G. DEBRIEFING FOR THE PRELIMINARY STUDY 2

KATILIM SONRASI BİLGİ FORMU

Bu araştırma, daha önce de belirtildiği gibi, ODTÜ Psikoloji Bölümü Endüstri ve Örgüt Psikolojisi Bütünleşik Doktora Programı öğrencisi Aysu Gökalp tarafından Dr. Öğr. Üyesi Yonca Toker danışmanlığında yürütülen tez çalışması kapsamında yürütülmektedir. Araştırmanın amacı, karanlık kişilik özellikleri, düzenleyici odaklar (kaçınmacı ve yönelimci), ve davranışsal aktivasyon/inhibisyon sistemleri arasındaki ilişkileri incelemektir.

Kişilik anketine verilen yanıtlar, kişilerin Makyavelizm, klinik olmayan narsisizm ve klinik olmayan psikopati özelliklerini ölçmektedir (Ames, Rose & Anderson, 2006; Christie&Geis,1970; Hendin & Check, 1997; Levenson, Kiehl & Fitzpatrick, 1995). Makyavelizm kişilik özelliğine sahip kişiler diğer insanları idare etmek için hile ile karışık manipülasyon teknikleri kullanmaya yatkın, insan doğasına yönelik menfaatçi ve şüpheci bir bakış açısına sahip ve amacına ulaşmak için başvurduğu yolların etik boyutunu çok sorgulamayan kişiler olarak tanımlanabilir (Christie & Geis, 1970; O'Boyle, Forsyth, Banks, & McDaniel, 2012). Narsisizm kendi güç ve bilgisine aşırı değer verme, güçlü fanteziler, yeni bilgilere açık olmama, sevilme, övülme, ödüle aşırı tutku, negatif geri bildirimlere karşı hassas olmak ve başkalarının zamanına değer vermeme gibi özellikleri içermektedir (Doğaner, 1996; Morf & Rhodewalt, 2001). Psikopati ise diğerlerine karşı güvensizlik, vicdansızlık, samimiyetsizlik, diğerlerinin düşünce ve haklarına karşı duyarsız olmak ve anti-sosyal bir yaşam biçimini benimsemeyi içermektedir (Cleckley, 1976; Hare, 1991).

Düzenleyici odaklar ölçeği ve davranışsal aktivasyon/inhibisyon ölçeği kişilerin hedefleri doğrultusunda ilerlerken hangi motivasyon sistemlerinin daha baskın rol oynadığını ölçmek için kullanılmaktadır (Elliot & Trash, 2002). Yönelimci ve kaçınmacı olarak iki ayrı motivasyon sistemi tanımlanmıştır. Kaçınmacı sistem güvenlik ve koruma temelli, yönelimci sistem ise bakım ve beslenme odaklıdır. Dolayısıyla kaçınmacı sistem zararları ve olumsuz sonuçları engellemeyi, yönelimci sistem ise kazanımları ve olumlu sonuçları hedef almayı öne çıkartır (Atakan, 2016).

Katılmış olduğunuz çalışmanın amacı yukarıda tanımlanan kavramlar arasındaki ilişkileri araştırmaktır.

Bu çalışmadan alınacak ilk verilerin Aralık 2018 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için çalışmaya katılacağını

bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı dileriz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

Araştırmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

Dr. Öğr. Üyesi Yonca Toker

Aysu Gökalp

Çalışmaya katkıda bulunan bir gönüllü olarak katılımcı haklarınızla ilgili veya etik ilkelerle ilgi soru veya görüşlerinizi ODTÜ Uygulamalı Etik Araştırma Merkezi'ne iletebilirsiniz.

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H. MACH-IV

Lütfen aşağıdaki ifadelere ne derece katıldığınızı uygun seçeneği işaretleyerek belirtiniz.

		Hiç katılmıyorum	Katılmıyorum	Pek katılmıyorum	Biraz katılıyorum	Katılıyorum	Tamamen katılıyorum
V1	1. Kendi yararına olmadıkça, yaptığın bir şeyin gerçek nedenini kesinlikle kimseye söylememek gerekir.						
V1	2. İnsanları idare etmenin en iyi yolu onlara duymak istediklerini söylemektir.						
T1	3. Bir kimse, sadece ve sadece bir şeyin, ahlaki açıdan doğruluğundan emin olduğunda eylemde bulunmalıdır.						
T2	4. Aslında, insanların çoğu temel olarak hoş ve iyi kalplidir.						
V2	5. Her insanın kötü bir yanı olduğunu ve fırsat verilirse bunun ortaya çıkacağını var saymak en güvenli yoldur.						
T1	6. Dürüstlük her durumda en iyi politikadır.						
T2	7. Birisine yalan söylemenin hiçbir mazereti yoktur.						
V2	8. Genel olarak konuşursak, insanlar çalışmaya zorlanmadıkça çok çalışmazlar.						
T1	9. Her şey göz önünde tutulduğunda, alçakgönüllü ve dürüst olmak, önemli ve güvenilmez olmaktan iyidir.						
T1	10. Birinden sizin için bir şey yapmasını istediğinizde, etkileyici nedenler öne sürmek yerine, onu istemenizin gerçek nedenlerini belirtmek en iyisidir.						
T2	11. Dünyada başarılı olan insanların çoğu temiz ve ahlaklı hayatlar sürerler.						
V2	12. Başkasına çok güvenen birisi başını belaya sokar.						
V1	13. Çoğu suçluyla diğer insanlar arasındaki en büyük fark, suçluların yakalanacak kadar aptal olmasıdır.						
	14. İnsanların çoğu cesaret sahibidir.						
	15. Önemli kişileri pohpohlamak akıllıcadır.						
T2	16. Tüm yönleriyle iyi olmak mümkündür.						
V1	17. Bence her dakika bir enayi doğmaktadır.						
V2	18. Zaman zaman kestirme yoldan gitmeden hayatta ilerlemek zordur.						
	19. Tedavisi mümkün olmayan hastalığı olanların, acısız bir şekilde ölebilme seçeneği olmalıdır.						
V2	20. Çoğu insan babasının ölümünü mal-mülk kaybından daha kolay unutur.						

Note. V1 = Views parcel one, V2 = Views parcel two, T1 = Tactics parcel one, T2 = Tactics parcel 2. Item 14, 15 and 19 were eliminated.

I. NARCISSISTIC PERSONALITY INVENTORY

Aşağıda bazı İFADE ÇİFTLERİ yer almaktadır. Lütfen her ifade çifti içinde, sizi daha iyi tanımlayanın yanına bir işaret koyunuz.

1	SS	İyi biri olduğumu biliyorum, çünkü herkes böyle söyler.
		İnsanlar bana iltifat ettiklerinde bazen utanırım.
2	LA	İlgi ODAĞI olmayı severim.
		Kalabalığın içine karışıp, fark edilmemeyi tercih ederim.
3	SS	Özel biri olduğumu düşünüyorum.
		Pek çok insandan ne daha iyi ne de daha kötüyüm.
4	LA	Emirlere uymaktan rahatsız olmam.
		İnsanlar üzerinde otorite kurmaktan hoşlanırım.
5	EE	İnsanları manipüle ettiğimi fark ettiğimde rahatsız olurum.
		İnsanları kolayca manipüle ederim.
6	EE	Hak ettiğim saygıyı genellikle görürüm.
		Layık olduğum saygıyı elde etme konusunda ısrarcıyımdır
7	EE	Genellikle fırsatını bulduğumda şov yaparım.
		Gösterişten kaçınırım.
8		Bazen ne yaptığımdan emin değilimdir.
		Her zaman ne yaptığımı bilirim.
9	SA	Herkes hikâyelerimi dinlemekten hoşlanır.
		Bazen iyi hikâyeler anlatırım.
10	EE	Başkaları için bir şeyler yapmaktan hoşlanırım.
		İnsanlardan çok şey beklerim.
11	LA	İlgi odağı olmak beni rahatsız eder.
		İlgi odağı olmaktan hoşlanırım.
12	LA	İnsanlar daima otoritemi kabul ediyor görünürler.
		Otorite olmanın benim için pek bir anlamı yoktur.
13	SS	Başarılı olmayı umuyorum.
		Önemli bir insan olacağım.
14	SA	İnsanları istediğim her şeye inandırabilirim.
		İnsanlar söylediklerimin bazılarına inanır.
15	EE	Başkalarından öğrenebileceğim çok şey var.
		Kendi kendime yeterim.
16	SS	Sıra dışı biriyim.
		Herkes gibi biriyim.

Note. SS = Self-absorption/Self-admiration, LA = Leadership/Authority, SA = Superiority/Arrogance, EE = Exploitativeness/Entitlement. Item 8 was eliminated.

J. HYPERSENSITIVE NARCISSISIM SCALE

Lütfen aşağıdaki sorulan, her bir maddenin sizin duygu ve davranışlarınızı ne dereceye kadar tanımladığına karar vererek cevaplandırınız.

		Hiç katılmıyorum	Katılmıyorum	Pek katılmıyorum	Biraz katılıyorum	Katılıyorun	Tamamen
	1. Tamamen kendi özel işlerim, sağlığım, kaygılarım ya da başkalarıyla olan ilişkilerim hakkında düşüncelere dalıp, kendimi soyutlayabilirim.						
H1	2. Duygularım, başkalarının alayları veya aşağılayıcı sözleriyle kolayca incinir.						
H1	3. Bir mekâna girdiğimde sıklıkla kendimin farkında olur ve başkalarının gözlerinin benim üzerimde olduğunu hissederim.						
	4. Bir başarının övgüsünü başkalarıyla paylaşmaktan hoşlanmam.						
H2	5. Diğer insanların sorunları hakkında endişelenmek bir yana, kendim hayatımda yeterince sorun olduğunu hissederim.						
H3	6. Mizaç olarak çoğu insandan farklı olduğumu hissederim.						
H1	7. Sıklıkla başkalarının yorumlarını üstüme alınırım.						
H2	8. Kendimi kolayca kendi uğraşlarıma kaptırır ve başkalarının varlığını unuturum.						
H3	9. Bir gruptaki kişilerin en az biri tarafından takdir edildiğimi bilmezsem, o grupla beraber olmaktan hoşlanmam.						
H3	10. Diğer insanlar sorunları için zamanımı ve acılarını paylaşmamı isteyerek bana geldiklerinde içten içe kızgın ya da rahatsız olurum.						

Note. Three parcel were created for analyses. Item 1 anf 4 was eliminated.

K. LEVENSON PSYCHOPATHY SCALE

Lütfen aşağıdaki ifadelere ne derece katıldığınızı uygun seçeneği işaretleyerek belirtiniz.

		Hiç katılmıyorum	Katılmıyorum	Pek katılmıyorum	Biraz katılıyorum	Katılıyorun	Tamamen katılıyorum
1. Günümüzde, yakamı sıyırabildikten sonra, başarıya ulaşmak için her türlü yolu denemenin bir şeyi yapmanın doğru olduğunu düşünüyorum.	P1						
2. Hayattaki temel amacım, elde edebileceğim kadar çok sayıda lüks ve pahalı şeyler elde etmektir	P1						
3. Bir şeyi beğendirmek için çok uğraşsam bile, onun hakkında yalan söylemem.	P2						
4. Başkalarının duygularıyla oynamaktan hoşlanırım.	P1						
5. Kendimi düşünmek başlıca önceliğimdir.	P3						
6. İstediğim şeyleri yapmaları için, başkalarına duymak istedikleri şeyleri söylerim.	P2						
7. Başkalarına haksızlık olacağı için hile yapmak doğru değildir.	P3						
8. Benim başarım başka birinin zararı pahasına elde edilecek olursa rahatsız olurum.	P1						
9. Yakamı sıyırabileceğim her davranış benim için doğrudur.	P4						
10. Başarı en güçlü olanların hayatta kalması esasına dayanır; mağluplara aldırış etmem.	P3						
11. Sözlerim veya davranışlarım başkasının duygusal olarak acı hissetmesine yol açarsa, kendimi kötü hissederim.	P3						
12. Çok para kazanmak benim için en önemli amaçtır.	P2						
13. Bırakın başkaları yüksek değerler üzerine tasalansın, ben günlük çıkarıma bakarım.	P2						
14. Gerçekten akıllıca bir üçkağıda çoğu kez hayranlık duyarım.	P4						
15. Aldatılacak kadar aptal insanlar genellikle bunu hak ederler.	P4						

16. Amaçlarımı gerçekleştirirken başkalarına zarar vermemeye gayret ederim.	P4						
17. Sık sık canım sıkılır.	S1						
18. Bir şeyi yapmadan önce, ortaya çıkabilecek sonuçları ayrıntılı bir şekilde gözden geçiririm.	S1						
19. Başladığım işlere olan ilgimi çabucak kaybederim.	S2						
20. Başkaları ile birçok kez ağız dalaşına girmişimdir.	S1						
21. Zaman zaman kendimi aynı tür belanın içinde bulurum.	S2						
22. Bir amacım olduğunda peşinden uzun süre gidebilirim.	S3						
23. Aşk gereğinden fazla önemsenmektedir.	S2						
24. Hayal kırıklığına uğradığımda, kendimi kaybeder, öfkeyle patlarım.	S2						
25. Problemlerimin birçoğu, insanların beni tam olarak anlamamasından kaynaklanır.	S3						
26. Genellikle çok ilerisini düşünerek plan yapmam.	S2						

Note. P = Primary psychopathy, S = Secondary psychopathy.

L. INFORMED CONSENT FOR THE MAIN STUDY

ARAŞTIRMAYA GÖNÜLLÜ KATILIM FORMU

Bu çalışma, Orta Doğu Teknik Üniversitesi, Endüstri ve Örgüt Psikolojisi Bütünleşik Doktora Programı öğrencisi Aysu Gökalp tarafından Dr. Öğr. Üyesi Yonca Toker Gültaş danışmanlığında yürütülen tez çalışması kapsamında yapılmaktadır.

Çalışmanın Amacı Nedir?

Çalışmanın amacı hizmet sektöründe çalışan kişilerin bireysel farklılıkları ile iş yerinde yaşanan günlük olaylara bakış açıları arasındaki ilişkiyi incelemektir. Toplanan veriler bireysel farklılıkların etkilerini incelemek için kullanılacaktır. Çalışmaya katılmak için hizmet sektöründe en az 6 aydır çalışıyor olmanız gerekmektedir.

Bize Nasıl Yardımcı Olmanızı İsteyeceğiz?

Çalışmada yer almaya gönüllü olan katılımcılardan telefonlarına çalışmanın veri toplama sürecini yürütmek için geliştirilmiş bir mobil uygulama indirmeleri istenecektir. Bütün anketler bu mobil uygulama üzerinden yollanacak ve doldurulacaktır.

Katılımcıların çalışmanın başında 20-25 dakika sürecek olan bir ankete katılmaları beklenmektedir. Bu ankette yer alan sorular kişilik özellikleri ve kişilerin iş yerinde yaşadıkları gündelik olaylara bakış açılarını öğrenmek amacıyla düzenlenmiştir.

