EFFECTS OF PERSONALITY TRAITS AND LOCUS OF CONTROL ON COUNTERPRODUCTIVE WORK BEHAVIOR: A COMPARATIVE STUDY FROM TURKEY AND UAE

KİŞİLİK ÖZELLİKLERİ VE DENETİM ODAĞININ ÜRETKENLİK KARŞITI İŞ DAVRANIŞINA ETKİLERİ: TÜRKİYE VE BAE'DEN KARŞILAŞTIRMALI BİR ARAŞTIRMA

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Abstract

Predicting counterproductive work behavior (CWB) has been paid a lot of attention in recent years, mainly correlated with the five-factor model of personality. Scholars examining the relationship of personality with the CWB mainly focused on the normal traits of the Five-Factor Model (FFM). Little attention is paid to the locus of control, and regression analyzes about CWB, which can be used for predicting the negative work outcomes. We worked on the interaction between locus of control and the CWB, in addition to the FFM, while including findings of regression analyzes. In the research, data were collected from employees from banking sector working in Turkey and UAE. Validation of the scales was made by Confirmatory Factor Analysis. Difference analyses between countries were evaluated with chi-square and T-tests. The effects of independent variables on the dependent variable were analyzed by regression analysis. In the analysis of differences, significant differences were found in educational status, gender, total time at work, and research scales except for the variables of open to new experience and external locus of control. It has been observed that conscientiousness has a negative and significant effect on counter-productive work behavior in both Turkey and UAE. As a result, personal traits and locus of control are the factors that are effective in reducing the counterproductive work behaviors of the employees. For

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organizations; in order to maintain their profitability, competitive advantage and be sustainable in the sector, measures should be taken to reduce inefficient working behaviors.

Keywords: Personality Traits, Counterproductive Work Behaviour, Locus of Control, Five-Factor Model.

Öz

Üretkenlik karşıtı iş davranışının (CWB) tahmin edilmesi, son yıllarda özellikle beş faktör kişilik modeliyle bağlantılı olarak çok fazla ilgi görmüştür. Kişilik özelliklerinin CWB-Üretkenlik Karşıtı İş Davranışı ile ilişkisini inceleyen bilim adamları, esas olarak Beş Faktör Modelinin (FFM) temel özelliklerine odaklanmıştır. Olumsuz iş sonuçlarını öngörmek için kullanılabilecek CWB (Üretkenlik karşıtı iş davranışı) hakkında denetim odağı ve regresyon analizine çok az dikkat edilmektedir. Bu çalışmada, Beş-Faktör Modeli'ne ek olarak, regresyon analizi bulgularını dahil ederken, denetim odağı ile üretkenlik karşıtı iş davranışı arasındaki etkileşim üzerinde çalıştık. Araştırmada, Türkiye ve BAE'de çalışan bankacılık sektöründeki çalışanların verileri toplanmıştır. Ölçeklerin geçerliliği Doğrulayıcı Faktör Analizi ile yapılmıştır. Ülkeler arasındaki fark analizleri ki-kare (chi-square) ve T-testleri ile değerlendirilmiştir. Bağımsız değişkenlerin bağımlı değişken üzerindeki etkileri regresyon analizi ile analiz edilmiştir. Farklılıkların analizinde, yeni deneyimlere açık olma ve dış control odağı değişkenleri hariç; eğitim durumu, cinsiyet, işteki toplam süre ve araştırma ölçeklerinde anlamlı farklılıklar bulunmuştur. Dürüstlüğün hem Türkiye'de hem de BAE'de üretkenlik karşıtı iş davranışları üzerinde negatif yönlü ve önemli derecede bir etkisi olduğu gözlemlenmiştir. Sonuç olarak, kişisel özellikler ve denetim odağı, çalışanların verimsiz iş davranışlarını azaltmada etkili olan faktörlerdir. Organizasyonlar için; sektörde karlılıklarını, rekabet avantajlarını korumak ve sürdürülebilir olmak için verimsiz çalışma davranışlarını azaltacak önlemler alınmalıdır.

Anahtar Kelimeler: Kişilik Özellikleri, Üretkenlik Karşıtı İş Davranışı, Kontrol Odağı, Beş-Faktör Modeli.

1. INTRODUCTION

Counterproductive work behaviors refer to behaviors that prevent organizations from reaching their goals, impose time and cost on the organization, reduce the performance of employees, and are made consciously by employees. In other words, counterproductive work behaviors are an important and serious problem for organizations to maintain their existence and to be a pioneer in competition. For this reason, the factors that cause counterproductive work behavior

should be investigated and the consequences should be analyzed well. In this study, the relationships between counterproductive work behaviors and personality are examined, and the effects of personality and locus of control, which are thought to be effective in the productivity of organizations, are questioned in this relationship. Ödemiş (2011) argues that the results obtained from studies conducted abroad investigating the relationships between counterproductive work behaviors and personality are often invalid for countries with different cultures and social dynamics, such as Turkey.

