The Role of Psychological Capital in The Effect of Compulsory Organizational Citizenship Behavior on Organizational Cynicism

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Abstract

The aim of this study is to reveal whether Psychological Capital (PC) has a positive effect in Compulsory Organizational Citizenship Behavior (COCB) that push employees to a cynical attitude and behavior. In other words, this study examines the role of high and low level of PC between COCB and Organizational Cynicism (OC). A basic food producer enterprise located in the province of Gaziantep and in the Istanbul Chamber of Industry (ICI) 500 list of 2019 was selected for the research within the scope of the study. The data required for the research were collected using the questionnaire method and the data set of 305 people was analyzed with the SPSS 22 statistics program. The negative mediating role of PC in the impact of the COCB on OC and its sub-dimensions was tested by Multiple Regression Analysis. As a result of the analysis, it was found statistically significant that PC meaningfully moderation the COCB, however, the decreased COCB relatively less increased OC. In addition, it has been found statistically significant with Hierarchical Regression Analysis that PC has a moderatory role in the effect of COCB on OC. As a result, the mediation and moderation role of PC in the effect of COCB on OC was evaluated within the framework of the system approach and it is considered that the application of the measures to be taken at the same time to increase the PC and to decrease the COCB and OC will have a synergistic effect.

Keywords: Organizational Citizenship Behavior, Compulsory Citizenship Behavior, Organizational Cynicism, Psychological Capital.

Jel Codes: M12, M19

1. Introduction

It is a known fact that negative organizational behavior concepts relatively cause more damage than the positive organizational behavior concepts contribute to organizations in terms of management (Şen and Mert, 2019: 16). By considering that employees are the most important production factor examining the concepts of organizational behavior becomes one of the most important arguments of managers for strategic

management (Erkutlu, 2015: 9). At this point, the presupposition that PC will reduce the effect of COCB on OG is actually based on the Positive Psychology Theory. The concept of positive psychology against the concept of psychology, mostly addresses the negative aspects of employee behavior and attitudes, first emerged at the 1998 American Psychological Association Congress. With this concept, it is seen that the literature perspective has changed and has been developed by Seligman and Csikszentmihalyi (2000). Thus, with the developing effect of positive psychology, it is considered that the abilities individuals have are actually a power and many features can be developed with them (Erkutlu, 2015: 9). Positive Psychology Theory was developed by Luthans (2002) to be applied to organizational theory and the field of organizational behavior. At this point, according to the positive psychology theory, concepts such as organizational identification, individual-organizational adaptation, work commitment, organizational commitment, OCB, proactive behavior, pro-social behavior affect the performance positively by eliminating the existing negativities of the organization.

The aim of this study is to determine whether PC will have a positive contribution to reduce the COCB leading employees to a cynical attitude and behavior and to test the mediating and moderatory role of PC level in the relationship between COCB and OC. For this purpose, firstly, a literature review on the concepts of COCB, OC and PC was mentioned, and previous studies and researches examining the relationship of these concepts with each other were examined. Then, the results of the applied research on the subject were conveyed and the findings were evaluated.

2. Literature Review

The conceptual definition of COCB, which is described as the dark side of OCB, which has been the subject of important studies in the literature, has been made and its dimensions have also been determined. Although beyond-role actions outside of the job description are on a voluntary basis in the OCB, these actions are not always done voluntarily and with free will (Bolino et al., 2004; 2010; 2006; Zhang et al., 2011). In fact, the subject that can be applied to both the OCB and the COCB is still regarded as a role behavior or a job description. Because it is considered that the uncertainty in the role definitions in organizations causes negative perception of justice, creates social and personal interpretation problems for employees and managers, and creates employees who are forced to perform extra role behavior much as they would not

like to (Rousseau, 1979; Vigado-Gadot, 2006). It is mentioned that managers who try to increase efficiency and effectiveness and do this by focusing on OCB, give much importance on the behaviors that are outside of the role definitions and put pressure on the implementation of role behaviors that require OCB (Vigado-Gadot, 2006: 88-90). According to this way of thinking, OCBs actually cause destructive and very harmful results, contrary to many positive results listed in the literature. Vigado-Gadot (2006; 2007) named these actions as "Compulsory Citizenship Behavior" which occurred as a result of obression rather than by one's own accord. In our study, these beyond-role behaviors are called "COCB (Compulsory Organizational Citizenship Behavior)" because they are the same as OCB except motivation. COCB is also defined as OCB which is caused by abusive management by other employees or by social and organizational external pressures. Sökmen (2018: 404-405) defines COCB as a concept that emerges as oppressive due to its importance in the success of the organization against the volunteerism of the OCB. Yıldız and Yıldız (2015: 30-31) express that COCB, which is defined as the demand for extra role behavior created by pressure on employees, has devastating effects in the long run. When the above-mentioned and similar definitions are examined, it is evaluated that the concept of COCB needs a broader definition. Thus COCB, resulting from the emergence of the augmenting requirement due to the efficiency and productivity-enhancing effect of the OCB in today's severe competitive conditions, can be expressed as a set of positive-looking but actually destructive behaviors stemming from pressures against OCB's nature.

Seligman (1999), who predicts that psychology science can improve the positive aspects of the employee instead of dealing with only the negative aspects and thus can be productive, come up with the concept of "Positive Psychology" (Gable and Haidt, 2005: 103). The transition from positive psychology to the concept of positive organizational behavior and its definition was made by Luthans (2002). In this definition, expression of research, which aimed at increasing the psychological powers of the management on human resources in a measurable way in order to improve the working environment positively, is mentioned (Luthans, 2002: 697). Positive organizational behavior as a thinking system are two new concepts that emerged as a result of the development of SC and positive psychology. The concepts of positive psychology and positive organizational behavior, which are in a cause and effect relationship, are considered to be the management of the organization with a strategic perspective by developing and managing the positive aspects of employees in today's competitive environment (Luthans and Youssef, 2004: 327). The expression

of who we are and to what point we can develop if we develop positively is defined as PC (Luthans, Youssef, and Avolio, 2007). In many sources 4 dimensions of PC are considered as optimism, hope, self-efficacy and psychological resilience.

The cynicism, which is the basis of the concept of OS, described as a philosophy of life that refers to keeping away from both various pleasures and problems. In the first studies on cynicism among American employees, it was expressed as "distrust of managers and rules" (Bateman et al. 1992). Attribution, expectation, social motivation, attitude, social exchange and emotional events theories are the fundamentals of the OS concept in many respects (James, 2005). However, "Expectation and Social Motivation" theories are more striking than others in terms of motivation and cognition. In this sense, it is thought that the basis of the concept of OS is cognitive and affective cynic attitudes caused by feelings such as insecurity and disbelief (Pelit and Pelit, 2014: 85). Within this scope, the most widely accepted definition of OS is "the negative attitude of the individual, arising from the belief that his expectations cannot be met, towards the organization/management to which he/she is affiliated" (Dean et al. 1998). Andersson (1996), on the other hand, defines OC as a negative attitude involving a lack of trust and hope and disappointment towards a person, group, and social environment. From another point of view, OS emerges with the effect of can't meet the organizational expectations (Reichers et al. 1997, 48 59). OC is defined by Bedeian (2007) as "negative attitude of the employee towards the company". Wilkerson et al. (2008), on the other hand, explains OC as "a negative attitude based on the idea that the methods and processes of the organization in relation to the procedures are in conflict with the interests of the employees". The reasons that form the OC are examined in two main focus as individual and organizational. Negative leadership, doubt, anxiety, introversion and abusive (toxic) leadership are mentioned as the personal reasons of OC. In addition to all these, under the main topic of the individual reasons of OC, the personal characteristics of the employees are considered to be little or no effect (Pelit and Pelit, 2014: 92). As a result, it is expressed that OC can occur due to many reasons such as the perception of violation of social contract, organizational injustice, negative working conditions, negative leadership, and lack of communication (Cartwright and Holmes, 2006: 201). Anyhow, it is considered that the reasons for the OC are the reasons for the employee's loss of faith in his organization. Anyhow, it is evaluated that the reasons for the OC are related with the reasons for

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

EMI journal

the employees loss of confidence in his organization. 3 dimensions, of which are cognitive, affective and behavioral dimension, were developed in order to determine the level of the OS by Dean et al. (1998).