Katılımcıların bu anketi doldurduktan sonra 10 iş günü boyunca her gün günde 3 kez, her biri en fazla 10'ar dakika sürecek anketlere katılmaları beklenmektedir. Bu 10 günlük süreçte yollanacak anketler katılımcıların mesai saatlerine göre ayarlanacaktır. Bu anketler katılımcıların mesai saatleri içindeki davranışları, duygu ve düşüncelerini öğrenmek amacıyla hazırlanmıştır.

Çalışmaya katılan katılımcılar 10 günlük süreci tamamladıkları takdirde 40 TL'lik hediye çeki almaya ve ayrıca çalışmanın sonunda yapılacak çekilişe (bir kişiye 1000 TL, bir kişiye 500 TL, 1 kişiye 250 TL) katılmaya hak kazanacaklardır.

Sizden Topladığımız Bilgileri Nasıl Kullanacağız?

Çalışmaya katılım tamamıyla gönüllülük temelinde olmalıdır. Sizden kimlik veya kurum belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamen gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir. Sizden elde edilecek bilgiler diğer katılımcıların bilgileri ile beraber toplu halde değerlendirilecek ve bilimsel yayımlarda kullanılacaktır. Sonuç olarak, elde edilen tüm veriler anonim olarak saklanacaktır.

Katılımınızla İlgili Bilmeniz Gerekenler:

Anket, genel olarak kişisel rahatsızlık verecek sorular içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp çıkmakta serbestsiniz.

Araştırmayla İlgili Daha Fazla Bilgi Almak İsterseniz:

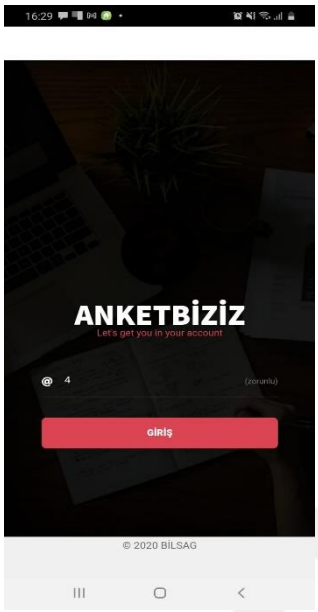
Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için ODTÜ Psikoloji Bölümü Doktora öğrencisi Aysu Gökalp ile iletişim kurabilirsiniz. Süreç içinde proje bursiyerleri ile iletişime geçerek sorularını sorabilirsiniz.

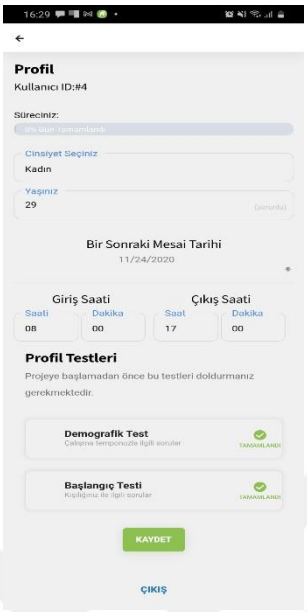
Yukarıdaki bilgileri okudum ve bu çalışmaya tamamen gönüllü olarak katılıyorum.

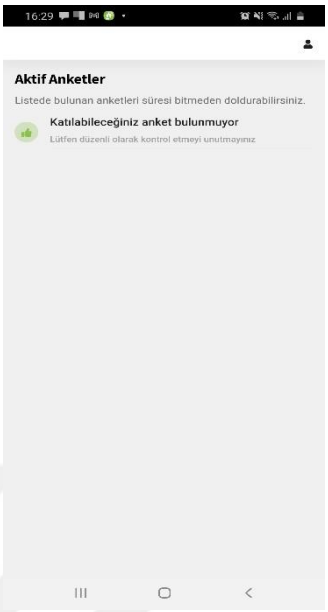
☐ **Evet** ☐ **Hayır**

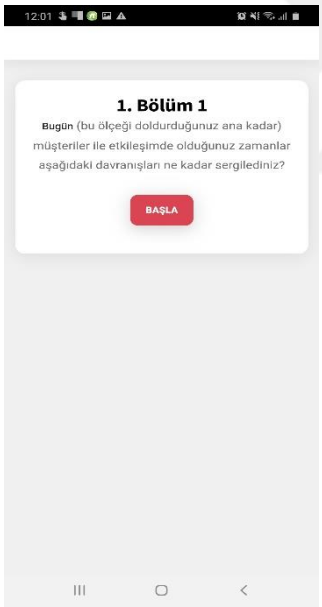
Paraf: Tarih: ----/----/-----

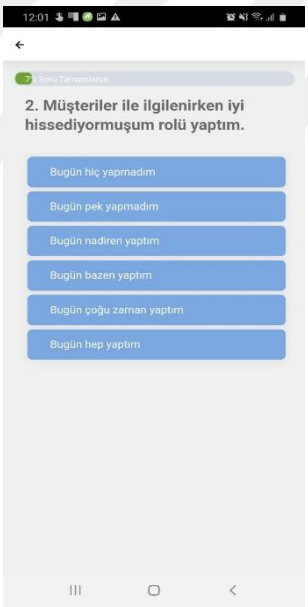
M. MOBILE APPLICATION

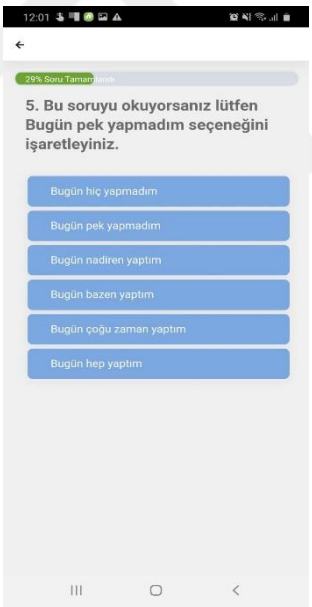












N. DEBRIEFING FOR THE PRELIMINARY STUDY 2

KATILIM SONRASI BİLGİ FORMU

Bu araştırma, daha önce de belirtildiği gibi, ODTÜ Psikoloji Bölümü Endüstri ve Örgüt Psikolojisi Bütünleşik Doktora Programı öğrencisi Aysu Gökalp tarafından Dr. Öğr. Üyesi Yonca Toker danışmanlığında yürütülen bir tez çalışmasıdır. Araştırmanın amacı, hizmet sektöründe çalışan kişilerin deneyimledikleri duygusal emeğin ve bu kavramın yarattığı sonuçların arasındaki ilişkiyi incelemektir. Ayrıca, karanlık kişilik özellikleri olan klinik olmayan narsisizm, klinik olmayan psikopati ve Makyavelizm boyutlarının bu ilişkideki rolü araştırılmaktadır.

Duygusal emek, hizmet sektöründe çalışan kişilerin kendilerinden beklenen duyguları sergilemelerini tanımlar. Çalışanlar, kendilerinden beklenen duyguları sergilerken ve gösterim kurallarına uygun davranırken farklı yöntemlere başvurabilirler. Duygusal emek "yüzeysel rol yapma" ve "derinlemesine rol yapma" şeklinde sergilenebilir. "Yüzeysel rol yapma" gerçekte hissedilmeyen duyguların sergilenmesini ifade ederken, "derinlemesine rol yapma" ise çalışanın gösterim kuralları ile belirlenmiş, kendinden gösterilmesi beklenen duyguları gerçekten hissetmeye çalışmasıdır. Alanyazına göre bu iki farklı yöntem iş hayatında performans, iş tatmini ve duygusal yorgunluk gibi konularda farklı iş sonuçlarına yol açmaktadır. "Yüzeysel rol yapma" arttıkça duygusal yorgunluk ve iş bırakma eyleminin arttığı, aynı zamanda iş tatmininin azaldığı gözlemlenmiştir (Brotheridge & Grandey, 2002; Cote & Morgan, 2002; Kammeyer-Müller et al., 2013; Seery & Corrigal, 2009). "Derinden rol yapma" ise duygusal yorgunluk ile güçsüz bir ilişki sergilemektedir (Hülsheger & Schewe, 2011; Kammeyer-Müller et al., 2013). Aynı zamanda iş tatmini ve iş performansı ile aralarında pozitif ilişkiler bulunmuştur. Yapılan çalışmalar duygusal emek ve bu sonuç değişkenleri arasındaki ilişkinin çalışanın kişilik özelliklerine göre değişkenlik gösterebileceğini bulmuştur. Örneğin, içe dönük kişilerin yüzeysel rol yaptıklarında dışa dönük kişilere göre daha fazla duygusal yorgunluk hissettiği bulunmuştur (Judge, Wolf, & Hurst, 2009). Bu çalışmanın amacı karanlık kişilik özelliklerinin duygusal emek, performans, duygusal yorgunluk ve iş tatmini arasındaki ilişkide benzer bir düzenleyici rolünün varlığını ve şeklini araştırmaktır. Bu çalışma için 10 gün süren günlük yöntemi ile veri toplanmasının sebebi ise duygusal emek kavramına ait kaliteli veri elde edebilmektir. Bu veri toplama yöntemi duygu, davranış, kişilerarası etkileşim ve iş olayları gibi dinamik kişi-içi süreçlerini incelemeye izin vermektedir.

Bu çalışmadan alınacak ilk verilerin Haziran 2021 sonunda elde edilmesi amaçlanmaktadır. Elde edilen bilgiler sadece bilimsel araştırma ve yazılarda kullanılacaktır. Çalışmanın sağlıklı ilerleyebilmesi ve bulguların güvenilir olması için çalışmaya katılacağını bildiğiniz diğer kişilerle çalışma ile ilgili detaylı bilgi paylaşımında bulunmamanızı dileriz.

Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

Araştırmanın sonuçlarını öğrenmek ya da daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz.

Dr. Öğr. Üyesi Yonca Toker
Aysu Gökalp

Çalışmaya katkıda bulunan bir gönüllü olarak katılımcı haklarınızla ilgili veya etik ilkelerle ilgi soru veya görüşlerinizi ODTÜ Uygulamalı Etik Araştırma Merkezi'ne iletebilirsiniz. e-posta: ueam@metu.edu.tr

O. DISPLAY RULES AND INTERPERSONAL INTERACTION ITEMS

Lütfen çalıştığınız kurumu ve sizden beklentilerini düşünerek aşağıda verilen maddeler ne kadar katıldığınızı işaretleyiniz.

	Hiç Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Tamamen Katılıyorum
1. İşimin bir parçası müşteriyi iyi hissettirmektir.						
2. İş yerim, işimin bir parçası olarak müşterilere olumlu duygular göstermemi beklemiyor.						
3. Bu iş yeri, müşteriye sunulan servisin bir parçasının, bunun arkadaş canlısı ve neşeli bir şekilde yapılması olduğunu söyler.						
4. Şirketim, müşterilerle olan etkileşimimde heyecanlı ve hevesli görünmemi bekler.						
5. Kötü ruh halimi veya müşterilere olumsuz tepkilerimi bastırmam beklenir.						
6. Bu şirket, benden üzgün veya endişeli değilmişim gibi davranmamı bekler.						
7. İşteyken kızgın değilmişim veya hor görülmemişim gibi davranmaya çalışmam bekleniyor.						
8. Her gün birçok farklı müşteriyle etkileşim kurarım.						
9. Tipik bir iş günümde müşterilerle çok sayıda etkileşimde bulunmuyorum.						
10. Birlikte çalıştığım her müşteriyle çok zaman geçiriyorum.						
11. Müşterilerle olan etkileşimlerimin çoğu kısa.						
12. Müşterilerle olan etkileşimim oldukça rutindir.						
13. Her gün aynı görevleri aynı şekilde gerçekleştiriyorum.						
14. Müşterilerle olan etkileşimimde tekrarlanan faaliyetler yapıyorum.						

P. EMOTIONAL LABOR SCALE

Bugün (bu ölçeği doldurduğunuz ana kadar) müşteriler ile etkileşimde olduğunuz zamanlar aşağıdaki davranışları ne kadar sergilediniz?

	Bugün Hiç Yapmadım	Bugün Pek Yapmadım	Bugün Nadiren Yaptım	Bugün Bazen Yaptım	Bugün Çoğu Zaman Yaptım	Bugün Hep Yaptım
1. Müşteriler/Üyeler ile uygun şekilde ilgilenebilmek için rol yaptım.						
2. Müşteriler/Üyeler ile ilgilenirken iyi hissediyormuşum rolü yaptım.						
3. Müşteriler/Üyeler ile ilgilenirken bir şov yapar gibi ekstra performans sergiledim.						
4. Mesleğimi yaparken hissetmediğim duyguları hissediyormuşum gibi davrandım.						
5. Mesleğimin gerektirdiği duyguları sergileyebilmek için sanki bir maske taktım.						
6. Müşterilere/Üyelere gerçek hissettiğim duygulardan farklı duygular sergiledim.						
7. Müşteriler/Üyeler ile ilgilenirken gerçekten hissettiğim duyguları gösterme isteğime karşı koymaya çalıştım.						
8. İşimi yaparken yaşanan bir durum hakkındaki gerçek duygularımı sakladım.						
9. Müşteriler/Üyeler ile iletişim kurarken sahte bir iyi ruh hali sergiledim.						
10. Müşterilere/Üyelere göstermek zorunda olduğum duyguları gerçekten yaşamaya çalıştım.						
11. Göstermem gereken duyguları gerçekte de hissetmek için çaba harcadım.						
12. Müşterilere/Üyelere göstermem gereken duyguları hissedebilmek için elimden geleni yaptım.						
13. Müşterilere/Üyelere sergilemem gereken duyguları içimde de hissedebilmek için yoğun çaba gösterdim.						

Q. UTRECHT WORK ENGAGEMENT SCALE

Bugün (bu ölçeği doldurduğunuz ana kadar) çalışırken aşağıda verilen maddeleri ne kadar hissettiğinizi düşünerek ölçeği doldurunuz lütfen.

	Bugün Hiç hissetmedim	Bugün Hissetmedim	Bugün Pek Hissetmedim	Bugün Hisettim	Bugün Çoğunlukla Hissettim	Bugün Hep Hissettim
1. Bugün çalışırken kendimi enerji dolu hissettim.						
2. Bugün işimde kendimi güçlü ve dinç hissettim.						
3. Bugün sabah kalktığımda işe gitmek için istekliydim.						
4. Bugün işime karşı istekli ve hevesliydim.						
5. Bugün çalışırken, işim bana çalışma şevki verdi.						
6. Bugğn yaptığım işle gurur duydum.						
7. Bugün yoğun bir şekilde çalışırken kendimi mutlu hissettim.						
8. Bugün çalışırken tamamen işime konsantre oldum, dalıp gittim.						
9. Bugün çalışırken kendimi işime kaptırdığımı hissettim.						