Within the scope of this research, the relations between personality and anti-productive work behaviors among white-collar workers working in the banking industry in Turkey and the United Arab Emirates, which have different cultural structures, are interrogated, thus, it will be possible to reveal whether the relations between personality and anti-productive work behaviors differ in organizations with different cultural structures.

In this study, first of all, conceptually, personality traits, locus of control, and counter-productive work behaviors are included. In the method part, there is information about the sample and data collection, the scales used, the model and hypotheses of the research, and the analysis made. In the result section, the findings obtained with the study; In the discussion and conclusion part, the evaluation of the findings in the context of the literature and the recommendations made are included.

2. THEORETICAL BACKGROUND
2.1. Personality Traits

For most scholars and academicians, it is not possible to make a common definition for personality. While some researchers working on personality tried to define it with the word "temperament" by highlighting the social, moral, and emotional (Doğan, Aşkun, & Yozgat, 2007: 15) aspects of this concept (Aşan and Aydın 2006: 64), in another study it is explained as qualities and predispositions that can not be explained by the current biological state or social environment by highlighting the differences in psychological reactions such as behavioral demotion (Berens and Nardi 1999: 1-2).

Personality is seen as a way of life (Demirci, Özler and Girgin 2009:20). In this sense, personality can be expressed as integrity consisting of the psychological traits of individuals. This integrity includes the psychological mechanics of the individual starting from his inner world, his social and physical environment, the emotional and behavior patterns they display in the face of objects and situations, and the overt or hidden psychological factors behind them (Doğan, Aşkun, & Yozgat, 2007: 15) and also man-woman interactions (Larsen and Buss, 2008: 4). In this context, Dal (2009) points out that personality is a whole system that determines the unique thoughts and attitudes of the individual.

Personality traits are strong determinants of success in work, education, relationships, well-being and health (Bleidorn et al 2019). Personality, of course, has an impact on behavior. Existing research has found a link between personality traits and a variety of behaviors. Introversion, friendliness, conscientiousness, honesty, and helpfulness are significant personality qualities because they help explain behavior consistency (Abdelrahman, 2020).

Individuals' constant, predictable ways of thinking, feeling, and acting are reflected in personality traits, which are stable and broad inclinations. The Five-Factor Model (FFM) is the most widely used personality attribute classification system (Stoll et al.,2020).

The Big Five are the most extensively used framework for defining and assessing personality traits. This scientific agreement stems from the Big Five's utility in organizing personality-descriptive terminology, as well as a large body of research relating them to life outcomes. The most thorough analysis of the evidence to date highlighted links between the Big Five and a variety of individual, interpersonal, and social-institutional outcomes (2019).

Many studies conducted about this issue, reveal that personality is formed by being affected by factors such as genetic (genetic) and bodily (physiological-biological) structure (Başaran 2008:62; Güney, 2012: 52; Ertürk 2010: 62; Özcan, 2011: 69), family (Martin &Fellenz, 2010:82; Morgan, 2011: 296), social class (Çakır, 2000: 3; Tınar, 1999: 92-97), geographical and physical (Şentürk, 2014: 34-35; Zel, 2006: 16) and socio-cultural (Koçel, 2010): 135-36; Güney, 2012: 58; Zel, 2001:23) structure.

Recently, for the explanation of personality theory, the five-factor personality inventory (Phipps, Prieto, &Deis, 2015:178) was developed by Paul Costa and Robert McRae in 1985 and later used by different researchers in studies conducted with different personality traits from different nations (Costa and Mccare, 1992; Merdan, 2013:142), appears to be used. This model is based on the valuations of its adherents, possible data, relevant explanations, managing differences, behavior, and the reaction between group and individuality. The five main dimensions that make up the five-factor personality model are; extroversion-introversion, agreeableness-aggressiveness, self-control and disorganization, emotional consistency-emotional inconsistency, openness to development-immaturity (Petot, 2004: 81-94).

After long researches, the concept of personality has formed a consensus that individual differences in personality can be defined as five main characteristics (John & Srivastava, 1999) and it has been accepted as a classification of basic personality traits (Goldberg, 1992).

The Big Five models include the highest level of personality trait classification and other personality traits that follow it in the hierarchical structure. These five traits are a hierarchy consisting of extroversion, emotional stability, conscientiousness, agreeableness, and openness to experience (McCrae and John, 1992; Reevy and Frydenberg, 2011).

Extraverted individuals have a personality type that can express what they think clearly, defend their rights, have leadership characteristics, have strong social aspects, are entrepreneurial and assertive (Costa & McCrae, 1992; John & Srivastava, 1999).