2.1. Relationship Between CCOB and OC

It would not be wrong to say that COCB, which is seen as an illusion of COB, has been examined together with many concepts or on its own in the literature, will have negative effects contrary to COB. In the examinations about COCB and negative organizational behavior variables, Zhao et al. (2013) and low level of identification with abusive management and Zhao et al. (2014), job stress, organizational negative policies, and a positive relationship between burnout syndrome and Vigado-Gadot (2006) are expressed. On the contrary, the negative relationship between positive organizational behavior concepts and COCB has been determined. Some of those can be listed as OCB, organizational trust, job satisfaction, innovation, decision-making, psychological security (Vigado-Gadot, 2007; Zhao et al., 2014). In this context, contrary to OCB, it would not be wrong to say that COCB will have a negative relationship with positive organizational behavior variables and a positive relationship with negative organizational behavior variables.

OCB's explanation is made with theory of social change (Bedük and Ertürk, 2015: 5). According to the theory of social change, returns for positive contributions are rewards and gains, and and this reciprocity creates a relevance and continues also as long as it is maintained. In this sense, the employee and the organization do mutual favors and this becomes an expectation. As long as this expectation is met, the relationship continues. At this point, the fact that the organization in general and the organization management in particular always expects some non-role OCB behaviors and this expectation becomes a compulsion, may cause the OCBs to turn into COCBs. That is exactly why, when OCB and social change theory are insufficient to explain COCB, social impact theory, which comes into play with social learning theory and expectancy theory, becomes to explain COCB. In relation to all these, it is evaluated that the "being in the same direction" relationship between COCB and OC can be explained by Social Identity Theory. It is stated that individuals' efforts towards self-actualization can be through organizational identification, that is, by combining the values of the organization with their own values (Zhao et al., 2014). While evaluating the role of especially this aspect of the social impact resulting from social pressures in the

formation of COCB, the same directional social change theory effect can be determined in the formation of OC. Theories used in the explanation of OC can be summarized as the theories of expectation, forgiveness, social motivation, attitude, social change and emotional events (Erkutlu, 2017: 94). Among these theories, social change and expectation theories are also used to explain the COCB (Yak and Sökmen, 2018). Hopelessness about the future and resistance to change based on this, failure despite effort, seeing OCBs as a job description, inability to obtain the expected value, in other words Expectation Theory, constitute the common points of OC and COCB. Thus, theories of social change, social identity and expectation constitute the theoretical basis of our "as the COCB increases, the OC will increase" hypothesis.

Since COCB is a relatively new concept, studies examining the relationship between COCB and OC are rarely encountered in the literature. In their study, Vigado-Gadot (2006: 8) put forward the hypothesis that the relationship between COCB and OCB has a negative correlation and proved this hypothesis. In this context, the results of the studies examining the relationship between OCB and OC are also in this direction (Abraham, 2000: 287; Andersson, 1996: 1397-1398; Abraham, 2000). Limited number of studies in the literature, the relationship between COCB and OC has been found to be positive. For instance, Yakın and Sökmen (2018) determined a positive and significant relationship between COCB and OC. In addition, theory of social identity and theory of expectation constitute the theoretical basis of our "as the COCB increases, the OC will increase" hypothesis. In addition, when combined with Vigoda-Gadot's (2006: 8) finding that OCB will have the opposite effect on the organizational behavior variables of COCB, it is considered that a positive effect of COCB should be expected on OC. Based on the explanations made, the first hypothesis to be tested in this study is as follows:

    H1: COCB (positively) affects OC.

       H1a: COCB (positively) affects the cognitive dimension of OC.

       H1b: COCB (positively) affects the affective dimension of OC.

       H1c: COCB (positively) affects the behavioral dimension of OC.

2.2. Relationship Between COCB and PC

No study examining the relationship between COCB and PC has been found in the literature review. Compared to OCB traditionally, COCB is not considered as a concept other than the spontaneous

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

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performance of beyond-role behaviors (Vigoda-Gadot, 2006: 85; Zhao et al., 2014: 178). For this reason, it is considered that studies (Peng and Zhao, 2012-2014; Spector and Fox, 2010; Vigoda-Gadot, 2006) have focused on examining the specific and opposite relationship between COCB and OCB. The studies of Vigoda-Gadot in Israel and Peng and Zhao in China support the negative relationship between COCB and OCB (Peng and Zhao, 2014: 178). From this point of view, by examining the OCB-PC relationship, it is thought that we can evaluate the relationship between COCB-PC with the presumption that the relationship between COCB-PC will be the opposite of OCB-PC. In the literature review, employees with high PC are expected to have higher OCB due to their positive general mood, cognitive and organizational impressions (Wageeh, 2015; Todd and Kent, 2006: 253; Lifeng, 2007: 328-334; Norman et al., 2010: 380-394; Luthans and Youssef, 2007: 338; Qadeer, 2014: 460).

It is considered that considering the sub-dimensions of the PC concept will expand the analysis and perspective. It is accepted that PC consists of hope, psychological resilience, self-sufficiency and optimism (Luthans, 2002). Although there are no studies in the literature between PC and COCB, it is stated that there is a positive relationship between PC and OCB in the same direction. At this point, the self-sufficiency dimension of PC comes to mind when it is evaluated that the transition from OCB to COCB is explained by social identity theory and organizational identification is used as a bridge for this also. Zhao et al. (2014) states that COCB may occur if an individual who tries to realize himself by establishing strong ties with his/her organization compulsorily shows OCB. The self-sufficiency dimension of the individual consists of the belief that his/her knowledge and skills are sufficient and that he/she can bring them to life. In this case, there may be adverse effects for self-actualization and self-sufficiency, just like the explanation of the COCB by Social Identity Theory. It is one of the presuppositions of Social Identity Theory that individuals think their group as better and more positive than other groups and therefore identify with their existing groups. According to this theory, all the knowledge we have is a result of social comparison. So, it's won't be wrong to say that the self-sufficiency, which is a dimension of both COCB and PC, negatively affects each other. It is considered that this hypothesis is sufficient to say that the relationship between COCB and PC will likewise be negative. Based on the explanations made, the second hypothesis to be tested in this study is as follows:

H2: COCB (negatively) affects PC.

2.3. Relationship Between PC and OC

In the literature, the number of studies examining PC and OC together is considered to be very insufficient and it is stated that PC and OC take the attitudes and perceptions to forefront within the organization as a concept. However, the PC focuses on the positive attitudes and perceptions of the employees, while the OC focuses on a negative point such as the cynical attitudes of the employees. Before reviewing the literature review results of the relationship between PC and OC, it may be necessary to put forth the relationship between the theoretical basis of these two concepts. At this point, we can compare the dimensions and components of both concepts. It is considered that an employee, who is likely to have negative perceptions and attitudes such as disappointment, insecurity, humiliation, opposition, obstruction and despair, will be more difficult to be channelled to cynicism-related behaviors if he/she has developed hope and optimism, self-sufficiency and also psychological resilience. In other words, he/she will most likely be protected from OC. When the relationship between PC and OC is examined in the literature, there is an association almost without exception. Accordingly, it is expected that the relationship between PC and OC and its sub-dimensions will be negative (Avey, Wernsing and Luthans, 2008: 62-121; Avey, Luthans and Youssef, 2010: 664). Based on the explanations made, the third hypothesis to be tested in this study is as follows:

H3: PC (negatively) affects OC.