R. MASLACH BURNOUT INVENTORY

Aşağıda, kişilerin ruh durumlarını ifade ederken kullandıkları bazı cümleler verilmiştir. Lütfen her bir cümleyi dikkatle okuyarak bu ruh halini bugünkü iş gününüzü düşünerek ne kadar hissettiğinizi size uyan seçeneğe işaret koyarak belirtiniz.

	Bugün Hiç Hissetmedim				Bugün Hep Hissettim
1. "Kendini işimden duygusal olarak uzaklaşmış hissediyorum."					
2. "Bugünkü işgününün sonunda kendimi bitkin hissettim."					
3. "Yarın sabah kalkıp yeni bir işgünü ile karşılaşmak zorunda kalacağım gerçeği kendimi yorgun hissettiriyor."					
4."Bugün bütün gün insanlarla çalışmak benim için gerçekten bir gerginlikti."					
5."İşimin beni tükettiğini hissediyorum."					
6." İşimin beni hayal kırıklığına uğrattığını düşünüyorum."					
7."İşimde gücümün üstünde çalıştığımı hissediyorum."					
8."Doğrudan insanlarla çalışmak bende çok fazla strese neden oluyor."					
9."Kendimi çok çaresiz hissediyorum."					

S. CURRICULUM VITAE

Aysu ÇETİNBİNİCİ

March 2022

EDUCATION

2013 - 2022	Ph.D., Industrial and Organizational Psychology, Middle East Technical University, Ankara, Turkey *Thesis Title: Moderating Role of the Dark Triad Personality Traits on the Association between Emotional Labor and Work Outcomes: An Examination based on Activation/Inhibition Pathways*
2015 - 2016	Visiting Doctoral Student, Industrial and Organizational Psychology, University of South Florida, Tampa, FL, USA.
2009 - 2013	B.S., Psychology, İhsan Doğramacı Bilkent University, Ankara, Turkey

EXPERIENCE

2020 – Present	Human Resource Specialist, Precidency of the Republic of Turkey Human Resources Office, Ankara, Turkey
2017 – 2020	Senior Researcher, Industrial and Organizational Psychology Research Laboratory, Hacettepe University, Ankara, Turkey
2017 – 2020	Tübitak Project Assistant, Middle East Technical University, Ankara, Turkey
2017 – 2020	Freelance Consultant, Psytech Turkey, Ankara, Turkey

PUBLICATIONS

Articles in Peer-Reviewed Journals

Demircioglu, E., **Gökalp, A.** & Bilgiç, R. (2020). Algılanan En Etkin Liderlik: Lidere ve Çalışana Bağlı Özelliklerin Rolünü Anlamak. *Türk Psikoloji Dergisi, 35*(86), 99-104.

Book Chapters

Ceylan, S. & **Gökalp, A**. (2020). In Prof. Dr. Fatma Gül Cirhinlioğlu (Ed.), *Duyguları Anlamak.* Ankara, Türkiye: Nobel Akademik Yayıncılık.

PRESENTATIONS

Conference Presentations

Gökalp, A. & Toker, Y. (2016, May). Assessment of Academic Crafting and Its Associations with Personality. Poster presented at the Association for Psychological Science, Chicago, USA

Nixon, A. E., Ceylan, S., Nelson, C. E., Alabak, M., de Huydobro, G. R. & **Gökalp, A.** (2017, June). Cross-National examination of emotional labor, emotion culture, and well-being: Turkey and the US. Poster presented at the annual meeting of the Society of Work, Stress, and Health, Minneapolis, MN

Gökalp, A., Ceylan, S., Koçoğlu, Ö. & Nelson C. E. (2017, July). Adaptation and Validation of SD3 in Turkey. Oral presentation at the European Congress of Psychology, Amsterdam, NL

Kocoglu, O., **Gökalp, A.**, Menekay, C. & Ceylan, S. (2018, November). The Effects of Wearable Camera on the Occupational Health and Safety Attitudes of Employees. Poster Presentation, 20th National Psychological Congress, Ankara, Turkey.

Toker, Y., **Gökalp, A**., Açıkgöz, Y. (2020, June). Social and Enterprising areas involve Interests toward Dealing with Complex Data. Poster presentation at the Asynchronous Online Meeting of the 35th Annual Conference of the Society for Industrial and Organizational Psychology (SIOP 2020), Austin, Texas.

Toker, Y., **Gökalp, A**., Açıkgöz, Y. (2020, June). Improving vocational interest assessments: Data complexity levels are important for social and enterprising areas. Oral presentation at the Synchronous Online Meeting of the 6th International Conference on Higher Education Advances (HEAd'20), Valencia, Spain.

Toker, Y., & **Gökalp, A**. (2018, November). Mesleki ilgi envanterlerinin görev karmaşıklık düzeylerine göre iyileştirilmesinde alınan yol. Sözel bildiri. 20. Ulusal Psikoloji Kongresi, Ankara TED Üniversitesi. [Tracking the improvements in improving vocational interest inventories by integrating occupational complexity levels. Oral presentation at the 20th National Psychology Conference, Ankara TED University].

T. TURKISH SUMMARY / TÜRKÇE ÖZET

GİRİŞ

Karanlık Üçlü ve Duygusal Emek

Bu çalışmanın amacı, Karanlık Üçlü kişilik özellikleri (Makyavelizm, klinik olmayan narsisizm ve klinik olmayan psikopati) ve duygusal emek alanyazınını birleştirmek ve ikisinin ilişkisini bir model ile test etmektir. Daha önce Chi ve Grandey (2016) tarafından test edilen bir model örnek olarak alınmış ve Makyavelizm, klinik olmayan narsisizm, klinik olmayan psikopati ve duygusal emek stratejileri arasındaki doğrudan ilişki ve karanlık kişilik özelliklerinin duygusal emek stratejileri ve sonuç değişkenleri (duygu yüklü hizmet, servis sabotajı, duygusal tükenmişlik ve işe adanmışlık) arasındaki moderatör rolü ile ilgili hipotezler üretilmiştir.

Kişilik özelliklerinin iş yeri değişkenleri ile ilişkisinin araştırılması ve işe alım süreçlerine dahil edilmesi uzun zamandan beri alanyazında yer almaktadır (Goodstein ve Lanyon, 1999; Morgeson vd., 2007; Rothstein ve Goffin, 2006). Bu konudaki en önemli eksiklerden biri var olan kişilik özellikleri kuramlarının kişilerin yalnızca aydınlık ve iyi yönlerini kapsadıkları ihtimalidir. Bu yüzden "Karanlık Üçlü" olarak adlandırılan üç kişilik özelliği (Makyavelizm, klinik olmayan narsisizm ve klinik olmayan psikopati) bir süredir araştırmacıların ilgisini çekmektedir (Paulhus ve Williams, 2002). Karanlık kişiliğe sahip insanlar iş hayatında aktif olarak çalışmaktadır ve çalışmaya devam edecektir. Bu özelliğe sahip insanların zayıflıkları ile beraber iş hayatının hangi alanlarında avantaj sağlayabileceklerini öğrenmek daha etkin bir iş hayatı için önemlidir. İşe alım sırasında karanlık kişilik özelliklerinin hangi alanlarda ve işlerde yarar sağlayabileceğini araştırmak ve günümüzde bu özelliklerin ölçülmesi iş verimini ve kalitesini artırabilir. Bu noktada, karanlık kişilik özelliklerinin aydınlık yanlarının da olabileceğini öne süren ve görgül olarak araştırmayı hedefleyen bir model bu çalışmanın özgün yanlarından biridir. Alanyazında karanlık kişilik

yanlarının da fayda sağlayabilecek noktaları olabileceğini ve bunların araştırılmasını öneren çalışmalar mevcuttur (Spain vd., 2014). Karanlık üçlü kişilik özelliklerinin hepsi ayrı ayrı, kendi başlarına kavramlar olarak psikolojinin farklı alanlarında yıllardır çalışılmaktadır (Jonason vd., 2012; Lee ve Ashton, 2005; Vernon vd., 2008). Makyavelizm kavramı özellikle kişilerin kendi çıkarları için yalan söylemesi, hileye başvurması ve amaçlarına ulaşmak için manipülasyona başvurması ile ilişkilendirilir (Jakobwitz ve Egan, 2006; Jonason ve Webster, 2010; McHoskey vd., 1998). Bunların yanı sıra, önemli insanları yanlarında tutmak ve insanları etkilemek için doğrular yerine onların duymak istediklerini söylemek gibi eğilimleri de vardır. Ayrıca insanların güvenilmez olduğunu düşünürler (Kessler vd., 2010). Narsisizm kişilik özelliği kendine fazla güvenme, bencillik, güç elde etme ve ilgi görme isteği ve otorite kurma eğilimi ile bağdaştırılır (Campbell vd., 2011). Bu kişilik özelliğine sahip kişilerin başkalarını küçük görme, yalan söyleme ve eleştiriye kapalı olma eğilimleri vardır (Jonason ve Webster, 2010; McHoskey vd., 1998). Son olarak, psikopati, ahlak dışı davranma, agresif davranış sergileme, insanları küçümseme ve onlarla alay etme eğilimi ile bağdaştırılır. Bu özelliğe sahip kişilerin duygusuz olma ve ikili ilişkilerine önem vermeme ihtimalleri yüksektir (Jonason ve Webster, 2010; Paulhus ve Williams, 2002). Bu üç kişilik özelliğinin en fazla göz önünde olan ortak noktası büyük beşli kişilik özelliklerinden uyumluluk ile negatif ilişkili olmalarıdır (Jonason ve Webster, 2010; Jones ve Paulhus, 2014; Paulhus ve Williams, 2002). Bu ve yukarıda bahsedilen eğilimler karanlık kişilik özelliklerine sahip kişilerin iş hayatındaki etkilerini incelemenin gerekli olduğuna araştırmacıları ikna etmiştir. 2002 yılında Paulhus ve Williams tarafından "Karanlık Üçlü" olarak adlandırılan bu üç kişilik özelliği bir süredir iş ve örgüt psikolojisi araştırmacılarının ilgisini çekmektedir ve farklı kavramlarla aralarındaki ilişkiler incelenmektedir. Bu çalışmalar karanlık üçlü ile iş tatmini (Klaassen, 2008), üretkenlik karşıtı iş davranışları (Scherer vd., 2013) ve iş yeri stresi (Johnson vd., 2015b) arasında ilişkiler bulmuştur. Örneğin, narsisizm etik olmayan davranışlar (Amernic ve Craig, 2010) ve yüksek güç ihtiyacı (Rosenthal ve Pittinsky, 2006) ile ilişki göstermiştir. Psikopati seviyesi yüksek kişilerin iş hayatında üretkenliği etkileyebilecek seviyede düşük sorumluluğa sahip olduğu bulunmuştur (Boddy, 2010). Makyavelizm ise örgütsel bağlılık ve takım bağlılığı ile ters ilişki göstermiştir (Zettler vd., 2011). Makyavelizm özellikleri yüksek olan kişilerin iş yerlerinde gücü ellerinde tutmaya ve hedeflerine ulaşmak için manipülasyon

kullanmaya yatkın oldukları bulunmuştur (Kessler vd., 2010). Bu araştırmalar karanlık kişilik özelliklerinin iş hayatındaki değişkenlerle ilişkileri ile ilgili birçok bilgi sağlıyor olsa bile hala araştırılmamış alanlar bulunmaktadır. Karanlık kişilik özelliklerinin aydınlık bir yanının olma ihtimali bu araştırılmamış alanların arasındadır. Örneğin, yapılan az sayıdaki araştırmada Makyavelizm'in liderlik pozisyonu ve kariyer tatmini ile pozitif ilişkili olduğu bulunmuştur (Spurk vd., 2016). Bunun gibi iş hayatında yararlı olabilecek ilişkiler ile ilgili bilgi sahibi olabilmek için araştırmacılar aydınlık yanların araştırılması gerektiğini önermektedir (Spain vd., 2014). Doktora tezi kapsamında önerilen proje çalışmasında alanyazına katkı sağlayacak, daha önce karanlık kişilik özellikleri ile ilişkisi araştırılmamış ve bu özelliklerin aydınlık yanlarını ortaya koyabilecek bir kavram olan duygusal emek üzerinde durulmaktadır. Özellikle karanlık üçlü ve duygusal emek kavramları arasındaki ilişkiyi inceleyen bir çalışmaya rastlanmamıştır.

Duygusal emek, iş ve örgüt psikolojisi alanında araştırılan ve çalışan iyi oluşunu etkileyen önemli kavramlardan biridir. Duygusal emek çalışan kişilerin iş yerinde çalıştıkları sırada, özellikle hizmet sektöründe çalışan kişilerin müşteriler ile iletişimde oldukları sırada, duygularını kontrol etmeleri anlamına gelmektedir (Ashforth ve Humphery, 1993; Grandey ve Gabriel, 2015; Hochschild, 1983). Hizmet sektörü altında sıralanan işlerin çoğu kişilerin işe uygun olmayan duygularını gizlemesini ve/veya belli duyguları yansıtmamasını gerektirir. Olumsuz duyguların bastırılması ve olumlu duyguların yansıtılması iş yerinde gösterilmesi gereken duygu kuralları olarak adlandırılır (Diefendorff vd., 2005; Schaubroeck ve Jones, 2000). Duygusal emek "yüzeysel rol yapma" ve "derinden rol yapma" olarak ikiye ayrılır. Yüzeysel rol yapma gözlemlenebilir ifadelerin değiştirilmesini ifade eder. Bu stratejiyi kullanan çalışanlar gözle görülür ve dışarıdan fark edilen ifadelerini iş yerinde sergilemeleri gereken duygulara uygun şekilde düzenlerler (Grandey, 2000). Bu ifadelerin altında yatan duygulara odaklanmak yerine mimiklerini ve beden dillerini değiştirmeye odaklanırlar. Derinden rol yapma stratejisi ise çalışanların sergileme kurallarına uymak için duygularını düzenlemeleri anlamına gelir (Grandey, 2000; Hülsheger ve Schewe, 2011). Çalışmalar duygusal emek ile duygusal stres, iş tatmini, duygusal tükenmişlik, servis performansı, üretkenlik karşıtı iş davranışları ve örgütsel vatandaşlık davranışları gibi iş kavramlarının arasındaki ilişkiyi araştırmıştır (örn: Chi ve Grandey, 2016; Goodwin vd., 2011; Johnson ve Spector, 2007; Lewig ve Dollard,

2003; Park vd., 2014; Seery ve Corrigall, 2009; Tsai ve Huang, 2002). Bu çalışmalara göre yüzeysel ve derinden rol yapma farklı kavramlar ile farklı yönde ve güçte ilişkiler gösterir. Örneğin, yüzeysel rol yapma mesleki tükenmişlik ile pozitif ilişki sergilerken, iş tatmini ile negatif yönde bir ilişki sergilemektedir. Derinden rol yapma iş tatmini ile pozitif yönde ilişkilidir ve tükenmişlik ile anlamlı bir ilişki göstermeyebilir (Hülsheger ve Schewe, 2011; Judge vd., 2009).