Agreeableness individuals can establish friendly relations, be cooperative, polite, tolerant, trustworthy, have a soft-hearted personality type. Individuals with adaptability motivate their subordinates well and communicate well (Ödemiş, 2011).

Conscientious individuals are organized, effective, planned, responsible, perfectionist, and hardworking people. The dimension of self-discipline includes being careful, living in a planned way, working hard, being success-oriented, being determined, being committed to ethical principles and values (Barrick & Mount, 1991).

Open to new experiences are analytical, curious, creative, independent, liberal, non-traditional, original, high imaginative, broad interests, courageous, artistic, natural, open-minded (John & Srivastava, 1999).

Emotional balance is defined as the tendency to experience negative emotions such as anger, anxiety, and depression. It is also called emotional instability. Those who score high in emotional stability are emotionally sensitive and prone to stress. They are more inclined to

describe ordinary situations as threatening and minor disappointments as hopelessly difficult (Wikipedia, 2021).

The five-factor personality model enables the integration of a wide variety of personality constructs, thus allowing relatively easy reconciliation between researchers of different orientations; It is interesting that it provides a systematic examination of the relationships between personality traits and behaviors and provides a general definition of personality based on 5 sub-factors (Sevi, 2009: 34-36). The five-factor personality model continues to be used in research since it is a valid and reliable model that has been proven by scientific research (Yelboğa, 2006: 2000).

From this perspective, this present study is applied to individuals living in Turkey and the United Arab Emirates to see the differences in their personalities as well as their effects on them to counterproductive work behavior.

2.2. Locus of Control

Locus of control is a concept that was introduced as a personality trait that Rotter stated in his social learning theory, which he developed by establishing a connection between behavioural cognitive approaches. The locus of control phenomenon is based on the assumption that individuals will have expectations about whether a behavior will achieve the desired results and that these expectations will be an important indicator of what the person does later on (Rotter, 1990).

Locus of control is based on the individual's expectations about the reinforcers that he or she will encounter as a result of their behavior: These expectations are generalized, beliefs are formed that reinforcers are under the control of internal or external forces/factors, and these beliefs are conceptualized as "having an internal or external locus of control" (Dağ, 2002: 78). In simpler terms, locus of control orientation; includes learning what options we have, as well as what we have control over and what we do not have control over (Ahlin and Antunes, 2015: 1805).

The term "locus of control" refers to whether or not a person "perceives a causal relationship between his own behavior and the reward." Individuals having an internal vs external locus of control are frequently distinguished. Those who have an internal locus of control feel that the events and outcomes in their lives are the results of their own actions. Those with an external locus of control, on the other hand, feel that external variables such as fate, luck, or other people have a big influence on life's results (Kesavayuth, Poyago-Theotoky, Zikos, 2020).

In the study of personality and behavior, the locus of control has been an important issue. People's interpretations of responsibility for events are referred to as locus of control. It conveys broad expectations about whether events in one's life are under one's control or not. People with a greater internal locus of control, in particular, believe they have control over their life and, as a result, link events' consequences to their own self-governed behavior. Furthermore, they feel that an action's conclusion is the result of their own accomplishment, which they obtain through their own efforts. Such people are more inclined to feel that a result is the result of their own self-control, and they are more likely to attribute credit or blame to their own abilities (Chiang et al. 2019).

In the development of anxiety and depressive disorders, cognitive vulnerabilities play a critical role. Personality dimension locus of control is a significant cognitive susceptibility factor.

Anxiety and depression's start, course, and intensity have all been linked to the locus of control construct. LOC is commonly understood to be a personality feature that is somewhat consistent over time (Hovenkamp-Hermelink et al. 2019).

The degree of control over one's life is referred to as locus of control. Internal locus of control (i.e., determining one's own destiny without relying on luck, fate, or chance) or external locus of control (i.e., one's future is mostly determined by luck, fate, or chance) (Arkorful and Hilton, 2021).

Despite the locus of control seems to be a concept that can change according to the individual's different environments and situations, many researchers state that beliefs on this subject are "generalized" beliefs, and therefore it would be more appropriate to consider and measure them in general rather than in a situation-specific way (Dağ, 2002: 79). According to Rotter (1966), another feature of the concept is that this feature is not an innate personality trait, and this means that the development of this trait can be shaped; this means that individual's environments affect their perceptions about this orientation, actions and the consequences of these actions (Ahlin&Antunes, 2015: 1805).

Observing that people differ from each other in terms of their ability to control their own lives, Rotter named one end of this personality dimension as "internal locus of control" and the other end as "external locus of control" (Erbin-Roesemann & Simms, 1996: 185).

Locus of control shows very strong relationships with many personality traits. It has been reported by many researchers that belief in internal locus of control is associated with better emotional adjustment, in other words, fewer psychological problems, subjective well-being, and better coping with pressure. But the external locus of control is associated with having abnormal beliefs (Dağ, 2002: 78).