   H3a: PC (negatively) affects the cognitive dimension of OC.

   H3b: PC (negatively) affects the affective dimension of OC.

   H3c: PC (negatively) affects the behavioral dimension of OC.

Considering the effects of COCB and PC on OC, it was thought that PC may have a mediating and moderatory role in the effect of COCB on OC, and in this study, the effect of PC on the aforementioned relationship was analyzed and the following hypotheses were tested;

H4: PC has a mediating role in the effect of COCB on OC.

   H4a: PC has a mediating role in the effect of COCB on the cognitive dimension of OC.

   H4b: PC has a mediating role in the effect of COCB on the affective dimension of OC.

   H4c: PC has a mediating role in the effect of COCB on the behavioral dimension of OC.

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

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H5: PC has a moderatory role in the effect of COCB on OC.

H5a: PC has a moderatory role in the effect of COCB on the cognitive dimension of OC.

*H5b: PC has a moderatory role in the effect of COCB on the affective dimension of OC.*

H5c: PC has a moderatory role in the effect of COCB on the behavioral dimension of OC.

3. A Research on The Role of PC in The Effect of COCB on OC and its Sub-Dimensions

3.1. Purpose and Scope of the Research

The purpose of this research is to examine the relationships between COCB, OC and PC and to test the mediation/moderatory role of PC in the effect of COCB on OC. The aim of this research is to reveal whether the PC will have a positive contribution in reducing and preventing the COCB from pushing employees to a cynical attitude and behavior. In other words, what kind of role the high and the low level PC will have between COCB and OC is examined in this study. In other words, this study examines what kind of role "the high and low level PC" will have between COCB and OC. Developed within the framework of the purpose of the research the research model, which includes basic and sub-dimensions, is given in Figure 1.

Figure 1. Research Model
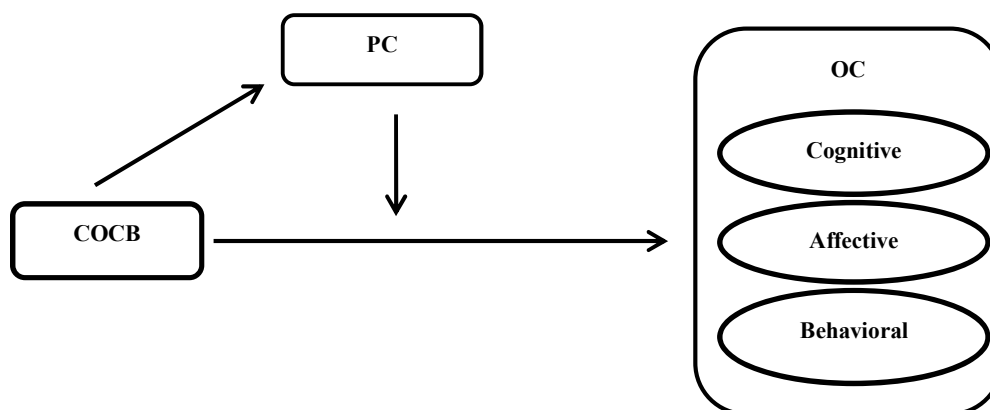
A food producing company, which is in the list of Turkey's Top 500 Industrial Enterprises (ICI 500) and operates in the province of Gaziantep, was selected for our research. Although the reasons for choosing such a company for research are varied, the main reason is that it operates in the staple food production field. In addition, the correctness of the choice of company has been proven by the increased demand for staple food and the strategic importance of the staple food sector accordingly during the coronavirus pandemic (COVID-19). A questionnaire was applied to 310 employees of the company, which has a total of 1200 employees and engages in 5 main sectors, 305 of them were determined as valid and thus the data set was obtained.

3.2. Data Collection Method and Scales

The study was carried out with a questionnaire and demographic variables are at the beginning of the 33-question questionnaire form. In this study, a one-dimensional five-item scale, which was created by Vigoda-Gadot (2007) and whose 0.96 validity and 0.88 reliability coefficients were determined by Seren and Baydın (2017), was used to measure COCB. In order to measure OC, which is the dependent variable of the research, we used the 3-dimensional 13-item scale of Brandes et al. (1999). Consisting of 4-dimension and 24-item the PS scale, which originally created by Luthans et al. (2007), was used. A 6-item for each, total 24-item scale was created for dimension of PC whose dimensions are hope, self-efficacy, psychological resilience, and optimism. It was evaluated that this scale would be appropriate to be used in our study due to its high validity and reliability rates. The decision that the questionnaire prepared for the article was prepared in accordance with the Higher Education Institutions Scientific Research and Publication Ethics Directive was made with the Decision No. 01 of the Social and Human Sciences Scientific Research and Publication Ethics Committee of Hatay Mustafa Kemal University at the meeting dated 08/08/2019.

3.3. Data Analysis Method

The data set created by the survey method was analyzed using the SPSS-22 program. Initially, internal consistency values (Cronbach Alpha coefficients) were calculated to determine the reliability of the scales. LISREL program was used for confirmatory factor analysis. After testing the compliance of the data set to

normal distribution, the reliability and validity of the scales were verified by exploratory and confirmatory factor analyzes with internal consistency coefficients. In order to determine the level and direction of the relationship between the variables, correlation analysis was applied in the next step. Then, the effect of COCB on OC, the effect of COCB on PC and the effect of PC on OC was revealed by regression analysis. Finally, the relationship of COCB with OC and its sub-dimensions and the role of PC's mediation and moderatory role in this relationship were tested seperately with multiple and hierarchical regression analyzes.

3.4. Results and Evaluatioin of Findings

In the research, it was determined that 74% of the 305 employees who filled out the questionnaire are primary and high school graduates while 17.4% of are university graduates. The sample is predominantly composed of primary and high school graduates (72%), 20-40 years of age (79%), and 1-10 years of employment (89.8%). Regarding gender and marital status, the majority of the employees are male (89.2%) and single (80%). When the units and job distribution are examined, it is striking that blue-collar employees are superior in number to white-collar employees, in accordance with the typical characteristics of production companies. Only 9.5% of the total number of employees is in the management department while 33% of the total number of employees is in the production department and 26.9% is in the logistics. Similarly, while 57.3% of the employees consist of workers, a rate of 24% is observed in jobs such as manager, accountant, technician.

3.4.1. Normality Tests Results of the Scales

While there are researchers stating that kurtosis and skewness values have to be between +1 and -1 (Hair et al. 2013), there are also some researchers who argue that these values could be between +1.5 and -1.5 (Tabachnick and Fidel, 2013). In accordance with the above definitions, it was determined that the skewness and kurtosis values of COCB, PC and OC are between +1.5 and -1.5 in Table 1.

Table 1. Normality Tests of Scales

	COCB	**PC**	**OC**
Mean	2,7830	3,9295	2,6159
Skew	0,1320	-1,4910	0,4300
Kurtosis	-0,9400	1,5990	-1,1420

3.4.2. Reliability and Validity Analysis of the Scales

Cronbach Alpha values of COCB, PC and OC are shown in Table 2. All of the values are above 0.8. It was determined that the measured values of 0.83 for COCB, 0.96 for PC and 0.93 for OC were "very reliable" items. Based on this point, it was determined that the internal consistency values of the scales were high.