Bu çalışmada önerilen modelde bağımlı değişkenler hem çalışan iyi oluşuna hem de çalışan servis performansına yer vermektedir. Servis performansı olarak "hizmet sabotajı" ve "duygu ifadeli hizmet"; çalışan iyi oluşu için ise "duygusal yorgunluk" ve "işe adanma" alanyazında çalışılan ve bu çalışmada ölçülecek sonuç değişkenleridir. Duygu ifadeli hizmet işin gerektirdiği duyguları yansıtarak hizmet etmek anlamına gelir. Çalışanların işin gerektirdiği duyguları göstererek ve yansıtarak servis yapması ve yansıttıkları duyguların beklenen servis normlarını karşılaması bu hizmet tarzını tanımlar (Tsai ve Hung, 2002). Hizmet sabotajı ise üretim karşıtı bir iş davranışı olarak değerlendirilir. Çalışanların bilerek, isteyerek ve bilinçli bir şekilde müşterilerin meşru menfaatlerine zarar verecek davranışlarda bulunması anlamına gelen bir kavramdır (Tsai ve Hung, 2002). Bu davranışlar müşteri tatminsizliğine yol açar (Harris ve Reynolds, 2003). Yapılan çalışmalar duygu ifadeli hizmetin yüzeysel rol yapma ile ters yönde, derinden rol yapma ile ise pozitif yönde ilişkili olduğunu bulmuştur (Chi vd., 2011; Gabriel ve Diefendorf, 2015). Duygusal yorgunluk çalışanların işleri sebebiyle duygusal olarak tükenmiş hissettikleri bir hali tanımlar (Brotheridge ve Grandey, 2002; Johnson ve Spector, 2007). Yapılan çalışmalar duygusal yorgunluk ve yüzeysel rol yapma arasında pozitif bir ilişki bulmuştur (Brotheridge ve Lee, 2003; Grandey, 2003; Hülsheger ve Schewe, 2011; Judge vd., 2009; Seery ve Corrigall, 2009; Van Dijk ve Brown, 2006). Hülsheger ve Schewe'nin (2011) yaptığı meta-analiz duygusal yorgunluk ve derinden rol yapma arasında anlamlı bir ilişki bulunmadığını göstermiştir. İşe adanma kavramı, içinde enerji ve bağlanma barındırır. Tükenmişlik kavramının karşıtı olarak tanımlanabilir (Chughtai ve Buckley, 2008). Fakat bu tanım işe adanma ile tükenmişlik arasındaki ilişkinin incelenmesini kısıtladığı için, bu çalışma dahilinde işe adanmışlık ve tükenmişlik Schaufeli ve meslektaşlarının (2002) önerdiği şekilde birbirleri ile negatif ilişkili iki farklı kavram olarak tanımlanacaktır. İşe adanma coşku/dinçlik, bağlılık, işe yoğunlaşma ile tanımlanan bir haldir. Alanyazına göre, işe adanma derinden rol yapma

ile olumlu bir ilişki göstermekte, yüzeysel rol yapma ile ise anlamlı bir ilişki göstermemektedir (Yoo ve Arnold, 2014). Bu çalışmanın alanyazına katacağı yeniliklerden biri çalışmanın bu noktasında açığa çıkmaktadır. Çalışan iyi oluşu ve duygusal emek arasındaki ilişki tartışmaya açık ve kesin sonuçları olmayan bir ilişkidir (Hülseheger ve Schewe, 2011; Zhan vd., 2016). Bu çalışma çapraz gecikme etkisini (cross-lagged effect) inceleyerek bahsedilen ilişkideki bilinmeyen noktalara ışık tutacaktır. Duygusal emek stratejilerinin çalışan iyi oluşunu etkileyip etkilemediğini veya çalışan iyi oluşunun duygusal emek strateji seçimini etkileyip etkilemediğini araştırma olanağı sağlayacaktır. Duygusal emek, karanlık kişilik özelliklerinin iyi/aydınlık yönlerini araştırmak için uygun bir kavram olarak seçilmiştir. Duygusal emek çalışan iyi oluşunu tehlikeye atabilen bir kavramdır ve karanlık kişilik özellikleri ile arasındaki ilişki hala bilinmemektedir. Büyük beşli kişilik özelliklerinin duygusal emek ve sonuçları arasındaki ilişkiler araştırılmış ve rapor edilmiştir (Chi ve Grandey, 2016) fakat karanlık kişilik özelliklerinin duygusal emek ve sonuçlarıyla farklı ilişkiler sergileme ihtimali ve/veya moderatör etkisinin ilişki yönünü etkileme olasılığı da mevcuttur. Çalışmanın diğer bir önemli katkısı Karanlık Üçlü ve duygusal emek arasındaki ilişkinin incelenecek olmasıdır. Bu ilişkiyi inceleyen bir çalışmaya rastlanmamıştır ve hipotezler iki kavramın da ilişkili olduğu diğer değişkenlere bakılarak oluşturulmuştur. Bu aşamada çalışmanın bir yeniliği de narsisizm ve piskopati kişilik özelliklerinin alt boyutlarını ve bu alt boyutların duygusal emek stratejileri ile ilişkilerinde farklılık gösterebileceğini hesaba katmasıdır. Örneğin; kırılgan ve büyüklenmeci narsisizm alt boyutlarını ayırarak çalışmalarında kullanan araştırmacılar, bu iki alt boyutun farklı değişkenler ile farklı yönde ilişkilere sahip olduğunu göstermiştir. Bu noktada üretilen hipotezler karanlık kişilik özellikleri ve duygusal emek stratejileri arasındaki doğrudan ilişki üzerine kurulmuştur. Belli kişilik özellikleri daha yüksek olan çalışanların iş hayatında hangi stratejiyi sergileyeceği araştırılmıştır.

Çalışmayı özgün kılan bir diğer nokta ise karanlık kişilik özelliklerinin duygusal emek stratejileri, çalışan iyi oluşu ve servis performansı arasındaki yolları nasıl etkileyeceğine dair oluşturulan hipotezlerdir. Buna benzer bir çalışma büyük beşli kişilik özellikleri ile yapılmıştır ve içe dönüklük özelliği yüksek olan bireylerin yüzeysel rol yapmaktan daha çok etkilendiğini ve daha düşük içe dönüklük seviyesine sahip bireylere göre duygusal olarak daha fazla tükenmişlik rapor ettiklerini bulmuştur

(Judge vd., 2009). Bu çalışma karanlık üçlü kişilik özelliklerinin duygusal emek ve sonuç değişkenleri arasındaki ilişkisini inceleyerek, alanyazına bir yenilik katmaktadır. Karanlık üçlü kişilik özelliklerine sahip insanların bazı işlerde çalışmaya daha uygun olabileceği hipotez edilmektedir ve çalışmanın sonuçlarına göre bu kişilik özelliklerinin belli işler için işe alım süreçlerinde göz önünde bulundurulması önerilebilecektir.

Karanlık kişilik özelliklerinin bu değişkenler arasındaki moderatör rolünün daha önce araştırılmamış olması yanında değişkenler arasındaki yolların ve kişilik özelliklerinin davranışsal aktivasyon/inhibisyon sistemlerine göre sınıflandırılması ile ortaya çıkması ayrı bir önem taşımaktadır. Davranışsal aktivasyon/inhibisyon sistemleri (DAS/DİS) göz önünde bulundurularak çizilen bağımlı-bağımsız değişken arasındaki ilişkilerin yine bu sistemlere göre sınıflandırılmış olan karanlık kişilik özelliklerinin varlığında değişkenlik göstermesi (zayıflaması veya güçlenmesi) beklenmektedir. Davranışsal aktivasyon sistemleri arzu edilen davranışlara ve sonuçlara yönelimi içerir (Chi ve Grandey, 2016). İnhibisyon ise arzu edilmeyen davranış ve sonuçlardan kaçınmayı kapsar. Çalışmadaki değişkenler bu kriterlere göre ayrılmış ve aralarındaki ilişkiler aktivasyon/inhibisyon yönelimlerine göre hipotez edilmiştir. Derinden rol yapma, bilişsel bir aktivasyon içerdiği için (olumlu sonuçlara odaklanma, duygu durumu geliştirmek için bakış açısını değiştirmek) aktivasyon yönelimli olarak sınıflandırılmaktadır (Chi ve Grandey, 2016; Hochschild, 1983). Yüzeysel rol yapma ise duyguları bastırmayı ve kuralları ihlal etmekten kaçınmayı içerdiği için inhibisyon yönelimli olarak sınıflandırılmıştır (Chi ve Grandey, 2016). Bu iki farklı stratejinin farklı ilişki yolları olduğu daha önce yapılan çalışmalar ile de desteklenmiştir. Olumlu duyguların ve iş yerindeki olumlu duygu gösterimine ait kuralların derinden rol yapmayı yordadığı ve derinden rol yapmanın da performansı yordadığı bulunmuştur (Kammeyer-Müeller vd., 2013). Olumsuz duyguların ve iş yerinde olumsuz duyguları saklama gerekliliğinin ise yüzeysel rol yapmayı ve sonuç olarak duygusal tükenmişliği yordadığı bulunmuştur (Kammeyer-Müeller vd., 2013). Duygu yüklü hizmet ve işe adanma aktivasyon yönelimli değişkenler iken, servis sabotajı ve duygusal tükenmişlik inhibisyon yönelimli olan değişkenlerdir (Chi ve Grandey, 2016). Bu yönelimler göz önüne alınarak yapılan yakın zamanlı bir çalışma büyük beşli kişilik özelliklerini de bu yönelimlere göre sınıflandırmış ve moderatör etkilerini incelemiştir. Derinden rol yapma ve duygu yüklü hizmet arasındaki ilişkinin

(aktivasyon-yönelimli) dışadönük ve yeniliğe açık (aktivasyon-yönelimli eğilimler) kişilerde daha güçlü olduğunu bulmuştur (Chi ve Grandey, 2016). Doktora tezi kapsamında yürütülen bu çalışmada bu düzenleyici uyumu (regulatory fit) hipotez etmek için karanlık kişilik özellikleri alanyazında var olan ilişkiler temel alınarak aktivasyon ve inhibisyon yönelimli olarak sınıflandırılmıştır. Büyüklenmeci narsisizm dışa dönüklük (Jonason ve Jackson, 2016) ve davranışsal aktivasyon sistemleri (Neria vd., 2016) ile pozitif ilişki sergilediği için aktivasyon yönelimli olarak sınıflandırılmıştır. Kırılgan narsisizm ise savunmacı bir yön çizer (Miller vd., 2010); dışadönüklük ile negatif, duygusal dengesizlik ile pozitif bir ilişki gösterir (Hendin ve Cheek, 1997) ve dolayısıyla inhibisyon yönelimli olarak sınıflandırılmıştır. Hem birincil hem de ikincil psikopati aktivasyon yönelimli kişilik özellikleridir. İnhibisyon ile ilişkili olan öz denetim ve dürtü kontrolü psikopati özelliklerinden değildir (Elliot ve Thrash, 2010; Johnson vd., 2015a). Makyavelizm'in sınıflandırılması daha zorlu bir süreçtir. Alanyazın Makyavelizm kavramını alt boyutlarına ayırmak konusunda karmaşık sonuçlar içermektedir. Bir çalışma davranışsal inhibisyon sistemleri ile pozitif ilişkili bulmuş (Neira vd., 2016), diğer bir çalışma ise anlamlı bir ilişki bulamamıştır (Jonason ve Jackson, 2016). Davranışsal aktivasyon sistemleri ile pozitif ilişkisi de gösterilmiştir (Jonason ve Jackson, 2016). Bu tez çalışmasında en çok çalışılan iki alt boyut hipotezlere katılmıştır. Bunlar manipülasyon kullanımı ve sinizmdir (şüphecilik) (Christie ve Geis, 1970; Hunter vd., 1982). Tanımları gereği manipülasyon aktivasyon yönelimli (amaçlara ulaşmak için risk almak), sinik dünya görüşü ise inhibisyon yönelimli (güvenli ve tedbirli kararlar vermek) olarak sınıflandırılmıştır. Özellikle daha önce duygusal emek ve karanlık kişilik özellikleri arasındaki ilişkinin düzenleyici odaklar ve motivasyon kavramları ele alınarak incelenmediği göz önüne alındığında, bu çalışmanın sonunda elde edilecek bulguların alanyazına yapacağı katkı oldukça önemlidir.

Çalışmayı özgün ve önemli kılan en temel noktalardan biri de önerilen veri toplama ve analiz yöntemleridir. Çalışmanın amacına uygun olarak kartopu örneklemesi ile veri toplanacak örneklem hizmet sektöründe çalışan kişileri içermektedir. Bu çalışmanın örneklemi olarak Ankara'daki kahve evlerinde çalışan kişiler seçilmiştir. Hem kartopu örneklemi ile veri toplamaya uygun olmaları hem de bu kişilerin bir iş gününde kısa kısa sürelerde çok sayıda kişi ile etkileşimde bulunmaları bu iş grubunda çalışanları çalışma örneklemini oluşturmaya uygun

kılmaktadır. İşlerinin bu noktası sayesinde bu meslek duygusal emek kavramını çalışmak için çok uygundur. Çalışma, seçilen meslek grubuna ait çalışanlardan 10 gün boyunca günde 3 kez her biri 15 dakikayı geçmeyecek şekilde veri toplanması şeklinde tasarlanmıştır. Bu tarz günlük yöntemi ile toplanan veriler çapraz gecikme etkisini (cross-lagged effect) incelemeye olanak sağladıkları için kullanılması önerilen yöntemlerden biridir. Ayrıca çalışmanın günlük ile veri toplama yöntemine dayalı olması, duygusal emek kavramanın daha etkin bir biçimde ölçülmesini ve sonuç değişkenleri ile arasındaki ilişkinin yönünün araştırılmasına izin vermektedir.