The locus of control phenomenon is important in terms of examining in detail how the individual explains the events experienced. While explaining the events that have an impact on the individual; It is within the competence to identify its abilities, exposure, and the influence of those it deems important. So, it is related to the fact that individuals explain the events they experience with the help of their control and that they are internally controlled. The tendency of individuals to explain events with the help of factors outside their control (environment, spouse, family, fate, luck, etc.) is related to their external control (Ünüvar, 2012).

2.3. Counter-Productive Work Behaviours (CWB)

Counterproductive work behaviors (CWB) are explained by the concepts of acts or aggression that harm others. It can be said that the action taken in the CWB harms both people and the institution. In many studies, aggression towards counterproductive work behaviors also determines other forms of behavior (Spector, 2011). CWB is intentional behavior on behalf of the member of the organization, which is seen as contrary to the legitimate interests of the organization (Gruys and Sackett, 2003).

While the CWB is defined as deliberate acts contrary to the official interests of the organization by Sackett (2002), Vardi and Weitz (2004) argue that employees deliberately fail to comply with the organization's principles, expectations, core values, customs, and appropriate standards of behavior and they're defined as infringement.

Any voluntary activity by employees that is likely to impair or infringe on legitimate organizational and stakeholder interests is referred to as CWB. This encompasses a wide range of specific activities, including interpersonal violence, theft, absenteeism, and sabotage, and overlaps with related categories like incivility, workplace retribution, and hostility (Brender-Ilan and Sheaffer, 2019).

Employees' counterproductive or deviant work habits might jeopardize an organization's competitive position and success. These actions are intended to hurt the organization as a whole, other members individually, or both. Counterproductive work behaviors can hurt both the employer and its constituents, including the professional well-being of those who are the targets of these behaviors, resulting in decreased organizational success (De Clercq et al. 2021).

CWB is described as voluntary behavior that severely violates organizational standards, resulting in a reduction in the organization's, members', or both's well-being. There are two types of CWB: CWB that harms individuals within the organization and CWB that harms the organization directly (Schilback, Baethge, and Rigotti, 2020).

Emotional intelligence, according to Dixit and Singh (2019), has a moderating function and is favorably connected with organizational citizenship behavior while being negatively correlated with counterproductive work behavior.

Despite counterproductive work behaviors (CWB) entering the literature in the 1990s, it can be said that it is older in scope. It is seen that CWB can be encountered in different sizes in all kinds of businesses and it is one of the major problems faced by organizations in many countries Vardi and Weitz, 2004). It is seen that CWB, which could not be named conceptually before, has reached certain popularity with detailed studies, the development of a human-oriented management approach, and studies on employee psychology (Polat 2019).

It's argued that the factors which cause counterproductive work behaviors are examined, many factors that trigger this phenomenon are encountered and these behaviors can appear in a way that includes many personal, social, and professional reasons. However, it is seen that these behaviors often occurred to competition and conflicts of interest in the workplace, and the efforts of individuals to obtain their rights or the desire to protect their status may cause such behaviors to be exhibited (Akgeyik and Delen 2009:111-12).

It is mandatory to determine the source of these behaviors to ensure organizational continuity and to develop productivity relations among employees (Gruys and Sackett, 2003). These factors that cause CWB are examined under two headings as personal and situational factors.

In the context of personal factors, factors such as age, gender, educational status, marital status are emphasized; in the terms of organizational behavior and management psychology literature, it is emphasized that the socio-demographic traits of aggressive people should be investigated (Gül 2010:95; Ng & Feldman, 2009). When the literature is examined, although it is stated that male individuals exhibit much higher levels of counterproductive workplace behaviors than female individuals, it is possible to come across studies that reveal that the gender factor does not have a significant effect (Akgeyik and Delen, 2009: 118).

Besides the personal factors, situational factors can also lead to anti-goal behaviors. All subjective and objective conditions of the work environment in which undesirable behavior occurs and these observations are evaluated under situational factors. In this context, it is seen that the monitoring method adopted by the management, the reward system implemented within the organization, the group effect of adhering to group norms in organizational environments where team activities are predominant, social pressure, the degree of complexity related to workplace performance, unfair practices and the loss of trust of the employee in the organization and finally the organizational structure (such as its size, functioning, sector, etc.) are the determinants of anti-purpose business behaviors arising from organizational conditions (Seçer ve Seçer, 2007:160).

Counterproductive work behaviors, under the term deviant behavior, are further classified as political deviance or personal aggression, depending on whether the harm is small or great, either organizationally or individually (Hollinger&Clark, 1983; Robinson&Bennett, 1995).