As a result of the DFA performed to examine the structure validity of the COCB, it was determined that the factor loads of the COCB varied between 0.50 and 0.84. Error variances are between 0.29 and 0.75. The fit indices were determined as follows; X^2 (29.55) / df (5): 5.91, p value: 0.00, RMSEA: 0.127, SRMR: 0.045, NFI: 0.97, NFI: 0.94, CFI: 0.97, GFI: 0.96 and AGFI: 0.89. While X^2 / df, RMSEA and AGFI values of COCB were weak, SRMR, NFI, NNFI, CFI, GFI values were found to be in perfect fit. The t values obtained as a result of the DFA related to the items in the COCB are between 8.78 and 17.33 (p <0.05). Since the COCB is a new concept in the literature, it is considered that its scale should be developed in parallel. The modification suggestions were revised and according to the results obtained after combining the error variances of the 25th and 28th items, the factor loadings of the COCB vary between 0.53 and 0.84. The error variances of the items are between 0.29 and 0.72. The t values obtained as a result of DFA for the items in the COCB are between 9.31 and 17.36 (p<0.05). As a result of this analysis, it has been determined that the X^2 / df value of the COCB is at a moderate-level, the RMSEA value is at a weak-level, the SRMR, NFI, NNFI, CFI, GFI values are at an excellent- level, and the AGFI value is at a good-level. When all values are examined together, it can be said that the single factor structure of the COCB is in harmony.

As a result of the DFA performed to examine the construct validity of the PC scale, it was determined that the factor loads of the PC scale varied between 0.49 and 0.81. Error variances were between 0.34 and 0.76. The fit indices were determined as follows; X^2 (751.19) / df (246): 3.05, p-value: 0.00, RMSEA: 0.082,

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

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SRMR: 0.048, NFI: 0.96, NNFI: 0.97, CFI: 0.97, GFI: 0.83 and AGFI: 0.79. It was determined that the X^2 / df value of the PC scale showed a moderate-level fit, the values of RMSEA, GFI and AGFI showed a weak-level fit, and the CFI, NFI, NNFI, SRMR values showed a perfect-level fit. The t values obtained as a result of the DFA related to the items in the PC scale are between 8.83 and 17.00 (p <0.05). Because X^2 / df, RMSEA, GFI and AGFI values were not within acceptable limits, modification suggestions were reviewed and it was decided to combine the error variances of items 3 and 4. The values taken by the 3rd item as 0.40 and the 4th item as 0.38 are the two lowest values among all the items. According to the results obtained after the modification process, the factor loads of the PC scale vary between 0.49 and 0.79. The error variances of the items are between 0.38 and 0.76. The t values obtained as a result of DFA related to the substances in PC are between 8.85 and 16.25 (p <0.05). As a result of this analysis, it was determined that the X^2 / df, SRMR, CFI, NFI and NNFI values of the PC scale showed an excellent-level fit and the RMSEA value showed a good-level fit. GFI and AGFI values increased after the modification process but were not found at a good level. When all values are examined together, it is evaluated that the 4-dimensional 24-item structure of the PC scale is valid.

As a result of the DFA performed to examine the construct validity of OC, it was determined that the factor loads of OC changed between 0.71 and 0.92. Error variances were between 0.15 and 0.50. The fit indices were determined as follows; X^2 (354.52) / df (62): 5.72, p value: 0.00, RMSEA: 0.125, SRMR: 0.047, NFI: 0.96, NNFI: 0.96, CFI: 0, 97, GFI: 0.85 and AGFI: 0.78. It was determined that X^2 / df, RMSEA, GFI and AGFI values of OC showed a weak-levelfit, and CFI, NFI, NNFI and SRMR values showed perfect-level fit. The t values obtained as a result of CFA regarding the items in OC were between 13.66 and 20.93 (p <0.05). Because the X^2 / df, RMSEA, GFI and AGFI values were not within acceptable limits, the modification suggestions were reviewed and it was decided to combine the error variances of the 37th and 38th items with the error variances of the 41st and 42nd items.

After the modification process, the factor loads of OC varied between 0.68 and 0.94. Error variances of the items after modification are between 0.11 and 0.54. The t values obtained as a result of DFA regarding the items in OC are between 12.71 and 21.83 (p <0.05). As a result of this analysis, it was determined that X^2 /

df, SRMR, NFI, NNFI and CFI values of PS showed perfect-level fit, RMSEA and GFI values showed a good-level fit, and AGFI value showed weak-level fit. When all values are examined together, it can be said that the 3-factor structure of OC shows perfect-level fit.

Table 2. KMO and Barlett's Test

		COCB	PC	OC
KMO Meassure of Sampling Adequacy		0,831	0,962	0,937
Bartlett's Test of Sphericity	**App. Chi-Square**	680,740	5212,192	3531,997
	Df	10,000	276,000	78
	Sig.	0,0000	0,0000	0,0000

3.4.3. Correlation Analysis In the light of the model and the developed hypotheses in this study, pearson multiple correlation analysis was performed to determine the degree and direction of the correlation between COCB, PC and OC and its sub-dimensions. As seen in Table 3, all the correlation between COCB, PC, OC and their sub-dimensions were found to be significant ($p < 0.05$).

There is a negative correlation of $r_{(305)} = -0.229$ between COCB and PC. As a general acceptance, although the correlation level below 0.3 is considered to be weak, in cases where the sample number is more than 200, the correlation level above 0.2 is also considered to be significant enough (Nakip, 2013: 427).

Both COCB and OC variables are negative organizational behavior variables, and a positive correlation level $r_{(305)} = 0.746$ ($p < 0.05$) was found between the two. The correlation of COCB with the sub-dimensions of OC is similar; the correlation with the cognitive dimension is strong with $r_{(305)} = 0.730$, the correlation with the affective dimension is also strong with $r_{(305)} = 0.706$, but the correlation with the behavioral dimension is at a medium-level with $r_{(305)} = 0.582$.

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

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Table 3. Results of the Correlation Analysis

	COCB	PC	OC	Cognitive	Affective	Behavioral	Sig
COCB	1						0,00
PC	-0,229	1					0,00
OC	0,746	-0,557	1				0,00
Cognitive	0,730	-0,488	0,904	1			0,00
Affective	0,706	-0,544	0,932	0,760	1		0,00
Behavioral	0,582	-0,485	0,887	0,672	0,778	1	0,00

Our hypothesis confirm the correlation between PC and OC and its sub-dimensions as other studies in the literature, which is negative and moderate and significant with $r_{(305)}$ = -0.557. According to this correlation, it is evaluated that as the PC level increases, there will be a decrease in the OC level. The correlation level between PC and OC was similarly determined in the cognitive dimension with $r_{(305)}$ = -0.488, in the affective dimension with $r_{(305)}$ = -0.544, in the behavioral dimension with $r_{(305)}$ = -0.485 in a medium and negative direction.

The correlation level of OC with its own dimensions and the level of correlation between its dimensions are also seen in Table 3, and it is positive and strong as expected ($r_{(305)}$ = 0,672-0,932).

3.4.4. Bivariate Regression Analysis

As can be seen from the regression analysis results in Table 4 regarding our model, COCB has a significant effect on OC (t = 19,513). The regression model explains the variance in the dependent variable significantly, and our model is statistically significant (F = 380,750, p <0.05). From a different point of view, adjusted R^2 = 0.555 states that 55.5% of the variance in OC can be explained by COCB. It was determined that COCB significantly and positively affects OC (β = 0.746; p <0.05). One unit increase in the standard deviation of the COCB causes an increase of β = 0.746 units in the standard deviation of OC. In this case, *H1 (COCB "positively" affects OC)* was accepted.