Chi ve Grandey'den Aktivasyon ve İnhibisyon Yolları (2016)

Chi ve Grandey (2016) duygusal emek stratejileri ile hizmet performansı arasındaki ilişkide Beş Büyük kişilik özelliklerinin moderatör etkisini incelemiştir. Spesifik olarak, kişilik özellikleri ile duygusal emek stratejileri arasındaki düzenleyici uyumun (yaklaşma/kaçınma yönelimi) duygusal emek ile hizmet performansı (duygu ifadeli hizmet ve hizmet sabotajı) arasındaki ilişkiyi güçlendireceğini veya zayıflatacağını öne sürmüşlerdir. Düzenleyici odak teorisi, insanların kullandığı iki farklı motivasyon sistemini içerir (Higgins, 1998). İnsanlar amaçlarına ulaşmak için ya kaçınma ya da yaklaşma stratejilerini kullanırlar (Higgins, 1998). Chi ve Grandey (2016) hipotezlerini aktivasyon ve inhibisyon odaklı düzenleme stratejilerine dayandırmıştır. Aktivasyona yönelik stratejiler, istenen davranışları aramakla, engellemeye yönelik stratejiler ise istenmeyen davranışlardan kaçınmakla ilgilidir. Derinden rol yapma, olumlu sonuçlara odaklanarak bilişsel aktivasyonu hedeflediği ve ruh halini iyileştirmek, kurallara uyum sağlamak için bakış açılarını değiştirdiği için aktivasyon odaklı bir strateji olarak kabul edilmiştir (Chi ve Grandey, 2016; Hochschild, 1983). Bununla birlikte, yüzeysel rol yapma, dürtüleri kontrol etmek ve gösterim kurallarının ihlalinden kaçınmak için duyguyu bastırmayı içerdiğinden inhibisyon odaklı bir strateji olarak kabul edilmiştir. Bir meta-analiz, derinden ve yüzeysel rol yapmanın farklı yollar kullandığını destekleyen ilişkiler bulmuştur (Kammeyer-Mueller vd., 2013). Sonuçlar, olumlu duyguları ifade etmek için kullanılan sergileme kurallarının derinden rol yapmayı öngördüğünü ve derinden rol yapmanın performansı öngördüğünü (aktivasyon odaklı) göstermiştir (Kammeyer-Mueller ve diğerleri, 2013). İkinci yol ise baskılamadan duygusal tükenmeye giden yoldur. Bu durumda, sergileme kurallarına uymak için olumsuz duyguları bastırmanın

yüzeysel rol yapmayı öngördüğü ve buna karşılık duygusal tükenmenin (inhibisyon odaklı) öngörüldüğü bulunmuştur (Kammeyer-Mueller vd., 2013).

Hizmet performansını yordarken, kişilik özellikleri ile duygusal emek arasındaki etkileşimin nedenini açıklamak için düzenleyici uyum kullanılmıştır (Chi ve Grandey, 2016). Daha önceki bulgulara göre, Büyük Beşli kişilik özelliklerini aktivasyon ve inhibisyon odaklı olarak gruplandırılmıştır. Dışadönüklük (yaklaşma mizacıyla güçlü ilişki), uyumluluk ve deneyime açıklık aktivasyon odaklı, duygusal denge (kaçınma mizacıyla güçlü ilişki) ve sorumluluk ise inhibisyon odaklı olarak gruplandırılmıştır (Chi ve Grandey, 2016). Derinden rol yapma ve duygu ifadeli hizmet arasında pozitif bir ilişki bulmuşlar ve bu ilişkinin dışa dönük ve deneyime açık çalışanlar (aktivasyon odaklı motivasyonel eğilimler) için daha güçlü olduğu görülmüştür. Ayrıca, yüzeysel rol yapma ve hizmet sabotajı arasında sorumluluğun düzenleyici bir etkisi bulunmuştur. Yüzeysel rol yapma ve hizmet sabotajı arasındaki ilişki yüksek sorumluluk sahibi (ketleme yönelimli motivasyon eğilimleri) çalışanlar için daha zayıf bir etki göstermiştir (Chi ve Grandey, 2016). Bu sonuçlar, kişilik ve duygusal emek stratejilerinin etkileşimini açıklamak için farklı yollar olduğuna bir kanıt olarak sunulmuştur. Özetle, Büyük Beşli kişilik özelliklerinin iş sonuçları için koruyucu görevi gördüğüne kanaat getirilmiştir.

Hipotezler

Çapraz Gecikme Etkisi

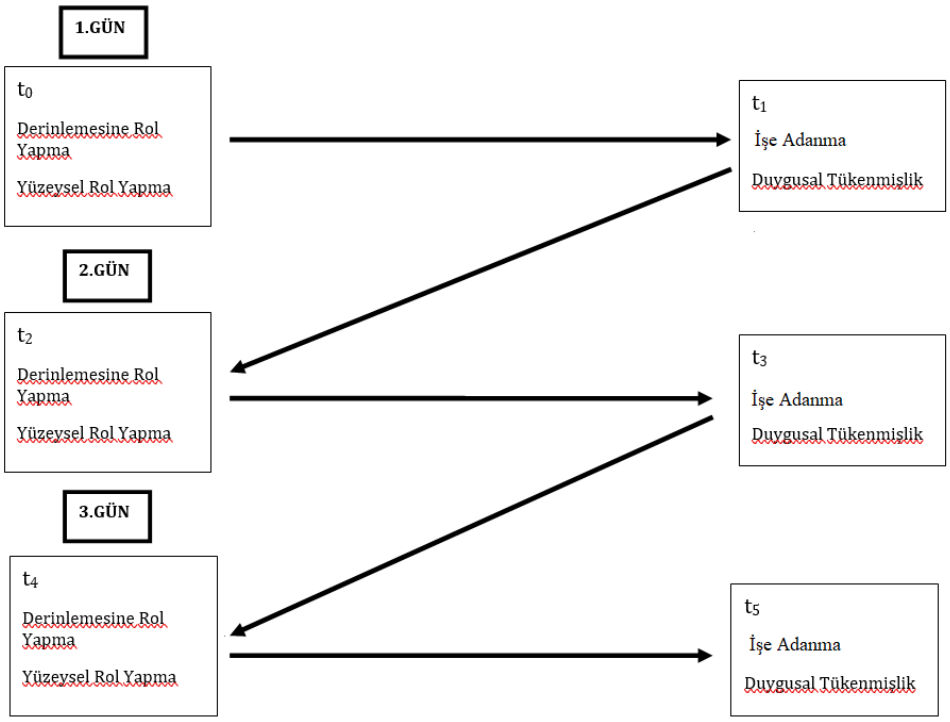
Çoğu zaman, duygusal emekle ilgili literatür, derinden rol yapma ve yüzeysel rol yapmayı öncül değişkenler olarak tanımlar. Araştırmalar, duygusal emek ile iyi oluş ve performans sonuçları arasında ilişkiler bulmuştur (Hülsheger ve Schewe, 2011; Kammeyer-Mueller vd., 2013). İyi oluşu ve performansı sonuç değişkeni olarak kabul eden araştırmacılar, duyguları düzenlemenin çalışanların duygularını, davranışlarını ve iş süreçlerini etkileyebileceğini savunmaktadır (Zhan vd., 2016). Ancak bu ilişkinin yönü hala araştırılması gereken önemli bir konudur. Doktora tezi kapsamında yürütülen mevcut çalışmadaki çapraz gecikme etkisi testi, duygusal emek stratejilerini (derinden rol yapma ve yüzeysel rol yapma) ve çalışan refahını (işe adanma ve duygusal tükenme) içerir. Gecikmeli bir etki, bir bağımlı değişkenin bir bağımsız değişkene gecikmiş bir tepkisidir (Duignan, 2016). Bu yöntem, duygusal emek

stratejilerinin çalışan refahını etkileyip etkilemediğinin veya çalışanların refahının farklı duygusal emek stratejilerinin seçilmesinin bir nedeni olup olmadığının araştırılmasına olanak sağlayacaktır.

Bu çalışmanın ilk iki hipotezi duygusal emek ve çalışan iyi oluş değişkenleri arasındaki çapraz gecikme etkisini incelemek için oluşturulmuştur. Çapraz gecikme etkisi duygusal emek ve iyi oluş değişkenleri arasındaki ilişkinin yönünü araştırmak için etkili bir yöntemdir. Alanyazında var olan birçok çalışma derinden ve yüzeysel rol yapma stratejilerini çoğu zaman bağımsız değişken olarak değerlendirmiştir. Bu yöntemi tercih eden araştırmacılar, duyguları ve/veya ifadeleri düzenlemek için seçilen stratejilerin kişilerin duygu, davranış ve iyi oluşunu etkileyeceğini önermiştir (Hülsheger ve Schewe, 2011; Kammeyer-Mueller vd., 2013). Bu çalışma ile daha önce önerilen bu ilişki ve çapraz gecikme etkisi gereği tam tersi yöndeki ilişki incelenecektir. Hipotezler 10 gün boyunca düzenli olarak toplanacak verilere istinaden geliştirilmiştir ve ilk iki hipotez kurulurken, verinin toplanacağı birinci zamana tx, takip eden zamana da tx+1 denmiştir. Şekil 1.1'de çapraz gecikme etkisinin değişkenlerini gösterilmektedir.

Hipotez 1. tx de (sabah) alınan derinden rol yapmanın tx+1 de (aynı gün akşam) alınan işe adanmayı; tx de (sabah) alınan yüzeysel rol yapmanın tx+1 de (aynı gün akşam) alınan duygusal tükenmişliği yordaması beklenmektedir.

Hipotez 2. tx de (akşam) alınan işe adanmanın tx+1 de (ertesi gün sabah) alınan derinden rol yapmayı; tx de (akşam) alınan duygusal tükenmişliğin tx+1 de (ertesi gün sabah) alınan yüzeysel rol yapmayı yordaması beklenmektedir.



Şekil 1. Çapraz Gecikme Etkisi

Karanlık Üçlü ve Duygusal Emek Arasındaki İlişkiler

Makyavelist kişiler iş bağlamında başkalarının, iş arkadaşlarının ve müşterilerin güvenini ve saygısını kazanabilirler. Kendilerinin iyi yanlarını sergilemek ve iyilik kazanmak için sergileme kurallarına kolayca uyabilirler (Kessler vd., 2010). Makyavelizm, düşük uyumluluk (Paulhus ve Williams, 2002) ve düşük pozitif duygulanım (Garcia vd., 2015) ile ilişkilendirilmiştir. Ayrıca sorumluluk ve duygusal denge ile de negatif olarak ilişkilidir (Jakobwitz ve Egan, 2006). Makyavelizm, duygusal manipülasyonla pozitif olarak ilişkilidir, ancak duygusal zekâ ile ilişkili değildir (Austin vd., 2007). Bununla birlikte, araştırmalar, duygusal zekanın derinden rol yapma ile olumlu (Wang vd., 2011) ve yüzeysel rol yapma ile olumsuz (Austin vd., 2008) ilişkili olduğunu bulmuştur. Makyavelizm puanları yüksek olan bireyler duygusal olarak mesafelidir (Christie ve Geis, 1970) ve empati düzeyleri diğerlerine göre daha düşüktür (Jonason ve Krause, 2013). Makyavelcilerin bu özellikleri, duygularını düzenlemek ve derin oyunculuklar yapmak için enerji harcamamalarının olası nedenleridir. Bununla beraber, Makyavelizm'in taktik boyutu aktivasyon yönelimiyle, sinizm alt boyutu inhibisyon yönelimiyle ilişkili olduğundan ve de

derinden rol yapma aktivasyon, yüzeysel rol yapma ise inhibisyonla ilişkilendirildiğinden Makyavelizmin iki alt boyutu için ayrı hipotezleri kurulmuştur.

Hipotez 3. Yüksek Makyavelizm taktik puanına sahip olan çalışanların daha fazla derinden rol yapmayı tercih etmeleri beklenmektedir.

Hipotez 4. Yüksek Makyavelizm sinizm puanına sahip olan çalışanların daha fazla yüzeysel rol yapmayı tercih etmeleri beklenmektedir.

Tanınma ihtiyacı, narsistleri diğerlerinden ayıran göstergelerdendir. Bu ihtiyaç onları kendilerini geliştirmeye iter. Bir araştırma, narsisizmin Karanlık Üçlü kişilik özellikleri arasında "en parlak" karanlık kişilik özelliği olarak algılandığını göstermiştir (Rauthamnn ve Kolar, 2012). Çoğu zaman, şişirilmiş ve abartılı bir öz-önem duygusu, sınırsız kendini başarma fantezileri, eleştiriye kayıtsızlık, öfke duyguları, empati eksikliği, kişilerarası farklılıklara kayıtsızlık ve yetkilendirme gibi özellikleri içerir (Raskin ve Hall, 1981; 1988). Kişilerarası ilişkilerde duygularını taklit etmek zorunda kaldıklarında kendilerine atfettikleri önem ve değer iş davranışlarını olumsuz etkileyebilir. Bu çalışmada narsisizmin kırılgan ve büyüklenmeci yönleri arasındaki ayrım dikkate alınmaktadır. Büyüklenmeci narsisizm, negatif duygulanımla pozitif olarak ilişkili olan tek karanlık kişilik özelliğidir. Büyüklenmeci narsisizmin duygusal dışavurumculuk ile pozitif ilişkili olduğu (Nagler vd., 2014) ve yüzeysel rol yapmanın duygusal dışavurumculuk ile negatif ilişkili olduğu bulunmuştur. Aktivasyon yolu ile uyumlu olan bu sonuçlar hipotezlerin şekillendirilmesini sağlamıştır. Ancak derinden rol yapma ile herhangi bir korelasyon göstermemiştir (Grandey 2002, Diefendorf vd., 2005). Büyüklenmeci narsisizm davranışsal aktivasyon sistemi ile de pozitif bir ilişki içindedir (Miller vd., 2009). Kendini gerçekleştirme ihtiyacı, narsistlerin derinden rol yapmasına yol açabilir; ancak bu, kırılgan narsistler için geçerli olmayabilir. Bunun yerine, yetersizlik hissi ve daha yüksek negatif duygulanıma sahip olmaları (Miller vd., 2011) onları yüzeysel rol yapmaya yöneltebilir.

Hipotez 5. Büyüklenmeci narsisizmin derinden rol yapma ile pozitif yönde bir ilişki gösterecektir.

Hipotez 6. Yüksek kırılgan narsisizm kişilik özelliğine sahip olan çalışanların daha fazla yüzeysel rol yapmayı tercih etmeleri beklenmektedir.

Psikopatik bireyler, Makyavelist bireylerin manipülasyon ve duyarsızlık gibi özelliklerini paylaşırlar, ancak buna ek olarak dürtüsel, pervasız ve sorumsuz davranışlar sergilemeye eğilimlidirler (Book vd., 2015). Bu nedenle yüzeysel rol yapmaları beklenmemektedir. Birincil psikopatların aktivasyon yönelimli olmaları sebebi ile bir aktivasyon yönelimi olan derinden rol yapma ile ilişkisi incelenecektir.

Hipotez 7. Yüksek birincil psikopati kişilik özelliklerine sahip olan çalışanların daha fazla derinden rol yapmayı tercih etmeleri beklenmektedir.