Among the measures that can be considered in the prevention of unproductive behaviors; creating an organizational culture that improves their knowledge and skills among employees, making employees feel the measures to be taken against such behaviors, reducing the workload of employees, keeping internal communication channels open and increasing psychological and social activities for employees can be counted (Demirel and Seçkin, 2009: 161).

3. METHOD

3.1. Sample And Data Collection

The study was conducted with bank professionals in Turkey and UAE. An online questionnaire was sent to 1150 professionals working full-time in various banks in Turkey. A total of 672 questionnaires were filled out. Incompletely filled questionnaires were excluded from the research and 463 questionnaires were accepted as valid. The response rate, according to current surveys, was approximately 40%. Questionnaires were sent to 742 bank professionals in the UAE, but 266 valid questionnaires were obtained. Therefore, the response rate was 36%.

3.2. Measures

English is the official language of most of the corporate sectors and also the medium of instruction at colleges and universities in the UAE. Furthermore, the majority of our participants were ex-pats with origins from other countries, hence having various mother tongues rather than Arabic. Thus, due to the mentioned reasons we kept the original English versions of all the measures in the study in UAE and did not translate our surveys into Arabic. Over and above, the Turkish version of the same scales developed based on item factor analyses, internal-consistency procedures and tested on reliability and validity. All scales were measured on a 5-

point response scale. Higher values indicated high levels of the variable captured through the measure.

3.2.1. Big Five Factors of Personality

50-item Traits of Preliminary IPIP Scales Measuring the Big Five Domains- Big Five Factor Markers were used to measure the FFM of personality (Goldberg, 1992). The scale evaluates 5 personality traits, each consisting of 10 questions. These traits are extraversion, conscientiousness, stability, emotionality, agreeableness, and openness to new experiences. The validity and reliability of the Turkish version of the scale were performed by Ödemiş (2011).

3.2.2. Counterproductive work behavior (CWB)

A 32-item short English version of the scale developed by Spector et al. (2006) was used to measure CWB. The subscales of the scale are abuse, production deviation, sabotage, theft, and withdrawal. The validity and reliability of the Turkish version of the scale were performed by Ödemiş (2011).

3.2.3. Locus of Control (LoC)

A short version of Rotter's scale with 10-items is used in UAE to measure the locus of control which is proposed by Karabay et al. (2016). The Turkish version of the same scale is adapted from the master thesis of Güler (2016) which is tested on reliability and validity. The scale consists of two dimensions measuring external locus of control and internal locus of control.

3.3. Research Model and Hypotheses

In this study, the effects of personality traits, external locus of control, and internal locus of control on CWB were analyzed. Analyses were made for both countries separately. The following hypotheses were tested in the study. The research model is given in Figure 1.

H1: Extraversion has a significant effect on counterproductive work behavior.

H2: Agreeableness has a significant effect on counterproductive work behavior.

H3: Conscientiousness has a significant effect on the counterproductive work behavior.

H4: Emotional stability has a significant effect on counterproductive work behavior.

H5: Open to new experiences has a significant effect on counterproductive work behavior.

H6: The external locus of control has a significant effect on the counterproductive work behavior.

H7: The internal locus of control has a significant effect on the counterproductive work behavior.
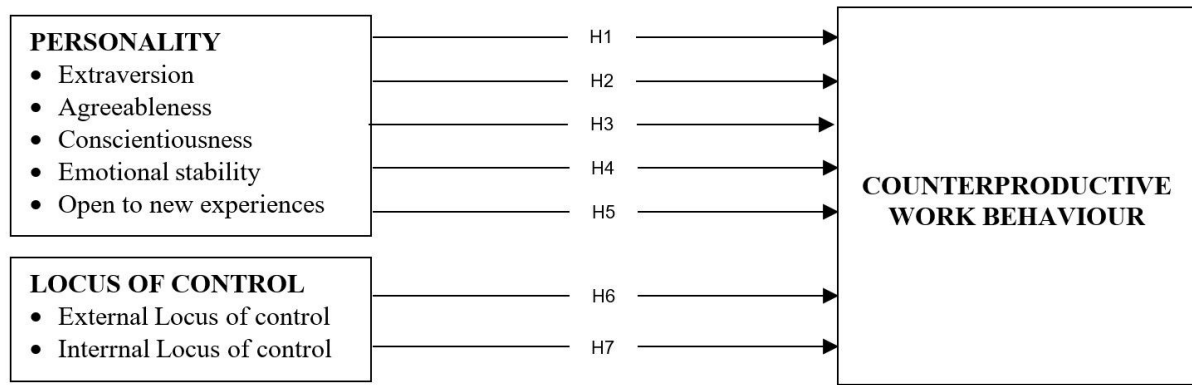
Figure 1: Research Model

3.4. Analyses

The validity of the scales was examined by Confirmatory Factor Analysis (CFA). The reliability of the scales was evaluated with Cronbach's alpha coefficient. Descriptive findings of the participants were given as numbers and percentages, and comparisons by country were made with chi-square tests. Country comparisons regarding the scales were made with the T-test. Relationships between variables were examined by correlation analysis. The effects of independent variables on the dependent variable were analyzed by regression analysis.