It was determined that the effect of COCB on the cognitive dimension of OC is at the level of F = 346,522 and statistically significant, the adjusted R^2 value is 0.532, and 53.2% of the change in the cognitive dimension of OC is related to COCB (p <0.05). It was determined that COCB positively affected the cognitive dimension of OC (β = 0.730; p <0.05). As can be understood from Table 4, one unit increase in

the standard deviation of the COCB will increase β= 0.730 units in the standard deviation of the cognitive dimension of OC. *Thus, H1a (COCB "positively" affects the cognitive dimension of OC) was accepted.*

The effect of COCB on the affective dimension of OC is at the level of F = 300.743 and explains the variance in OC by 49.6% (p <0.05). In other words, it was understood from the adjusted R^2 = 0.496 data that 49.6% of the change in affective dimension of OC is caused by COCB. It was determined that COCB positively affects the affective dimension of OC (β = 0.706; p <0.05). That is, it was determined that a one unit increase in the standard deviation of the COCB will increase the standard deviation of the affective dimension of OC by β = 0.706 units. *Thus, H1b (COCB "positively" affects the affective dimension of OC) was accepted.*

The effect of COCB on the behavioral dimension of OC takes values similar to other OC dimensions. The significance of the model is high since it is at the level of F = 155.097 (p <0.05). However, it was determined from the adjusted R^2 = 0.336 that COCB explained 33.6% of the changes in the behavioral dimension of OC and thus COCB positively affected the behavioral dimension of OC (β = 0.582; p <0, 05). Namely, it was found that a one unit increase in the standard deviation of the COCB causes an increase of β = 0.582 in the standard deviation of the behavioral dimension of OC. *Thus, H1c (COCB "positively" affects the behavioral dimension of OC) was accepted.*

In the regression analysis between COCB and PC, F = 16,745 was found to be quite significant. (p <0.05). However, it was determined that only 4.9% of the change in PC could be explained by the COCB according to the adjusted R^2 = 0.049. It has been determined that COCB significantly affects PC negatively (β = -0.229; p <0.05). As shown in Table 4, COCB significantly affected PC negatively (β = -0.229; p <0.05). Accordingly, one unit increase in the standard deviation of the COCB caused a decrease of β = -0.229 units in the standard deviation of PC (p <0.05). *Based on this result, H2 (COCB "negatively" affects PC) was accepted.*

Table 4. Results of the Bivariate Regression Analysis

	R	R²	Adjusted R²	Beta (β)	F	Sig.
COCB→OC	0,746	0,557	0,555	0,746	380,750	0,000***
COCB→OC Cog.	0,730	0,534	0,532	0,730	346,522	0,000***
COCB→OC Aff.	0,706	0,498	0,496	0,706	300,743	0,000***
COCB→OC Beh.	0,582	0,339	0,336	0,582	155,097	0,000***
COCB →PC	0,229	0,052	0,049	-0,229	16,745	0,000***
PC→OC	0,557	0,310	0,308	-0,557	136,401	0,000***
PC→OC Cog.	0,488	0,238	0,235	-0,488	94,612	0,000***
PC→OC Aff..	0,544	0,296	0,294	-0,544	127,347	0,000***
PC→OC Beh.	0,485	0,235	0,233	-0,485	93,277	0,000***

*Note: * p<0.05; ** p<0.01; *** p<0.001.*

According to the regression analysis regarding the effect of PC on OC, the change in PC explains 30.8% of the change in OC, according to the adjusted R^2 = 0.308 (Table 4). The relationship model between PC and OC was found to be significant with F = 136.401 (p <0.05). It was determined that PC has a significant negative impact on OC (β= -0.557; p <0.05). Accordingly, one unit increase in the standard deviation of PC causes a decrease of β = -0.557 units in the standard deviation of OC (p <0.05). *Thus, H3 (PC "negatively" affects OC) was accepted.*

As shown in Table 4, PC has a significant effect on the cognitive dimension of OC (p <0.05). Similarly, it was determined that 23.5% of the change in the cognitive dimension of OC was explained by the PC from the adjusted R^2 = 0.235. That is to say, PC has a significant negative impact on cognitive dimension of OC (β = -0.488; p <0.05). In addition, it was determined that a one-unit increase in the standard deviation of PC causes a decrease of β = -0,488 units in the cognitive dimension of OC. *Thus, H3a (PC "negatively" affects the cognitive dimension of OC) was accepted.*

According to the results of the regression analysis regarding the effect of PC on the affective dimension of OC, it was determined with the adjusted R^2 = 0.294 value that 29.4% of the change in the affective dimension of OC can be explained by the PC. The result of the model that evaluates the effect of PC on the affective dimension of OC was found to be significant with a value of F = 127,347 (p <0.05). It was observed that the change in PC caused a negative change in the affective dimension of OC (β = -0.544; p <0.05). Accordingly, one unit increase in the standard deviation of the PC causes a decrease of β = -0.544 units in

the standard deviation of the affective dimension of OC ($p < 0.05$). *Thus, H3b (PC "negatively" affects the affective dimension of OC) was accepted.*

From Table 4, the effect of PC on the behavioral dimension of OC can be seen and it is also understood that the change in the behavioral dimension of OC explains the %23.3 of adjusted R^2. The relationship between PC and the behavioral dimension of OC was examined, and it was concluded that this regression model was statistically significant with a value of $F = 93,277$ ($p<0.05$). It was observed that the change in PC caused a negative change in the behavioral dimension of OC ($\beta = -0.485$; $p<0.05$). Accordingly, one unit increase in the standard deviation of the PC causes a decrease of $\beta = -0.544$ units in the standard deviation of the behavioral dimension of OC ($p < 0.05$). *Thus, H3c (PC "negatively" affects the behavioral dimension of OC) was accepted.*

3.4.5. Mediating Role of PC in the Effect of COCB on OC and Its Sub-Dimensions

In our study, the mediating role of PC in the effect of COCB on OC is investigated in relation to the model established. While OC dependent variable, COCB and PC are predictive variables, the model was found to be statistically significant with the value of $F = 377.717$ ($p <0.05$) as seen in Table 5.

In our model, it was determined that COCB and PC explain 71.3% of OC changes (adjusted $R^2 = 0.713$). In this analysis, the effects of COCB and PC together on OC are seen. It was determined that while COCB has a positive effect on OC ($\beta = 0.653$), PC affects OC negatively ($= -0.408$) ($p <0.05$). According to these results, when our mediator variable PC was taken part in our model, the effect of COCB on OC decreased statistically and significantly from the value of $\beta = 0.746$ (Table 4) to the value of $\beta = 0.653$ (Table 5) ($p <0.05$). These findings showed that PC has a negative mediating role in the effect of COCB on OC. That is, it is confirmed that PC decreases COCB and so decreased COCB increases OC relatively less. As a result of the calculation of the Sobel test, it was found that the mediating effect was statistically significant $z = 1.12$ ($p <0.05$). *Thus, H4 (PC has a mediating role in the effect of COCB on OC) was accepted.*

Table 5. Regression Analysis Related to the Mediating Role of PC in the Effect of COCB on OC

Model		Non-Standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	(Constant)	2,944	0,213		13,804	0,000***
	COCB	0,672	0,033	0,653	20,668	0,000***
	PC	-0,559	0,043	-0,408	-12,907	0,000***
	R^2	0,714				
	Adjusted R^2	0,713				
	F	377,717***				

Note: *Dependent Variable: OS; * p <0.05; ** p <0.01; *** p <0.001.*

The model regarding the mediating role of PC in the effect of COCB on the cognitive dimension of OC is statistically significant by the value of F = 270.791 (p <0.05) (Table 6). In our model, it was determined that COCB and PC explain 64% of the changes in the cognitive size of OC (adjusted R^2 = 0.640).