Karanlık Üçlü Kişilik Özelliklerinin Düzenleyici Etkileri

Önceki çalışmalar, Makyavelizm'in inhibisyon veya aktivasyon odaklı olup olmadığı konusunda karışık sonuçlar bulmuştur. Örneğin, Neria, Vizcaino ve Jones (2016), Makyavelizm'in davranışsal inhibisyon sistemi ile pozitif olarak ilişkili olduğunu bulmuşlardır; ancak Jonason ve Jackson (2016) inhibisyon sistemi ile anlamlı bir ilişki bulamamış ancak davranışsal aktivasyon sisteminin bir alt faktörü ile pozitif bir ilişki bulmuştur. Ayrıca, Makyavelizm, negatif duygulanım ile pozitif olarak (Garcia vd., 2015), pozitif duygulanımla negatif olarak ilişkilidir (Smith vd., 2016). Ayrıca, dışa dönüklük ile zayıf bir ilişkiye sahip olması (Paulhus ve Williams, 2002) inhibisyon yönelimini işaret edebilir. Makyavelizm'in çok boyutlu doğası onu aktivasyon veya inhibisyon odaklı kişilik özelliği olarak gruplandırmayı zorlaştırır. Narsisizm için davranışsal aktivasyon sistemi ile pozitif bir ilişki bulunmuştur (Neria vd., 2016). Dışadönüklük özellikler (atılganlık, aktivite ve heyecan arayışı) ile ilişkisi, narsist bireylerin cezadan çok ödüle duyarlı olduklarını göstermektedir (Jonason ve Jackson, 2016). Bir ödül olduğunda yaklaşım odaklı davranışlar sergilerler. Büyüklenmeci ve savunmasız narsisizm, farklı sonuçlara yol açabilecek farklı özelliklere sahiptir. Büyüklenmeci narsistler başarı, güç (Kajonius vd., 2015) ve terfi odaklıdır (Smith vd., 2016). Narsisizmin bu yönü dışadönüklük ve pozitif duygulanım ile pozitif ilişkilidir ve aktivasyon odaklı olarak kategorize edilebilir. Bununla birlikte, narsisizmin kırılgan yanı daha savunmacı ve yetersizlik hissi ile ilişkilidir (Miller vd., 2010). Kırılgan narsisizm, nevrotiklik ile pozitif, dışadönüklük ve uyumluluk ile negatif ilişkilidir (Hendin ve Cheek, 1997). Narsisizmin bu yanı, inhibisyon yönelimi

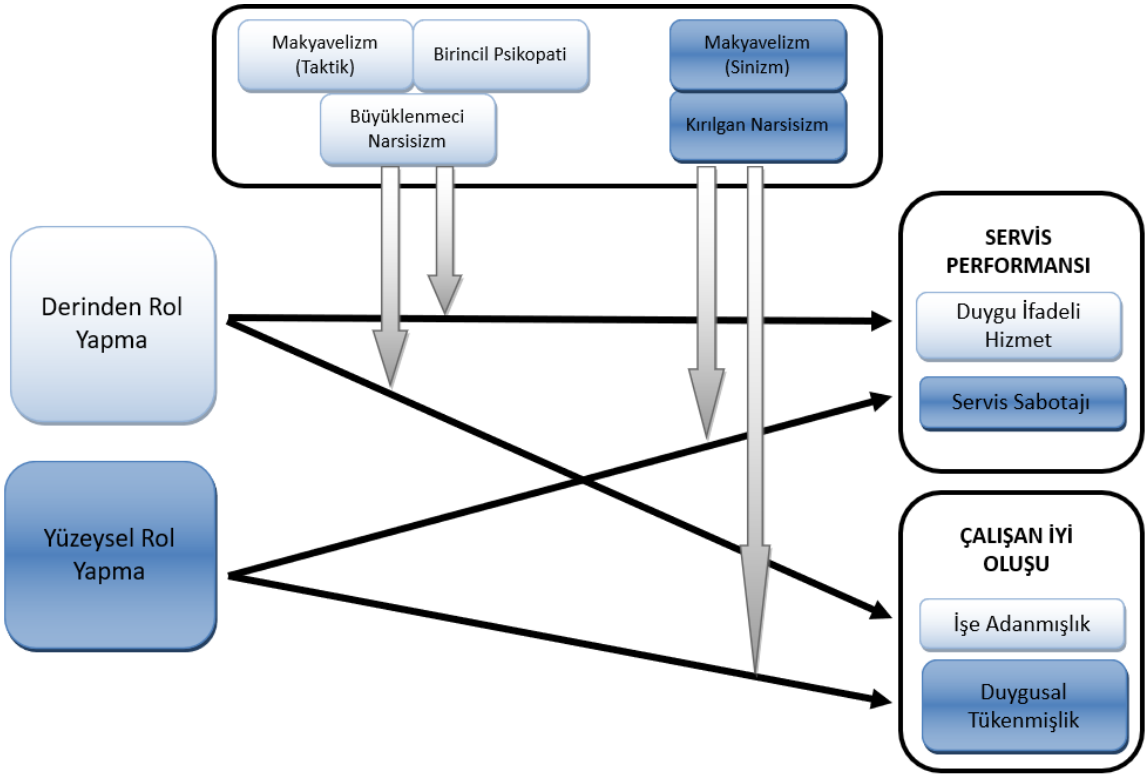
olarak kategorize edilebilir. Çalışmalar psikopatinin davranışsal inhibisyon sisteminin kaygı ve dövüş-kaç-korku sistemi boyutlarıyla negatif ilişkili olduğunu bulmuştur (Hughes vd., 2012). Bu alanyazın sonuçlarına göre geliştirilen hipotezler aşağıda tekrar sunulmuştur. Hipotezler ait model Şekil 2'de gösterilmektedir.

Hipotez 8. Yüzeysel rol yapma ile servis sabotajı arasındaki ilişki a) kırılgan narsisizm ve b) Makyavelizm'in alt boyutu olan sinizm (şüphecilik) kişilik özelliklerinden yüksek puan alan kişilerde, düşük puan alan kişilere göre daha güçlü olacaktır.

Hipotez 9. Derinden rol yapma ile duygu ifadeli hizmet arasındaki ilişki a) büyüklenmeci narsisizm, b) Makyavelizm'in alt boyutu olan manipülasyon ve c) birincil psikopati kişilik özelliklerinden yüksek puan alan kişilerde, düşük puan alan kişilere göre daha güçlü olacaktır.

Hipotez 10. Yüzeysel rol yapma ve duygusal tükenmişlik arasındaki ilişki a) kırılgan narsisizm ve b) Makyavelizm'in alt boyutu olan sinizm (şüphecilik) kişilik özelliklerinden yüksek puan alan kişilerde, düşük puan alan kişilere göre daha güçlü olacaktır.

Hipotez 11. Derinden rol yapma ile işe adanma arasındaki ilişki a) büyüklenmeci narsisizm, b) Makyavelizm'in alt boyutu olan manipülasyon ve c) birincil psikopati kişilik özelliklerinden yüksek puan alan kişilerde, düşük puan alan kişilere göre daha güçlü olacaktır.



Şekil 2. Çalışma Modeli

YÖNTEM

Ana çalışmadan önce iki tane ön çalışma yapılmıştır. Bu çalışmaların sonucunda doktora tezinde kullanılmak üzere Duygu Yüklü Hizmet ve Servis Sabotajı ölçeği geliştirilmiş (N = 9)ve Karanlık Üçlü kişilik özellikleri ve aktivasyon/inhibisyon sistem (N = 459) verilerine dayanarak yürütülen çok boyutlu sınıflama (MDS; multidimensional scaling) analizine göre Makyavelizm taktik boyutu, büyüklenmeci narsisizm ve birincil psikopati değişkenlerinin aktivasyon yönelimli olarak gruplanabileceği; Makyavelizm sinizm ve kırılgan narsisizm değişkenlerinin inhibisyon yönelimli olarak gruplanabileceği bulunmuştur (Çetinbinici, yazım aşamasında). Ancak bu analizde ikincil psikopati kişilik özelliğinin beklenen şekilde gruplanmasına destek bulunamamış ve bu değişkenin hipotez testlerinde kullanılmamasına karar verilmiştir.

Örneklem

Araştırmanın planlama aşamasında hedef kitle olarak Ankara'da yer alan kahve evlerinde çalışan baristalar belirlenmiştir. Mart 2020 - Ekim 2021 arasında katılımcı

arayışı ve veri toplama süreci devam etmiştir. Toplam 68 katılımcıdan 10 günlük veri toplanmıştır.

Veri Toplama Süreci

Bu çalışmada veri toplamak için günlük yöntemini kullanılmıştır. Katılımcılar, Ankara'da yer alan kafeler gezilerek ve çalışma hakkında bilgi verilerek toplanmıştır. Çalışmaya katılmayı kabul eden çalışanlara öncelikle gönüllü katılım formu sunulmuştur. Gönüllü katılım formunu dolduran kullanıcılara mobil uygulamayı nasıl indirecekleri konusunda bilgi verilmiş ve mümkün olan durumlarda mobil uygulama katılımcı ile beraber indirilmiştir. Mobil uygulama telefona indirildikten sonra katılımcıların anonim bir şekilde uygulamaya giriş yapabilmeleri için kendileri rastgele bir kullanıcı numarası verilmiştir. Mobil uygulamaya giriş yapan kullanıcılar öncelikle demografik bilgileri, ve Karanlık Üçlü ölçeklerini cevaplamıştır.

Duygusal emek stratejileri, hizmet performansı ve çalışan refahı anketleri, mobil uygulama sayesinde on gün boyunca katılımcılara sunulmuştur. Katılımcılar demografik bilgileri ve kişilik ölçeklerini doldurduktan sonra bir sonraki çalışma günü için mesai saatlerini girerek 10 günlük süreci başlatmışlardır. Günde üç defa gelen anketlerin saatleri katılımcıların mesai saatlerine göre belirlenmektedir. Bağımsız değişkenler için anketler gün içinde (vardiya başladıktan 4 saat sonra) doldurulmuştur. Katılımcılardan anketleri doldurana kadar geçirdikleri sürede ne sıklıkla derinden rol yapma ve yüzeysel rol yapma stratejilerine başvurduklarını belirtmeleri istenmiştir. Bu anket serisi bir saat açık kaldıktan sonra bir saat boşluk verilir ve ikinci anket serisi açılmaktadır. İkinci anket serisi duygu ifadeli hizmet ve hizmet sabotajına yönelik soruları kapsar. Son olarak, mesai bitiminde işe adanma ölçeği ve duygusal tükenme ölçeği açılmaktadır. Katılımcılara günlük olarak verilen anketlerin maddeleri, günlük raporlama yapabilmeleri için yeniden tasarlanmıştır. Örneğin, "Müşteriler ile uygun şekilde ilgilenebilmek için rol yaparım" maddesi "Bugün müşterilerle ile uygun şekilde ilgilenebilmek için rol yaptım" şeklinde yeniden yazılmıştır.

Katılımcılara açılan her anket bir saat açık kalmıştır. Bu bir saat içerisinde 15 dakika ara ile hatırlatıcılar gönderilmiştir. 10 günlük süreci bitiren kullanıcılar mobil uygulama aracılığı ile iletişim bilgilerini iletmişlerdir. Bursiyer ve gönüllü öğrenciler

10 günlük süreci bitiren katılımcılara ulaşıp 40TL değerindeki hediye çeklerini ve katılım sonrası bilgilendirme formlarını iletmişlerdir.

Kullanılan Ölçekler

Demografik Sorular: Yaş, cinsiyet, eğitim seviyesi, meslekteki yılı, çalıştığı konum ve günlük çalışma saati.

Mach IV (Christie ve Geis, 1970); 20 maddeden oluşan bu ölçek Makyavelizm kişilik özelliğini ölçmek için kullanılmıştır. Türkçe versiyonunun geçerlilik ve güvenirlik çalışması Engeler (2005) tarafından yapılmıştır.

Narsistik Kişilik Envanteri (Raskin ve Hall, 1979); 16 maddelik bu ölçek narsisizm kişilik özelliğinin büyüklenmeci (grandiose) boyutunu ölçmek için kullanılmıştır. Atay (2009) tarafından Türkçe'ye uyarlanmış ve psikometrik özellikleri çalışılmıştır.

Aşırı Duyarlı Narsisizm Ölçeği (Hendin ve Check, 1997); 10 maddelik bu ölçek narsisizm kişilik özelliğinin kırılgan boyutunu ölçmek için kullanılmıştır. Şengül ve arkadaşları (2015) tarafından Türkçe'ye uyarlanmış ve psikometrik özellikleri çalışılmıştır.

Levenson Psikopati Ölçeği (Levenson vd., 1995); birincil ve ikincil psikopati kişilik özelliklerini ölçmek için kullanılan bu ölçek 26 maddeden oluşmaktadır. Türkçe versiyonunun geçerlilik ve güvenirlik çalışması Engeler ve Yargıç (2004) tarafından yapılmıştır.

Katılımcıların 10 gün boyunca mesai sırasında doldurduğu ölçekler;

Duygusal Emek Ölçeği (Diefendorff vd., 2005); 13 maddeden oluşan bu ölçek yüzeysel ve derinden rol yapmayı ölçmek için kullanılmıştır. Türkçe versiyonunun geçerlilik ve güvenirlik çalışması Basım ve Beğenirbaş (2012) tarafından yapılmıştır.

Duygu İfadeli Hizmet ve Servis Sabotajı Kontrol Listesi; bu kontrol listesi katılımcıların gün içindeki davranışlarını ölçmek için kullanılmıştır. Araştırmacının bilgisi dahilinde baristalar için oluşturulmuş ve Türkçe'ye çevrilmiş bir ölçek yoktur. Bu yüzden bu projeye konu olan doktora tezi kapsamında yapılan başka bir çalışma ile birden fazla ölçek maddesi incelenmiş (Chi vd., 2013; Harris ve Ogbonna, 2006; Tsai, 2001) ve 9 çalışan ile mülakat yapılmış (İnsan Araştırmaları Etik İzin Protokol numarası: 2018-SOS-089) ve bu çalışma için bir kontrol listesi geliştirilmiştir.

Katılımcıların 10 gün boyunca gün sonunda doldurdukları anketler;

İşe Bağlılık (Schaufeli vd., 2006); 9 maddelik bu form çalışanların gün sonunda işlerine ne kadar adanmış olduklarını ölçmek için kullanılmıştır. Türkçe versiyonunun geçerlilik ve güvenirlik çalışması Eryılmaz ve Doğa (2012) tarafından yapılmıştır.

Duygusal Tükenmişlik (Maslach vd., 1986); Maslach Tükenmişlik Ölçeği'nin 9 maddelik duygusal tükenmişlik alt boyutu, çalışanların gün sonunda hissettikleri duygusal yorgunluğu ölçmek için kullanılmıştır. Ergin (1992) tarafından Türkçe'ye uyarlanmış ve psikometrik özellikleri çalışılmıştır.

BULGULAR

Örnekleme ait (N = 68) betimsel istatistikler Tablo 1'de verilmektedir. Çalışmada yer alan bütün değişkenlere ait korelasyonlar Tablo 2'de verilmektedir.