4. RESULTS

The validity of the scales was evaluated by CFA. All scales were analyzed in a model. Items with low factor loading (Open to new experiences 8-9, Emotional stability 4) were excluded from the analysis, and the factor loads of the other items were found to be statistically significant. The fit of the model was evaluated with the goodness of fit indices. The fit index values of the model were determined as $X^2/df=1.436$, GFI=0.916, AGFI=0.910, RMR=0.043, SRMR=0.066. These fit values were found to be at an acceptable level ($X^2/df<5$, GFI>0.90, AGFI>0.85, RMR and SRMR<0.08) (Byrne, 2016).

Table I. Descriptive Statistics for Participants Traits and Comparison Findings

	Turkey		UAE		Total		X^2/p
	n	%	n	%	n	%	
Age							
30 and below	94	20.3	64	24.1	158	21.6	$X^2=1.434$
31-40	233	50.3	129	48.5	362	49.7	p=0.488
Over 40	136	29.4	73	27.4	209	28.7	
Educational Status							
High school or below	30	6.5	1	0.4	31	4.3	
Associate degree	32	6.9	3	1.1	35	4.8	
Undergraduate	246	53.1	120	45.1	366	50.2	$X^2=45.219$
Graduate undergraduate	134	28.9	124	46.6	258	35.4	**p=0.000**
Doctorate	21	4.5	18	6.8	39	5.3	
Gender							
Female	290	62.6	73	27.4	363	49.8	$X^2=83.690$
Male	173	37.4	193	72.6	366	50.2	**p=0.000**
Marital Status							

Married	284	61.3	178	66.9	462	63.4	X²=2.265
Single	179	38.7	88	33.1	267	36.6	p=0.132
Total Working Time at Work						
Less than 1 year	53	11.4	1	0.4	54	7.4	
1-5 years	144	31.1	27	10.2	171	23.5	
6-10 years	110	23.8	79	29.7	189	25.9	X²=92,621
11-15 years	81	17.5	69	25,9	150	20.6	**p=0.000**
16-20 years	44	9.5	44	16.5	88	12.1	
21 years and over	31	6.7	46	17.3	77	10.6	

The traits of the participants and the comparison findings by country are given in Table 1. 362 (49.7%) of all participants, both from Turkey and the UAE, are between the ages of 31-40 and 366 (50.2%) are undergraduates. 366 (50.2%) of participants are male and 462 (63.4%) are married. According to the total working time at the workplace, 171 (23.5%) of the participants have been working for 1-5 years, 189 (25.9%) have been working for 6-10 years. Comparisons by country were made with chi-square tests. According to the analysis findings, while there was no significant difference according to the age and marital status of the participants, significant differences were found according to the education status, gender, and total working time at work. According to their educational status, it is seen that 13.4% of the participants in Turkey compared to 1.5% of the participants in the UAE had an education level below the undergraduate level, and 53.4% of the participants in the UAE compared to 33.4% of the participants in Turkey have received postgraduate education. While 62.6% of the participants in Turkey are female and 37.4% are male, 27.4% of the participants in the UAE are female and 72.6% are male. When the total working time of the participants is compared, 42.5% of those in Turkey have been working for less than 6 years, while 10.6% of those in the UAE have been working for less than 6 years. On the other hand, 16.2% of those in Turkey have been working for more than 15 years, while 33.8% of those in the UAE have been working for more than 15 years.

Table II. Reliability Coefficients, The Averages of The Countries and The Comparison Findings

	Cronbach Alfa	Turkey		UAE		t
		Mean	Sd	Mean	Sd	
Five-factor personality traits						
Extraversion	**0.814**	**3.60**	**0.644**	**3.34**	**0.626**	**5.406***
Agreeableness	**0.764**	**4.17**	**0.455**	**4.04**	**0.529**	**3.403***
Conscientiousness	**0.775**	**3.95**	**0.534**	**3.81**	**0.608**	**3.270***
Emotional stability	**0.871**	**3.20**	**0.720**	**3.35**	**0.843**	**-2.547***
Open to new experiences	0.755	3.81	0.524	3.83	0.561	-0.539
External locus of control						
External locus of control	0.798	2.39	0.624	2.28	0.841	1.901
Internal locus of control	**0.790**	**3.81**	**0.599**	**3.99**	**0.732**	**-3.300***
Counterproductive Work Behavior						
CWB	**0.892**	**1.19**	**0.204**	**1.26**	**0.306**	**-3.119***

*p<0.05

The reliability coefficients of the scales, the averages of the countries, and the comparison findings according to the countries are given in Table 2. According to these findings, it was determined that the scales were reliable. In the T-tests, in which the averages of the countries were compared, significant differences were found in all other variables (p<0.05), except for the variables of open to new experience and external locus of control. When the findings were examined, it was seen that the average of the participants in Turkey was higher in extraversion, agreeableness, and conscientiousness but the average of the participants in the UAE was higher in emotional stability, internal locus of control, and CWB levels.