Table 6. Regression Analysis Related to the Mediating Role of PC in the Effect of COCB on the Cognitive Dimension of OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	(Constant)	2,676	0,248		10,789	0,000***
	COCB	0,698	0,038	0,653	18,462	0,000***
	PC	-0,482	0,050	-0,338	-9,567	0,000***
	R^2	0,642				
	Adjusted R^2	0,640				
	F	270,791***				

Note: *Dependent Variable: Cognitive Dimension of OS; * p <0.05; ** p <0.01; *** p <0.001.*

As can be seen in Table 6 that COCB and PC together significantly affect the cognitive dimension of OC. According to Table 6, it was found that COCB has a significant effect on the cognitive dimension of OC with β = 0.653, and PC has a significant negative effect with β = -0.338 (p <0.05). In order to understand the mediation effect of PC, which is our mediator variable in this model, we need to evaluate Table 4 and Table 6 together. With the addition of the PC to the model; It was seen that the effect of COCB on the cognitive dimension of OC decreased from β = 0.730 (Table 4) to β = 0.653 (Table 6) and thus this model is statistically significant (p <0.05). Based on this, it was determined that our mediator variable PC reduces the effect of COCB on the cognitive dimension of OC and becomes a partial mediator variable. In addition,

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

EMI journal

our results were found to be statistically significant as the sobel test values were z = 0.246 (p <0.05). Thus, H4a (PC has a mediating role in the effect of COCB on the cognitive dimension of OC) was accepted.

Table 7. Regression Analysis Related to the Mediating Role of PC in the Effect of COCB on the Affective Dimension of OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Eror	Beta (β)		
1	(Constant)	2,853	0,286		9,983	0,000***
	COCB	0,767	0,044	0,613	17,604	0,000***
	PC	-0,673	0,058	-0,404	-11,582	0,000***
	R²	0,652				
	Adjusted R²	0,650				
	F	283,529***				

*__Note:__ Dependent Variable: Affective Dimension of OS; * p <0.05; ** p <0.01; *** p <0.001.*

It was determined that the regression model related to the mediating role of PC in the effect of COCB on the affective dimension of OC was statistically significant (F = 283,529; p <0.05). It was found in this model that COCB and PC explained 65% of the changes in the affective dimension of OC (adjusted R² = 0.650). When the standardized beta coefficients were examined, it was found that the contribution of COCB to the affective dimension of OC was more than that of PC to the affective dimension of OC. According to Table 7, it was found that while the effect of PC was constant, one unit increase in the standard deviation of the COCB caused an increase of β = 0.613 units in the standard deviation of the cognitive dimension of OC (p <0.05). On the other hand, it was determined that while the effect of COCB was constant, one unit increase in the standard deviation of PC caused a decrease of β = -0.404 units in the standard deviation of the affective dimension of OC (p <0.05). Furthermore, adding PC to the model it was seen that the effect of COCB alone on the affective dimension of OC decreased from β = 0.706 (Table 4) to β = 0.613 (Table 7) which means the model is statistically significant (p <0.05).

When all these values are examined, it is evaluated that PC reduces COCB and COCB increases the affective dimension of OC relatively less. In addition, our findings were found to be statistically significant (p <0.05), since the sobel test values were z = -0.81. *Thus, H4b (PC has a mediating role in the effect of COCB on the affective dimension of OC) was accepted.*

It is seen from Table 8 that the value of F = 133,543 is significant (p <0.05) according to the results of the regression analysis regarding the mediating role of PC in the effect of COCB on the behavioral dimension of OC.

Table 8. Regression Analysis Related to the Mediating Role of PC in the Effect of COCB on the Behavioral Dimension of OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	(Constant)	3,372	0,310		10,887	0,000***
	COCB	0,545	0,047	0,497	11,538	0,000***
	PC	-0,543	0,063	-0,371	-8,626	0,000***
	R²	0,469				
	Adjusted R²	0,466				
	F	133,543***				

Note: *Dependent Variable: Behavioral Dimension of OS; * p <0.05; ** p <0.01; *** p <0.001.*

In this model, it was determined that COCB and PC explain 46.6% of the changes in the behavioral height of OC (adjusted R² = 0.466). It was determined from Table 8 that the coefficient β = 0.497, which shows the relationship between the behavioral dimension of COCB and OC, was statistically significant and mediation analysis could be performed (p<0.05). When we evaluate the effect of COCB along with PC on the behavioral dimension of OC, it is seen that PC significantly negatively affects the behavioral dimension of OC (= -0.371), however, the effect of COCB decreases from β = 0.582 (Table 4) to β= 0.497 (Table 8) (p<0.05). These findings revealed that PC decreased the COCB level and correlatively COCB decreased the positive effect of OC on the behavioral dimension. In other words, these findings revealed the mediating effect of PC. The mediation effect was investigated also with the Sobel test and it was concluded that the model was significant (z = -0.654; p <0.05). *Thus, H4c (PC has a mediating role in the effect of COCB on the behavioral dimension of OC) was accepted.*

3.4.5. Moderating Role of PC in the Effect of COCB on OC and Its Sub-Dimensions

The first regression model in Table 9, in which OC is the dependent whereas COCB and PC are predictive variables was found to be statistically significant at the level of F = 377.717 (p <0.05). Table 9 shows the interaction of COCB and PC in the first model, and the interaction of COCB and PC with OC in the second model. In the second model for the moderatory effect of PC, it was determined that 72% of the changes in

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

EM journal
Entrepreneurship & Management Inquiries

OC were explained by the variables in the model (adjusted R^2 = 0.720). It is also necessary to interpret the standardized coefficients column in Table 9.

These values explain to what extent the variables of our model contribute to the explanation of the dependent variable. As seen in the first model, COCB has an effect on OC at the level of β = 0.653 while PC has an effect on OC at the level of β = -0.408 (p <0.05). When the moderator variable is included to the second group, it is determined that the COCB value is β = 0.699 (p <0.05), the PC value is β = -0.332 (p <0.05), and the moderator term value is β = -0.119 (p <0.05). In addition, the presence of the moderatory effect can be seen via adjusted R^2 values in Table 9. When we control the adjusted R^2 change in the models, it is seen that COCB and PC explained 71.3% of the change in OC in the first model and 72% in the second model. Accordingly, % 0.7 variance change in OC is explained by the interactional term (p <0.05). Both the first model with the values of $F_{(2,302)}$ = 377.717 and with the values of $F_{(3,301)}$ = 261.056 second model, which includes the moderator term, are statistically significant (p <0.05). In addition, the variance of OC is explained more than 0.07% by including the moderator term (the moderatory effect). The size of the moderatory effect to have been found is determined by the value of f^2 (Aiken and West, 1991). It was calculated that $f^2 = (0{,}720^2 - 0{,}713^2)/(1 - 0{,}713^2) = 0{,}0204$ in the formulation made for our research. According to Cohen (1983), if f^2 = 0.02, it signifies low level of effect where as f^2 = 0.15 signifies medium and f^2 = 0.26 signifies a large level of effect. In our study, the moderatory role of PC in the effect of COCB on OC was found, albeit low, with a value of f^2 = 0.0204> 0.02. *In this case, H5 (PC has a moderatory role in the effect of COCB on OC) was partially accepted.*

Table 9. Regression Analysis Related to the Moderating Role of PC in the Effect of COCB on OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	**(Constant)**	2,616	0,035		74,277	0,000***
	COCB	0,749	0,036	0,653	20,668	0,000***
	PC	-0,468	0,036	-0,408	-12,907	0,000***
	R²	0,714				
	Adjusted R²	0,713				
	F	377,717***				
2	**(Constant)**	2,578	0,037		69,494	0,000***
	ZÖVD	0,802	0,040	0,699	20,028	0,000***
	PC	-0,381	0,046	-0,332	-8,228	0,000***
	Moderator	-0,166	0,057	-0,119	-2,939	0,004**
	R²	0,722				
	Adjusted R²	0,720				
	F	261,056***				

Note: *Dependent Variable: OS; * p<0.05; ** p<0.01; *** p<0.001.*

Regression analysis results regarding whether PC has a moderatory role in the effect of COCB on the cognitive dimension of OC can be seen in Table 10.