Tablo 1

Betimsel İstatistikler

	Ort.	SS	Çarpıklık	Basıklık	Cronbach Alpha
1. Makyavelizm	3,32	0,62	-0,20	0,08	,75
2.Makyavelizm – Sinik	3,48	0,84	-0,16	-0,20	,75
3.Makyavelizm – Taktik	3,14	0,76	0,03	-0,16	,63
4.Büyüklenmeci Narsisizm	0,35	0,20	0,34	-0,60	,72
5.Kırılgan Narsisizm	3,38	0,85	0,35	0,89	,71
6.Birincil Psikopati	2,63	0,84	0,39	-0,60	,88
7.İkincil Psikopati	3,24	0,72	0,09	-0,44	,64
8.Yüzeysel Rol Yapma	2,62	1,22	0,96	0,25	,90
9.Derinden Rol Yapma	3,30	1,32	0,10	-0,78	,88
10.Duygu Yüklü Hizmet	4,86	0,63	-0,38	-0,68	,82
11.Servis Sabotajı	1,84	0,98	1,38	1,03	,90
12.İşe Adanma	4,08	1,15	-0,15	-0,52	,93
13.Duygusal Tükenmişlik	2,79	1,26	0,46	-0,87	,94

Not. Büyüklenmeci narsisizm (NPI-16) ölçeği 0 ve 1 olarak kodlanmıştır. Diğer tüm ölçekler düşük puanı yansıtan 1 ve yüksek puanı yansıtan 6 arasında kodlanmıştır.

Tablo 2

Korelasyonlar

	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Makyavellianizm	1												
2. Makyavellianizm – Sinik	0.83**	1											
3. Makyavellianizm – Taktik	0.71**	0.20	1										
4. Büyüklenmeci Nar.	0.19	0.16	0.14	1									
5. Kırılgan Nar.	0.59**	0.60**	0.27*	0.35**	1								
6.Birincil Psikopti	0.54**	0.56**	0.25*	0.56**	0.54**	1							
7.İkincik Psikop	0.34**	0.34**	0.18	0.17	0.59**	0.48**	1						
8.Surface Acting	0.23	0.30*	0.03	0.18	0.42**	0.46**	0.33**	1					
9.Deep Acting	-0.07	0.00	-0.13	0.15	0.26*	0.17	0.03	0.34**	1				
10.Affective Delivery	-0.06	-0.17	0.10	-0.09	-0.15	-0.38**	-0.40**	-0.24	0.22	1			
11.Service Sabotage	0.16	0.33**	-0.14	0.25*	0.42**	0.49**	0.37**	0.63**	0.21	-0.42**	1		
12.Work Engagement	-0.14	-0.08	-0.14	-0.05	-0.02	-0.15	-0.19	-0.38**	0.28*	0.45**	-0.09	1	
13.Emotional Exhaustion	0.11	0.24*	-0.10	0.08	0.29*	0.25*	0.27*	0.68**	0.06	-0.32**	0.49**	-0.65**	1

Not. $*p < 0.05$, $**p < 0.001$, 7 – 13 arasındaki değişkenlerin 10 günlük ortalama değerleri verilmiştir.

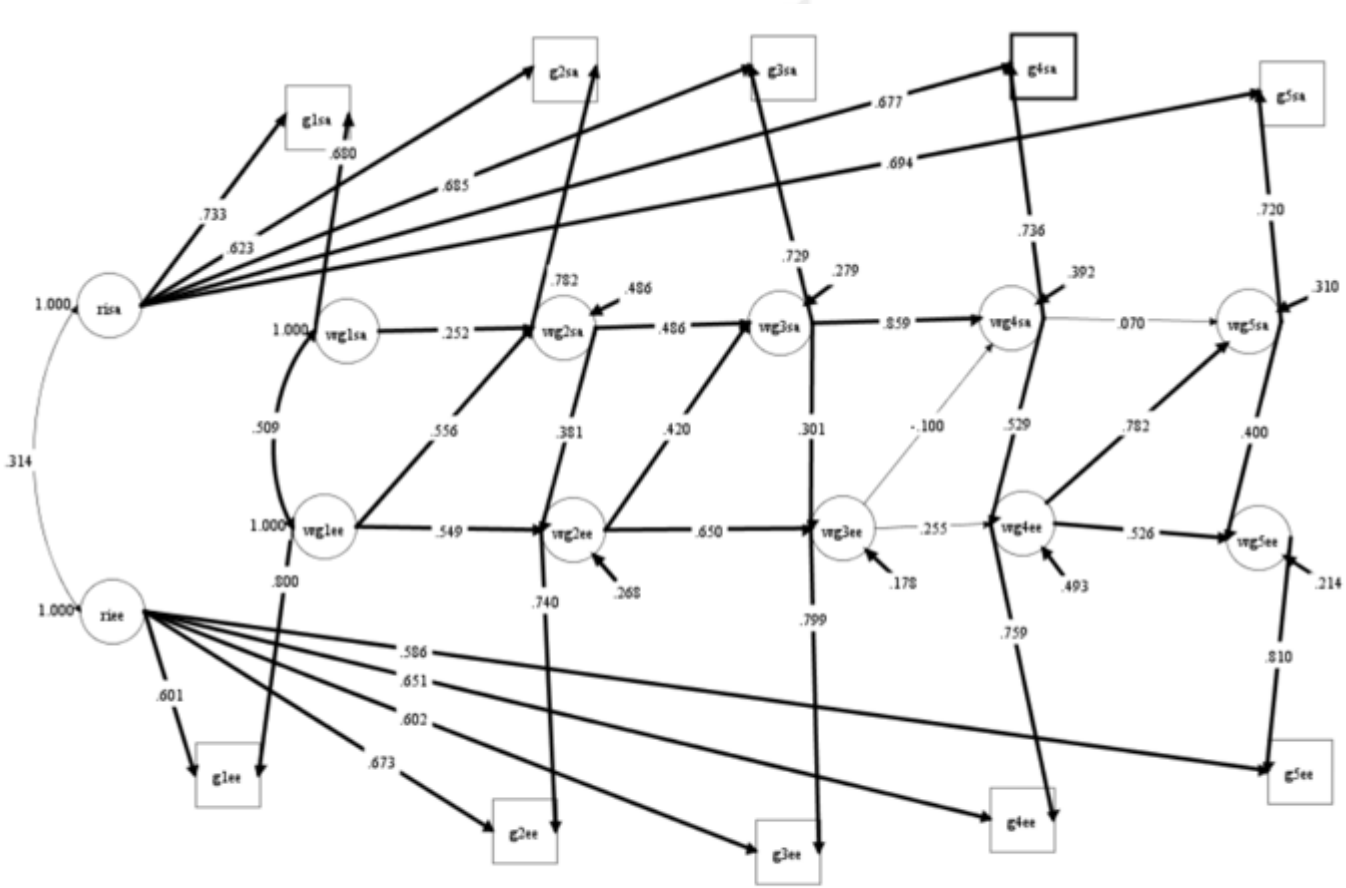
Çapraz Gecikme Etkisine İlişkin Bulgular

İlgili hipotezleri test etmek için rastgele kesişen çapraz gecikmeli panel modeli (RI-CLPM; Hamaker, 2018) kullanılmıştır. Bu model, zaman içinde birden fazla noktada ölçülen iki farklı değişken olduğunda kullanılabilen bir tür yapısal eşitlik modelidir (Hamaker vd., 2015; Hamaker, 2018; Viotti vd., 2019). Mevcut çalışmada değişkenlerin 10 tekrarlanan ölçümü vardır, ancak örneklem büyüklüğü bu modeli bu miktarda parametre ile çalıştırmak için yeterli değildir. Bu nedenle, bu modeli çalıştırmak için değişkenlerin 5 günlük tekrarlı ölçümleri kullanılmıştır.

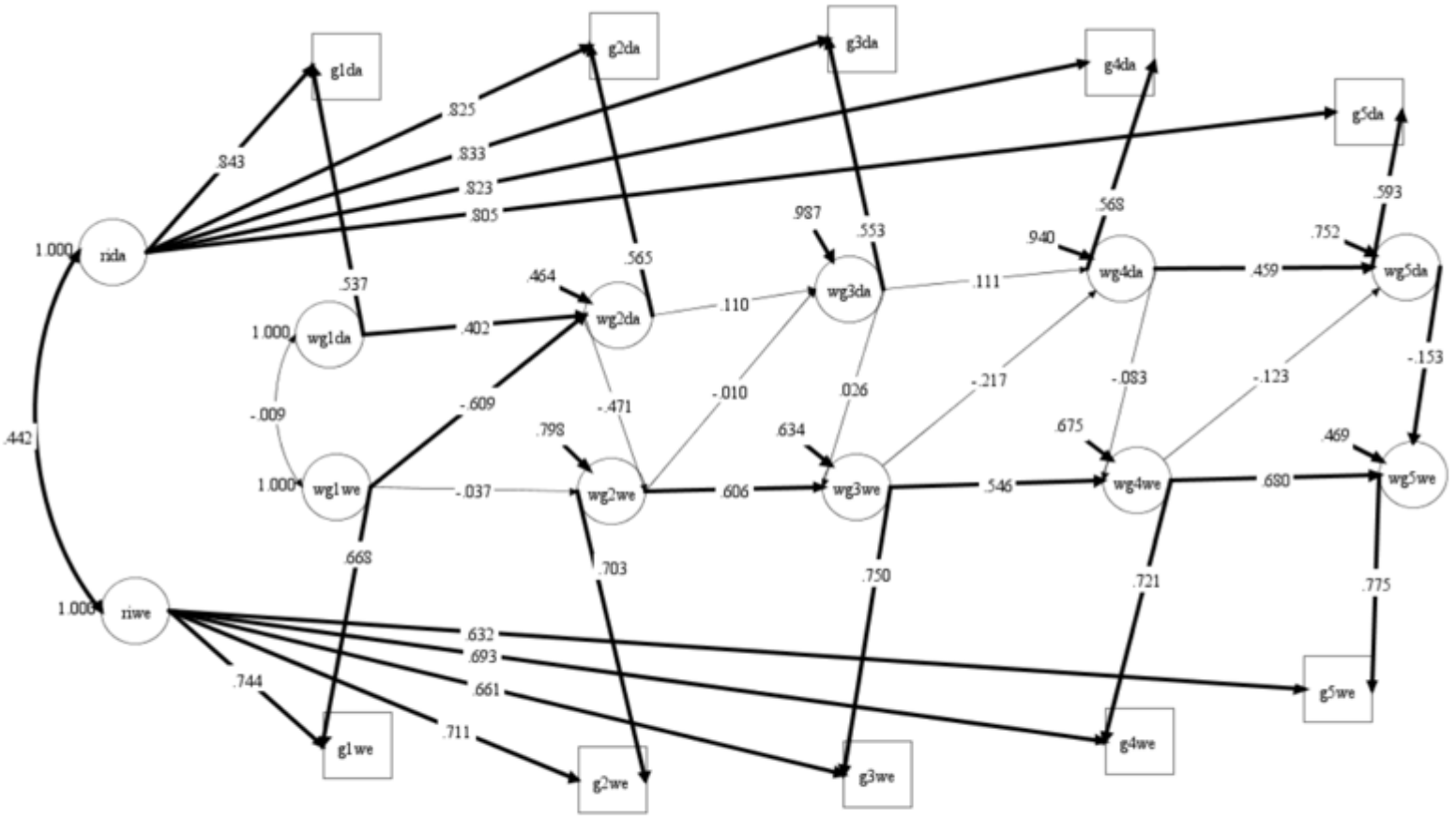
İki çapraz gecikmeli panel modeli MPlus 8.3 ile analiz edilmiştir. Birinci model yüzeysel rol yapma ile duygusal tükenmişlik arasındaki ilişkidir (Şekil 3). Tüm ölçüm noktaları için kişi içi merkezli değişkenler oluşturulmuş ve kişi içi merkezli değişkenler arasındaki gecikmeli etkiler tahmin edilmiştir. Son olarak, ölçüm hatası varyansları sıfıra ayarlanmış ve kişi içi merkezli değişkenlerin artıkları arasındaki kovaryanslar tahmin edilmiştir (Hamaker vd., 2015; Hamaker, 2018). Aynı gün sabah toplanan yüzeysel rol yapma (t1) ile akşam toplanan duygusal tükenmişlik (t2) ve akşam toplanan duygusal tükenmişlik ile ertesi gün sabah toplanan yüzeysel rol yapma arasındaki model için, tüm endeksler iyi bir model uyumu göstermektedir. ($\chi2(25)$ = 38.415, p = 0, *CFI* = 0.98; *RMSEA* = 0.037, *CI* [.02, .14]).

Derinden rol yapma ile işe bağlılık arasındaki ilişkiyi incelemek için iki bireysel faktör (derinden rol yapma ve işe bağlılık) oluşturulmuştur. Aynı gün sabah toplanan derinden rol yapma ile akşam toplanan işe adanmışlık ve akşam toplanan işe adanmışlık ile ertesi gün sabah toplanan derinden rol yapmayı inceleyen model için, tüm endeksler iyi bir model uyumu göstermiştir ($\chi2(25)$ = 32.962, p = 0.132, *CFI* = 0.98, *RMSEA* = 0.068, *CI* [.00, .13]).

Gün içi ilişkiler incelendiğinde yalnızca yüzeysel rol yapma ve duygusal tükenmişlik arasındaki gün içi ilişkilerin hipotezi desteklediği bulunmuştur.



Şekil 3. Rastgele kesişen çapraz gecikmeli panel modeli; yüzeysel rol yapma ve duygusal tükenmişlik
Not. Kalın çizgiler anlamşı ilişkileri göstermektedir, sa = yüzeysel rol yapma, ee = duygusal tükenmişlik



Şekil 4. Rastgele kesişen çapraz gecikmeli panel modeli; derinden rol yapma ve işe bağlılık
Not. Kalın çizgiler anlamşı ilişkileri göstermektedir, da = derinden rol yapma, we = işe bağlılık

Karanlık Üçlü ve Duygusal Emek Arasındaki Doğrudan İlişkiler İle İlgiler Bulgular

Karanlık Üçlü ve duygusal emek stratejileri arasındaki hipotezleri araştırmak için değişkenlerin arasındaki korelasyonlar incelenmiştir.

Makyavelizmin taktik boyutu ve derinden rol yapma arasında anlamlı bir ilişki bulunmamış ve Hipotez 3 desteklenmemiştir. Sinik makyavelizmin yüzeysel rol yapma ile anlamlı ilişkisi gözlenmiş (r = 0,30) ve Hipotez 4 desteklenmiştir. Büyüklenmeci narsisizm ile derinden rol yapma arasında anlamlı bir ilişki bulunmamış ve Hipotez 5 desteklenmemiştir. Kırılgan narsisizm yüzeysel rol yapma (r = 0,42) ile anlamlı ve pozitif bir yönde ilişki göstermiştir ve Hipotez 6 desteklenmiştir. Birincil psikopati derinden rol yapma ile anlamlı bir ilişki göstermemiştir. Bu sonuç Hipotez 7'nin desteklenmediğini göstermektedir.