As a result of the correlation analyses of Turkey data, significant positive correlations were found between personality traits and internal LoC; significant negative correlations were found between personality traits and external LoC and CWB; significant negative correlations were found between internal LoC and CWB. As a result of the correlation analyses of UAE data, significant positive correlations were found between personality traits and internal LoC; significant negative correlations were found between personality traits and external LoC and CWB; significant positive correlations were found between external LoC and CWB; significant negative correlations were found between internal LoC and CWB.

Table III. Findings of Regression Analyses

Dependent variable: CWB	Turkey				United Arab Emirates			
	B	**SE**	**β**	**t**	**B**	**SE**	**β**	**t**
Constant	1,820	0,126		14,420	2,121	0,207		10,241
Extraversion	-0,005	0,017	-0,016	-0,292	-0,011	0,032	-0,022	-0,345
Agreeableness	-0,043	0,023	-0,096	-1,853	-0,023	0,040	-0,040	-0,580
Conscientiousness	**-0,090**	**0,019**	**-0,236**	**-4,779***	**-0,076**	**0,034**	**-0,152**	**-2,273***
Emotional stability	-0,012	0,015	-0,042	-0,821	-0,035	0,025	-0,096	-1,396
Open to new experiences	0,000	0,021	0,001	0,016	-0,011	0,037	-0,020	-0,296
External locus of control	-0,005	0,016	-0,015	-0,305	0,014	0,024	0,037	0,557
Internal locus of control	-0,005	0,017	-0,016	-0,328	**-0,078**	**0,029**	**-0,186**	**-2,721***
	R:0.298 R²:0.089 **Adj. R²:0.075** F: 6.351*				R:0.387 R²:0.150 **Adj. R²:0.127 F: 6.501***			

*p<0.05; B: Unstandardized B; SE: StandartError; β: StandardizedCoefficientsBeta

The findings regarding the regression analyses are given in Table 3. Analyses were performed separately for TR and UAE. In the analysis models, the independent variables are personality traits and dimensions of LoC, the dependent variable is the CWB.

As a result of the regression analysis of TR, the regression model was found to be significant (F=6.351; p<0.05). It is seen that the independent variables explain 7.5% of the total variance in the CWB variable. Except for conscientiousness, it was determined that other variables did not have a significant effect on CWB (p>0.05). It was determined that conscientiousness had a negative and significant effect on the CWB (β=-0.236; p<0.05).

As a result of the regression analysis of UAE, the regression model was found to be significant (F=6.501; p<0.05). It is seen that the independent variables explain 12.7% of the total variance in the CWB variable. Except for the conscientiousness and internal LoC, it was determined that other variables did not have a significant effect on CWB (p>0.05). It was determined that conscientiousness (β=-0.152; p<0.05) and internal Loc (β=-0.186; p<0.05) had negative and significant effects on the CWB.

5. DISCUSSION

Within the scope of this study, in the context of expectations between the employee and the organization, the effect of the employee's traits and locus of control on counterproductive work behavior and the effects of external-internal locus of control accordance with the relationship between personal traits and counterproductive work behavior was evaluated.

First of all, the validity and reliability of the scales used in the research were evaluated, and as a result, it was determined that the scales used in the research model were valid and reliable in this context. Secondly, regression analysis was performed to determine the effects of five-factor personality traits and internal and external locus of control on CWB for both Turkey and UAE. What we see the result of the analysis made in the context of the socio-demographic traits of the participants; there was a statistically significant difference in terms of gender, educational status, and total working time of the participants; in terms of education levels, participants in the UAE have a significantly higher average than Turkish participants in their graduate and higher education levels; in terms of the gender of the participants, the participants in Turkey were significantly higher than those in the UAE; in terms of time spent in their jobs, it was determined that Turkey participants were significantly higher than UAE participants in the context of working less than six years.

When the participants from both countries were compared as a result of the t-tests performed, it was found that there was a statistically significant difference in all other variables except being open to new experiences; When the differences are evaluated, it has been determined that Turkish participants have higher averages in extraversion, conscientiousness, emotional stability, whereas UAE participants have higher averages in terms of acceptability, control, and CWB variables.

In the context of the research model, personality traits and their effects between LoC and CWB were examined. In the findings obtained, personality traits and external LoC emerged as a negative effect in the analyzes in terms of both Turkey and the UAE.