Table 10. Regression Analysis Related to the moderating Role of PC in the Effect of COCB on Cognitive Dimension of OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	**(Constant)**	2,723	0,041		66,503	0,000***
	COCB	0,778	0,042	0,653	18,462	0,000***
	PC	-0,403	0,042	-0,338	-9,567	0,000***
	R²	0,642				
	Adjusted R²	0,640				
	F	270,791***				
2	**(Constant)**	2,687	0,043		62,008	0,000***
	COCB	0,828	0,047	0,695	17,714	0,000***
	PC	-0,320	0,054	-0,269	-5,920	0,000***
	Moderator	-0,159	0,066	-0,110	-2,404	0,017*
	R²	0,649				
	Adjusted R²	0,645				
	F	185,313***				

Note: *Dependent Variable: Cognitive Dimension of OS; * p <0.05; ** p <0.01; *** p <0.001.*

In the second model for the moderatory effect of PC, it was determined that 64.5% of the changes in OC were explained by the variables in the model (adjusted R^2 = 0.645). When the difference of the adjusted R^2 change in the models was controlled, it was seen that the difference, which was 0.645-0.640 = 0.005, was positive. Accordingly, it was understood that, thanks to the moderator term created together by PC and OC, with an addition of 0.5%, it explained the variance related to the moderatory effect on the cognitive dimension of OC. Considering the significance coefficients in Table 10, the effects of COCB and PC on the cognitive dimension of OC are seen in the first model while the effects of the COCB, PC and moderator variable on the cognitive dimension of OC are seen in the second model. As understood from the first model, the effect of COCB on OC at the level of β = 0.653 and PC on OC at the level of β = -0.338 was determined (p <0.05). After adding the moderator variable to the second group, it was determined that the COCB value was β = 0.695 (p <0.05) while the PC value was β = -0.269 (p <0.05) and the moderator term value was β = -0.110 (p <0.05). As a result, both the first model with a value of $F_{(2,302)}$ = 270.791 and the second model with a value of $F_{(3,301)}$ = 185.313 are statistically significant (p <0.05, Table 10). In addition, the cognitive dimension of the OC is explained 0.5% more by including the moderator term (moderatory effect). The f^2 value we calculated to determine the size of the moderatory effect of the PC, whose existence we determined, was found to be 0.01. So due to f^2 = 0.01 <0.02, the size of the moderatory effect of the PC is very low. At this point, it was determined that the moderatory role of PC in the effect of COCB on the cognitive dimension of OC is very low but present with 0.5% additional explanatory variance and value of f^2 = 0.01. *Thus, H5a (PC has a moderatory role in the effect of COCB on the cognitive dimension of OC) was partially accepted.*

The moderatory role of PC in the effect of COCB on the affective dimension of OC can be understood from the information in Table 11.

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

EMI
journal
Entrepreneurship & Management Inquiries

Table 11. Regression Analysis Related to the Moderating Role of PC in the Effect of COCB on Affective Dimension of OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta (β)**	**t**	**Sig.**
1	**(Constant)**	2,343	0,047		46,667	0,000***
	COCB	0,855	0,049	0,613	17,604	0,000***
	PC	-0,562	0,049	-0,404	-11,582	0,000***
	R²	0,652				
	Adjusted R²	0,650				
	F	283,529***				
2	**(Constant)**	2,306	0,050		46,098	0,000***
	COCB	0,907	0,054	0,651	16,800	0,000***
	PC	-0,477	0,062	-0,342	-7,631	0,000***
	Moderator	-0,164	0,076	-0,097	-2,155	0,032*
	R²	0,658				
	Adjusted R²	0,654				
	F	192,850***				

Note: *Dependent Variable: Affective Dimension of OS; * p <0.05; ** p <0.01; *** p <0.001.*

The first and second models show whether adjusted R² values have different moderatory roles. It was found that the adjusted R² difference was at the level of 0.654-0.650 = 0.004 and explained this much additional variance. Accordingly, it was understood that PC explained 0.4% additional variance, that is, PC has a moderatory effect on the affective dimension of OC. As seen in Table 11, the effects of COCB and PC on the affective dimension of OC are presented in the first model, and the interaction of the COCB, PC and moderator variable with the affective dimension of OC are presented in the second model. As understood from the first model, the effect of COCB on OC at the level of β = 0.613 and PC on OC at the level of β = -0.404 was determined (p <0.05). After adding the moderator variable to the second group, it was determined that the COCB value was β = 0.651 (p <0.05) while the PC value was β = -0.342 (p <0.05) and the moderator term value was β = -0.097 (p <0.05). As a result, both the first model with a value of $F_{(2,302)}$= 283,529 and the second model with a value of $F_{(3,301)}$= 192,850 are statistically significant (p <0.05, Table 11).

In addition, the affective dimension of the OC is explained 0.4% more by including the moderator term (moderatory effect). The f² value we calculated to determine the size of the moderatory effect of the PC was found to be 0.012. So due to f² = 0,012<0,02, the size of the moderatory effect of the PC is very low. At this point, it was determined that the moderatory role of PC in the effect of COCB on the affective dimension

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

EMI journal
Entrepreneurship & Management Inquiries

of OC is very low but present with 0.4% additional explanatory variance and value of $f^2 = 0,009 < 0,02$. *Thus, H5b (PC has a moderatory role in the effect of COCB on the affective dimension of OC) was partially accepted.*

Regression analysis summary regarding whether PC has a moderatory role in the effect of COCB on the behavioral dimension of OC can be seen in Table 12.

Table 12. Regression Analysis Related to the Moderating Role of PC in the Effect of COCB on Behavioral Dimension of OC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	(Constant)	2,754	0,051		53,855	0,000***
	COCB	0,607	0,053	0,497	11,538	0,000***
	PC	-0,454	0,053	-0,371	-8,626	0,000***
	R^2	0,469				
	Adjusted R^2	0,466				
	F	133,543***				
2	(Constant)	2,714	0,054		50,048	0,000***
	COCB	0,663	0,059	0,543	11,338	0,000***
	PC	-0,362	0,068	-0,296	-5,341	0,000***
	Moderator	-0,177	0,083	-0,119	-2,143	0,033*
	R^2	0,477				
	Adjusted R^2	0,472				
	F	91,620***				

Note: Dependent Variable: Behavioral Dimension of OS; * p <0.05; ** p <0.01; *** p <0.001.

While the first model shows the effects of COCB and PC separately on the behavioral model of OC, the second model shows the values obtained by adding the effect of the moderator term. As understood from the first model, the effect of COCB on OC at the level of $\beta = 0.497$ and PC on OC at the level of $\beta = -0.371$ was determined (p <0.05). After adding the moderator variable to the second group, it was determined that the COCB value was $\beta = 0.543$ (p <0.05) while the PC value was $\beta = -0.296$ (p <0.05) and the moderator term value was $\beta = -0.119$ (p <0.05). When the Adjusted R^2 difference between the two models was examined in order to analyze the moderatory effect, a value of 0.006 was determined. Since this means an addition of 0.6% in explaining the variance change in the cognitive dimension of OC, the model determined the presence of the moderatory effect. As a result, both the first model of hierarchical regression with a

value of $F_{(2,302)}$= 133,543 and the second model of hierarchical regression with a value of F $_{(3,301)}$= 91,620 are statistically significant (p <0.05, Table 12). Furthermore, the behavioral dimension of the OC is explained 0.6% more by including the moderator term (moderatory effect). The f^2 value we calculated to determine the size of the moderatory effect of the PC was found to be 0.007. So due to $f^2 = 0,007<0,02$, the size of the moderatory effect of the PC is very low. *Thus, H5c (PC has a moderatory role in the effect of COCB on the behavioral dimension of OC) was partially accepted.*

The results regarding the five hypotheses of our research are shown in Table 13.