Genel olarak bakıldığında aktivasyon yönelimli olarak gruplanan karanlık kişilik özellikleri ile aktivasyon yönelimi olan derinden rol yapma arasında anlamlı ilişkiler bulunmamıştır. Ancak, inhibisyon yönelimli karanlık kişilik özellikleri ile inhibisyon yönelimi olan yüzeysel rol yapma stratejisi arasındaki ilişkilerin hepsi anlamlıdır.

Karanlık Üçlü'nün Düzenleyici Etkisi ile İlgili Bulgular

Karanlık Üçlü kişilik özelliklerinin düzenleyici etkisini araştırmak için HLM yazılımı kullanarak çoklu seviye analizi yapılmıştır. Kişilerden günlük yöntemi ile toplanan veri seviye 1, çalışma başında tek bir sefer toplanan kişilik verisi ise seviye 2 olarak kabul edilmektedir.

Yüzeysel rol yapma ve servis sabotajı arasında kırılgan narsisizmin düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$SS_{ti} = \beta_{00} + \beta_{01}*KN_i + \beta_{10}*YR_{ti} + \beta_{11}*KN_i*YR_{ti} + r_{0i} + r_{1i}*YR_{ti} + e_{ti}$$

Model testi kırılgan narsisizmin bu ilişkide düzenleyici rolü olmadığını (β_{11} = 0,00, t = 0,00, p = 0,999) göstermiş ve Hipotez 8a desteklenmemiştir. Ancak, kırılgan narsisizm ve servis sabotajı arasındaki temel etki anlamlıdır (β_{01} = 0,48, t = 3,45, p < 0,001).

Yüzeysel rol yapma ve servis sabotajı arasında Makyavelizm'in sinizm boyutunun düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$SS_{ti} = \beta_{00} + \beta_{01}*SNZ_i + \beta_{10}*YR_{ti} + \beta_{11}*SNZ_i*YR_{ti} + r_{0i} + r_{1i}*YR_{ti} + e_{ti}$$

Model testi sinizm boyutunun bu ilişkide düzenleyici rolü olmadığını (β_{11} = -0,03, t = -0,59, p = 0,554) göstermiş ve Hipotez 8b desteklenmemiştir. Ancak, sinizm ve servis sabotajı arasındaki temel etki anlamlıdır (β_{01} = 0,39, t = 2,82, p = 0,006).

Derinden rol yapma ve duygu ifadeli hizmet arasında büyüklenmeci narsisizmin düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$DH_{ti} = \beta_{00} + \beta_{01}*BN_i + \beta_{10}*DR_{ti} + \beta_{11}*BN_i*DR_{ti} + r_{0i} + r_{1i}*DR_{ti} + e_{ti}$$

Model testi büyüklenmeci narsisizmin bu ilişkide düzenleyici rolü olmadığını (β_{11} = 0,05, t = 0,30, p = 0,762) göstermiş ve Hipotez 9a desteklenmemiştir. Büyüklenmeci narsisizmin temel etkisi de bulunmamıştır.

Derinden rol yapma ve duygu ifadeli hizmet arasında Makyavelizm'in taktik boyutunun düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$DH_{ti} = \beta_{00} + \beta_{01}*TAK_i + \beta_{10}*DR_{ti} + \beta_{11}*TAK_i*DR_{ti} + r_{0i} + r_{1i}*DR_{ti} + e_{ti}$$

Model testi taktik boyutunun bu ilişkide düzenleyici bir rolü olmadığını (β_{11} = 0,04, t = 0,91, p = 0,371) göstermiş ve Hipotez 9b desteklenmemiştir. Taktik boyutunun temel etkisi de bulunmamıştır.

Derinden rol yapma ve duygu ifadeli hizmet arasında birincil psikopatinin düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$DH_{ti} = \beta_{00} + \beta_{01}*BRPS_i + \beta_{10}*DR_{ti} + \beta_{11}*BRPS_i*DR_{ti} + r_{0i} + r_{1i}*DR_{ti} + e_{ti}$$

Model testi birincil psikopatinin bu ilişkide düzenleyici bir rolü olduğunu (β_{11} = 0,07, t = 2,10, p = 0,040) göstermiştir. Bu sonuç birincil psikopati boyutunda yüksek puana sahip kişilerin aktivasyon yönelimli bir strateji olan derinden rol yapmayı tercih ettiklerinde derinden rol yapma ile duygu ifadeli hizmet arasındaki ilişkinin daha güçlü olduğunu göstermiştir. Hipotez 9c desteklenmiştir. Birincil psikopatinin temel etkisi bulunmamıştır.

Yüzeysel rol yapma ve duygusal tükenmişlik arasında kırılgan narsisizmin düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$DT_{ti} = \beta_{00} + \beta_{01}*KN_i + \beta_{10}*YR_{ti} + \beta_{11}*KN_i*YR_{ti} + r_{0i} + r_{1i}*YR_{ti} + e_{ti}$$

Model testi kırılgan narsisizmin bu ilişkide düzenleyici rolü olmadığını (β_{11} = 0,11, t = 1,59, p = 0,117) göstermiş ve Hipotez 10a desteklenmemiştir. Ancak, kırılgan narsisizm ve duugusal tükenmişki arasındaki temel etki anlamlıdır (β_{01} = 0,43, t = 2,72, p = 0,008).

Yüzeysel rol yapma ve duygusal tükenmişlik arasında Makyavelizm'in sinizm boyutunun düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$DT_{ti} = \beta_{00} + \beta_{01}*SNZ_i + \beta_{10}*YR_{ti} + \beta_{11}*SNZ_i*YR_{ti} + r_{0i} + r_{1i}*YR_{ti} + e_{ti}$$

Model testi sinizm boyutunun bu ilişkide düzenleyici bir rolü olmadığını (β_{11} = 0,03, t = 0,36, p = 0,718) göstermiş ve Hipotez 10b desteklenmemiştir. Temel etki de anlamlı bulunmamıştır.

Derinden rol yapma ve işe adanmışlık arasında büyüklenmeci narsisizmin düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$İA_{ti} = \beta_{00} + \beta_{01}*BN_i + \beta_{10}*DR_{ti} + \beta_{11}*BN_i*DR_{ti} + r_{0i} + r_{1i}*DR_{ti} + e_{ti}$$

Model testi büyüklenmeci narsisizmin bu ilişkide düzenleyici rolü olmadığını (β_{11} = 0,12, t = 0,31, p = 0,757) göstermiş ve Hipotez 11a desteklenmemiştir. Temel etki de anlamlı bulunmamıştır.

Derinden rol yapma ve işe adanmışlık arasında Makyavelizm'in taktik boyutunun düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$İA_{ti} = \beta_{00} + \beta_{01}*TAK_i + \beta_{10}*DR_{ti} + \beta_{11}*TAK_i*DR_{ti} + r_{0i} + r_{1i}*DR_{ti} + e_{ti}$$

Model testi taktik boyutunun bu ilişkide düzenleyici bir rolü olduğunu (β_{11} = 0,12, t = 1,95, p = 0,05) göstermiştir. Bu sonuç Makyavelizm'in taktik boyutunda yüksek puana sahip kişilerin aktivasyon yönelimli bir strateji olan derinden rol yapmayı tercih ettiklerinde derinden rol yapma ile işe adanmışlık arasındaki ilişkinin daha güçlü olduğunu göstermiştir. Aktivasyon yönelimli bir kişilik özelliğinin aktivasyon yönelimli bir ilişkide güçlendirici etkisini gösteren bu sonuç ile Hipotez 11b desteklenmiştir. Taktik boyutunun temel etkisi anlamlı bulunmamıştır.

Derinden rol yapma ve işe adanmışlık arasında birincil psikopatinin düzenleyici rolü için test edilen model aşağıdaki gibidir:

$$İA_{ti} = \beta_{00} + \beta_{01}*BRPS_i + \beta_{10}*DR_{ti} + \beta_{11}*BRPS_i*DR_{ti} + r_{0i} + r_{1i}*DR_{ti} + e_{ti}$$

Model testi birincil psikopatinin bu ilişkide düzenleyici rolü olduğunu (β_{11} = 0,16, t = 3,09, p = 0,003) göstermiştir. Birincil psikopati boyutunda yüksek puana sahip kişiler aktivasyon yönelimli bir strateji olan derinden rol yapmayı tercih ettiklerinde derinden rol yapma ile işe adanmışlık arasındaki ilişki daha güçlüdür. Birincil psikopatinin işe adanmışlık üzerinde temel etkisi olmamasına rağmen aktivasyon yönelimli bir kişilik özelliği olarak aktivasyon yönelimli bir ilişkide güçlendirici etkisi bulunmuştur. Hipotez 10c desteklenmiştir.

Sonuçların hepsi beraber değerlendirildiğinde inhibisyon yönelimli karanlık kişilik özelliklerinin düzenliyici etkilerinin bulunmadığı görülmüştür. Aktivasyon yönelimli özelliklerden birincil psikopati için önerilen hipotezlerin hepsi desteklenmiş; taktik boyutu için derinden rol yapma ve çalışan iyi oluşu sonuç değişkeni (işe adanmışlık) arasındaki ilişkiyi öneren hipotez desteklenmiştir. Büyüklenmeci narsisizim aktivasyon yönelimli olmasına rağmen bu özellik için önerilen düzenleyici etkiler için destek bulunmamıştır.

TARTIŞMA

Bu çalışmanın temel amacı, Karanlık Üçlü özellikleri ile ilgili literatürü araştırmak ve bu kişilik özelliklerinin duygusal emek süreçleri üzerindeki etkileri üzerine önerilen bir modeli incelemekti. Bu çalışma birkaç yönden yeni olan önermeler sunmaktadır. Geçtiğimiz 15 yılın kişiliğin karanlık yüzüyle ilgili literatür açısından verimli geçtiği bilinmektedir. Araştırmacılar, daha derin bir anlayış için antisosyal kişilik özelliklerini inceleme ihtiyacından bahsetmiştir (Veselka ve ark., 2012). Kişilik özelliklerinin karanlık tarafına sahip insanlar şu anda iş hayatında yer almaktadır ve gelecekte de iş gücünde olacaklardır. Doktora tezi kapsamında yürütülen bu çalışma ile kişiliğin karanlık tarafıyla ilgili keşfedilmemiş bazı alanlara ışık tutmak amaçlanmaktaydı. Bu amaçla günlük yöntemiyle veri toplanmış olması duygusal emek stratejileri ve sonuç değişkenleri arasındaki ilişkide çapraz gecikme etkisinin de araştırılmasına olanak sağlamıştır.

Bu doğrultuda oluşturulan hipotezler araştırılmış ve şu sonuçlara ulaşılmıştır. Çapraz gecikme etkisi için yalnızca yüzeysel rol yapma ve duygusal tükenmişlik arasındaki ilişki anlamlıdır, yani iki değişken de birbirini yordamaktadır. Derinden rol yapma ve işe adanmışlık arasında iki değişkenin de birbirini yordadığına dair destek bulunamamıştır. Bu iki değişken arasında alanyazında karışık sonuçlar bulunmaktadır.

Alanyazında yalnızca derinden rol yapmanın yordayıcı etkisi araştırılmıştır ve bazen anlamlı pozitif bazen anlamsız ilişkiler bulunmuştur. Bu çalışmanın sonuçları derinden rol yapmanın yordayıcı etkisini reddetmiş ancak işe adanmışlığın yordayıcı etkisi için karışık sonuçlar bulmuştur. İşe adanmışlığa dair bu araştırmada elde ettiğimiz bulguların tekrarlanmasına ihtiyaç duyulmaktadır.

Karanlık Üçlü ve duygusal emek stratejileri arasındaki doğrudan ilişkileri inceleyen hipotezler için sonuçlar şu şekildedir: Makyavelizmin taktik boyutu, büyüklenmeci narsisizm ve birincil psikopati ile derinden rol yapma arasında beklenen anlamlı ilişkiler bulunmamıştır. Sinik Makyavelizm ve kırılgan narsisizmin yüzeysel rol yapma ile beklendiği şekilde anlamlı pozitif yönde ilişkileri gözlenmiştir. Genel olarak bakıldığında aktivasyon yönelimli olarak gruplanan karanlık kişilik özellikleri ile aktivasyon yönelimi olan derinden rol yapma arasında anlamlı ilişkiler bulunamamıştır. Ancak, inhibisyon yönelimli karanlık kişilik özellikleri ile inhibisyon yönelimli yüzeysel rol yapma stratejisi arasındaki ilişkilerin hepsi anlamlıdır. Bu aktivasyon yönelimli karanlık kişilik özelliklerinin duygusal emek strateji seçimi konusunda aktivasyon yöneliminden başka motivasyonlara sahip olduğunun bir kanıtı olabilir. Birincil psikopati düzeyi yüksek olanlar ise beklenenin aksine yüzeysel rol yapma stratejisini benimsemişlerdir.

Karanlık Üçlü kişilik özelliklerinin düzenleyici etkisine ait desteklenen sonuçlar şu şekildedir: Birincil psikopati boyutunda yüksek puana sahip kişiler aktivasyon yönelimli bir strateji olan derinden rol yapmayı tercih ettiklerinde derinden rol yapma ile duygu ifadeli hizmet ve de işe adanmışlık arasındaki ilişki güçlenmektedir. Makyavelizm'in taktik boyutunda yüksek puana sahip kişiler de aktivasyon yönelimli bir strateji olan derinden rol yapmayı tercih ettiklerinde derinden rol yapma ile işe adanmışlık arasındaki ilişki güçlenmektedir.

Aktivasyon yönelimli karanlık kişilik özelliklerinin derinden rol yapma ile doğrudan ilişkiye sahip olmaması bu özelliklerin düzenleyici etkisinin bulunmasına katkı sağlamaış olabilir. Büyüklenmeci narsisizm bu tartışmanın dışında tutulmaktadır. Bu karakter özelliği için zorunlu seçim yöntemi kullanan bir ölçek ile veri toplanmış olması varyansı daraltmıştır ve sonuçlar üzerinde etkili olmuş olabilir. Ayrıca, büyüklenmeci narsisizmin aktivasyon yönelimli olmasına rağmen derinden rol yapma ile anlamlı ilişkisini bulamayan çalışmalar (Grandey, 2002; Diefendorf vd., 2005) bu çalışmanın sonuçları ile tutarlıdır. İnhibisyon yönelimli karanlık kişilik

özelliklerinin yüzeysel rol yapma ile ilişkili olması ve çoklu seviye analizlerinde sonuç değişkenleri olan servis sabotajı ve duygusal tükenmişlik ile de anlamlı temel etkilerinin bulunmuş olması bu özelliklerin düzenleyici rollerinin bastırılmış olabileceğini düşündürmüştür.

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