Studies have shown that personality traits of conscientiousness (Fallon et al., 2000), emotional stability, and agreeableness variables are highly correlated with CWB (Marcus et al., 2007; Barrick et al., 1991); it is emphasized that employees with low agreeableness are uncooperative, self-interested and unruly people (Barrick et al., 1991). Within the scope of this study, it was determined that the answers obtained from both Turkey and UAE participants were supported by the literature, as conscientiousness had a negative effect on the CWB (-0.24 for Turkey, and -0.04 for UAB).

However, in a study conducted by Mount et al. (2009), it was determined that agreeableness was directly related to interpersonal CWB, and conscientiousness was related to CWB at the organizational level. However, there are also studies showing that there is no correlation between CWB and agreeableness (Ödemiş, 2011).

When the literature is examined, it has been determined that the personality traits of the employees have an explanatory role on their potential to exhibit CWB (Fox and Spector, 2005) and that there is a significant relationship between some personality traits and counterproductive work behaviors (Mount et al., 2006: 592). Besides, in a study conducted by Salgado (2002), it is stated that the sub-dimensions of responsibility and conformity from personality traits are predictors of deviant behaviors in the context of CWB. In a study, also,

conducted by Dalal (2005), the relationship between responsibility and counterproductive work behaviors was examined and it was determined that the relationship between the two concepts was at a high level. It can be stated that the findings obtained as a result of this research are supported by the literature in this context.

In a survey conducted by Cullen and Sackett (2003), studies that stated personality scale sub-dimensions could be evaluated as predictors on CWB were presented together. Accordingly, studies that were evaluated to be predictive of CWB in terms of emotional balance, compatibility, and responsibility dimensions; non-compliance with rules (Hough, 1992), turnover (Barrick and Mount, 1996), absenteeism (Judge et al., 1997), workplace violence (Ones and Viswesvaran, 2001), damage to property (Schmidt et al., 1997), and other crimes (Collins and Schmidt, 1993; Eysenck and Gudjonson, 1988).

In another survey conducted in the context of personality traits, the relationship between CWB and personal traits is examined separately as individual and organizational dimensions. The findings reveal that there is a strong relationship with CWB in terms of both responsibility and compliance dimensions in personal traits, in terms of individual and organizational aspects (Berry et al., 2007). On the other hand, in the study of Ones&Viswesvaran (2003), there is a negative relationship between responsibility and CWB. This result is seen as individuals who are not easily distracted and have a high sense of responsibility do not exhibit sabotaging behavior.

In other studies, it is stated that the relationship between the factor groups of the five-factor personality traits and the CWB sub-dimensions is negative and significant (Sezici, 2015, Sackett et al., 2006).

Despite many studies, however, it is still not possible to say that the relationship between personality traits and CWB has reached a complete picture (MacLane&Walmsley, 2010: 71). The existence of such an opinion stems from the fact that studies on counter-productive work behaviors have been carried out in a way that focuses mostly on the reactive behaviors and emotional states of individuals, and they have not been discussed with different subjects (Spector, 2011: 343).

It is seen that the personality traits and internal or external locus of control are related to their productivity and anti-work behaviors. As it is stated in Westhuizen's studies, due to human nature, most of the employees have tendencies to trigger negative behaviors to all systems and supervisors from all levels (Westhuizen, 2021:36-38). From this point of view, to reduce the counterproductive work behaviors of the employees, not only the personal traits should be focused on, but also efforts should be made to improve their organization-adaptation period by taking advantage of Locus of Control. That's why it is offered that the working environment should reduce the hints that activate counterproductive work behavior when we consider individuals with unpleasant behavioral styles (O'Brien, et al. (2021:350-360).

6. CONCLUSION

Counter-productive work behaviors cause both employees and managers to experience loss of morale and motivation and can cause organizational reputation damage in the context of decreased productivity, waste of resources, and increased costs in the organizational sense.

Studies reveal that individuals' traits do not directly affect their counterproductive work behaviors with different organizational factors (Seçer & Seçer, 2007).

Recent research shows that employees' personality traits and locus of control are associated with counterproductive work behavior. Accordingly, in addition, individual traits and cultural values (Koç & Bayraktar, 2019; Yılmazer &İyigün, 2021), commitment in the context of organizational commitment (Örücü et al., 2021), organizational ethical climate (Polat, 2021), and alienation (Tekin, 2021) appears to affect counterproductive work behavior. Especially, employees with effects of external locus of control believe that environmental actions are outside of their control. Therefore, they feel that they don't have any impact on such external actions. (Karolina, 2022:7-8). In this context, efforts to improve organizational climate and organizational culture are needed. It is evaluated that organizing training to increase the communication skills of the employees and developing incentives to increase their performance can increase the organizational commitment levels of the employees and thus reduce the counterproductive work behaviors.

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