Table 13: Hypotheses

HYPOTHESES	ACCEPTED/REJECTED
H1: COCB positively affects OC.	Accepted
H1a: COCB positively affects the cognitive dimension of OC.	Accepted
H1b: COCB positively affects the affective dimension of OC.	Accepted
H1c: COCB positively affects the behavioral dimension of OC.	Accepted
H2: COCB negatively affects PC.	Accepted
H3: PC negatively affects OC.	Accepted
H3a: PC negatively affects the cognitive dimension of OC.	Accepted
H3b: PC negatively affects the affective dimension of OC.	Accepted
H3c: PC negatively affects the behavioral dimension of OC.	Accepted
H4: PC has a mediating role in the effect of COCB on OC.	Partially Accepted
H4a: PC has a mediating role in the effect of COCB on the cognitive dimension of OC.	Partially Accepted
H4b: PC has a mediating role in the effect of COCB on the affective dimension of OC.	Partially Accepted
H4c: PC has a mediating role in the effect of COCB on the behavioral dimension of OC.	Partially Accepted
H5: PC has a moderatory role in the effect of COCB on OC.	Partially Accepted
H5a: PC has a moderatory role in the effect of COCB on the cognitive dimension of OC.	Partially Accepted
H5b: PC has a moderatory role in the effect of COCB on the affective dimension of OC.	Partially Accepted
H5c: PC has a moderatory role in the effect of COCB on the behavioral dimension of OC.	Partially Accepted

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

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4. Conclusion and Discussion

The aim of our study is to determine to what extent the negative effects of COCB and OC can be corrected with high PC level. In this sense, the presence of both mediating and moderatory roles of PC in the effect of COCB's on OC and its sub-dimensions serves the same purpose in different aspects. That is, by boosting the PC level it would be possible to reduce both COCB level and terminatively OC level.

It is considered that the presumption that "the presence of the COCB at a certain level increases the OC level" can be reduced by the effect of the PC. The negative mediating role of PC in the effect of COCB on OC was found to be statistically significant ($p < 0.05$) in our study. In this regard, it was determined that PC decreases COCB and decreased COCB increases OC relatively less. In other saying, thanks to the mediating role of PC, COCB increases OC less, that is, PC decreases OC level in a sense.

Besides, the moderatory role of PC in the effect of COCB on OC was also determined at a low-level role which reduces the effect of the relationship ($p < 0.05$). Hence, as the level of our moderatory variable PC increases, as the effect of COCB to increase OC decreases. It is considered that stating the moderatory role together with mediating role of the PC contributes the consistency of our model.

It is stated that strategic management is the efficient and effective use of production factors for sustainable competitive advantage and better-than-average profit in a way to maintain the survival of the company in the long term.The main reason for the increased need for efficiency today is the increased competition. In this sense, it is generally accepted that the most important factor in the production process is labor. In order to understand the human factor, which is the most difficult factor to be measured, it is essential to look at it from the perspective of organizational behavior. Understanding people is seen as the first and most important step for superior and sustainable competitive power (Erkutlu, 2015: IX-X; Vigado-Gadot, 2006: 84).

It is considered that negative organizational behavior concepts cause more harm to the organizations relatively than the contributions of positive organizational behavior concepts (Şen and Mert, 2019: 16). This situation reveals once again that the employee is the most important system component. In addition to

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

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this, as an example can be seen in our study also, the level of negative organizational behavior in the form of a spiral can be reduced by means of positive organizational behavior concepts. The availability of mediating and moderatory roles of the PC in the effect of COCB on OC in our model, which is validated significantly, is considered to fill an important gap in the literature. As a result, it is among our findings that an increasing PC level means a decrease for COCB and OC. So the focus should be on boosting the PC level. The method of considering with PC's sub-dimensions is generally used when listing the methods for raising the PC level (Sen and Mert, 2019: 1172). Self-efficacy can be improved due to the self-satisfaction stemming from success (Stajkovic and Luthans, 1998). These are firstly the satisfaction of the employee after being successful and learning the job through observation. Then, receiving praise and appreciation from a particularly respected manager improves self-efficacy. And lastly, it is expressed as the suitability of the physical and mental preparedness of the employee for all these (Luthans et al. 2008: 223).

Optimism and loyalty to those who have done useful works for the organization in the past can be developed by enhancing respect in the organization. In addition, continuing to learn while waiting for opportunities for the future can also increase the dimension of optimism (Schneider, 2001: 254-256; Youssef and Luthans, 2007: 778).

It can be developed with measures such as being combative, identifying alternative course of actions, putting process management to the forefront and also choosing hope-inspiring tools that can significantly enhance the total PC. In addition, hope level of employees, who are included in the decision-making processes, can be increased by rewarding, organizational justice, sourcing management, proactive processes, and most importantly, education (Luthans et al., 2007: 68-71; Luthans and Jensen, 2002: 304).

Developing psychological endurance is possible with using positive psychology methods, process-oriented, risk-oriented and resource-oriented methods (Luthans et al., 2007: 124-126). At this point, endurance strength to the difficulties such as high competition, uncertainties and high risk is considered as processes that can only be overcome with resilient/strong employees who have received the necessary resources through training (Şen and Mert, 2019: 1178).

84

From another point of view, it is known that lowering the COCB level, which is a relatively new concept in the literature, will have a significant effect on performance (Peng and Zhao, 2014; Vigoda-Gadot, 2007; Yıldız and Yıldız, 2015). Priority issue about lowering the COCB level is to detect and eliminate the pressures that cause COCB in the organization and through this way, the negative effects of COCB will be significantly reduced (Yıldız and Yıldız, 2015: 29). It is also known that organizational justice, increasing organizational commitment, autonomous working, loving the workplace and encouraging OCBs reduce the level of COCB (Vigoda-Gadot, 2006: 2007). In addition, the just determination of the job description forms of the employees, the definite announcement and implementation of the working schedule and the optimum workload are also seen as COCB preventive measures (Yıldız and Yıldız, 2015: 29).

The wide-ranging harms of OC, whose organizational destructive effects are the subject of many studies so far, are also detected (Pelit and Pelit, 2014: 103; Reichers et al., 1997; Wanous et al., 2000; Andersson, 1996). Based on the fact that lowering the OC level is a very important issue for organizations, it is vital to mention some measures. It is considered that making decisions together with the employees or including the employees in the decision processes is important in lowering the OC level (Pelit and Aydoğan, 2011: 299). In addition, the just reward-punishment system and the development of discipline that supports organizational loyalty are considered to be very beneficial in keeping the OC level under control (Pelit and Pelit, 2014: 109). Solving the difficulties faced by the employees with train-based methods such as consultancy, mentoring, coaching, a realistic career plan, encouraging the employees, keeping the competition between them at an optimum level and preventing behaviors such as humiliation are also seen as important issues in lowering the OC level (Pelit and Pelit, 2014: 109; Reichers et al., 1997: 52-56).

Finally, it is necessary to emphasize the increasing importance of contextual performance within the framework of the systems approach. For example, it is pointed out that if OCB itself only is included in the equation of task performance increase related to reducing cynicism, contextual performance will increase by two times (Byrne and Hochwarter, 2008). Measures, in order to reduce OC, are preferred to be applied together with the OCB. The results of our study also confirm this effect. It is considered that the mediating and moderatory role of PC in the effect of COCB on OC should be evaluated from the perspective of systems approach. It is considered that implementing all of the necessary approaches to COCB, OC and PC at the

ÖLÇER&ÇOBAN, *The Role Of Psychological Capital In The Effect Of Compulsory Organizational Citizenship Behavior On Organizational Cynicism / 56-90*

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same time, ather than dealing with COCB, OC and PC separately, will have a synergetic effect. In the light of all these results, it is clear that business managers should ensure development and innovation by using manydisciplines together. It should not be forgotten that the human factor is the productivity itself today.

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