



## The Mediator Role of Burnout in The Effect of Personality on Counterproductive Work Behaviors

Kişiliğin Üretkenlik Karşıtı İş Davranışına Olan Etkisinde Tükenmişliğin Aracı Rolü

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### ARTICLE INFO

#### Article Type

Research Article

#### Keywords

Counterproductive Work Behaviors  
Personality  
Burnout  
CWB

**Received:** Feb, 13, 2022

**Accepted:** Mar, 23, 2023

### ABSTRACT

The purpose of the study is to examine the effect of personality on counterproductive work behaviors and to show how burnout mediates this effect. The study also aims to show the effects of personality dimensions (conscientiousness, extraversion, agreeableness, agreeableness, emotional stability, and openness to experience) on counterproductive work behaviors. In this context, the study sample consists of 270 individuals working in different sectors. The workers included in the study were interviewed with a personal questionnaire. The collected data were analyzed using the SPSS package program. The results showed that personality traits are an important predictor of counterproductive work behaviors and burnout plays a mediating role in this effect. In addition, it was found that there was a significant relationship between the personality dimensions of self-control, extraversion, compatibility, neuroticism and counterproductive work behavior and burnout. It was also found that there is a relationship between openness to experience and burnout. Finally, the study found that burnout mediates the effect of self-control, extraversion, compatibility, and neuroticism on counterproductive work behavior.

### MAKALE BİLGİSİ

#### Makale Türü

Araştırma Makalesi

#### Anahtar Kelimeler

Üretkenlik Karşıtı İş Davranışları  
Kişilik  
Tükenmişlik  
CWB

**Geliş Tarihi:** 13 Şubat 2023

**Kabul Tarihi:** 23 Mart 2023

### ÖZ

Çalışmanın amacı, kişiliğin üretkenlik karşıtı iş davranışına olan etkisini araştırmak ve bu etkiye tükenmişliğin nasıl aracılık ettiğini ortaya koymaktır. Ayrıca çalışma, kişilik boyutlarının (sorumluluk, dışadönüklük, uyumluluk, duygusal denge ve deneyime açıklık) da üretkenlik karşıtı iş davranışına olan etkisini ortaya koymayı amaçlamaktadır. Bu kapsamda çalışmanın örnekleme, farklı sektörlerde çalışan 270 bireyden oluşmaktadır. Çalışma kapsamına dahil olan çalışanlara yüz yüze anket uygulanmıştır. Toplanan veriler SPSS paket programı ile analiz edilmiştir. Bulgular, kişilik özelliklerinin üretkenlik karşıtı iş davranışının önemli bir yordayıcısı olduğunu ve bu etkide tükenmişliğin aracı rol oynadığını göstermiştir. Buna ek olarak, kişilik boyutlarından sorumluluk, dışadönüklük, uyumluluk ve duygusal denge ile üretkenlik karşıtı iş davranışının ve tükenmişliğin arasında anlamlı bir ilişki olduğunu ortaya konulmuştur. Ayrıca, deneyime açıklık ile tükenmişlik arasında da bir ilişki olduğu bulunmuştur. Son olarak çalışma, sorumluluk, dışadönüklük, uyumluluk ve duygusal dengenin üretkenlik karşıtı iş davranışına olan etkisinde tükenmişliğin aracı rolü olduğunu ortaya koymuştur.

## 1. Introduction

In the context of the workplace, there are certain facts and behaviors that can have a positive impact on an individual's decision-making abilities, which in turn can benefit the organization. However, there are also certain behaviors that may originate from individuals that can have negative consequences and harm the organization. Employees may behave unethically by refraining from performing their duties due to problems they encounter during their time with the organization, negative behaviors of their colleagues, and policies adopted by management (Merdan et al., 2022; Morgül and Fındıklı, 2022). Although this situation, referred to in the literature as

**Atıf/Cite as:** Mert, M. (2023). The Mediator Role of Burnout in The Effect of Personality on Counterproductive Work Behaviors. *Uluslararası Ekonomi, İşletme ve Politika Dergisi*, 7(1), 152-171.



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counterproductive work behavior (CWB), does not occur for every employee, it can be detrimental to the organization, tasks and responsibilities, as well as to the individuals receiving the service (Polat, 2022; Üstün, 2020; Sezici, 2015). Many reasons such as job satisfaction, role ambiguity, role conflict, excessive workload, and personality traits lead to CWB (Sezici, 2015; Öztürk, 2018; Tama, 2020; Koç and Bayraktar, 2019). CWB refers to actions or behaviors of an employee that are deliberate and intentional, and which negatively impact their job performance and harm the legitimate interests of the organization and their colleagues. These behaviors can include actions such as intentionally failing to perform work duties properly, engaging in workplace deviance, or engaging in behaviors that violate organizational policies and procedures (Kanten and Ülker, 2014). Some studies have suggested that at least 30% of CWB's are found in organizations. It has also been reported that 35% to 75% of employees admit to stealing from the organization they work for, and that the cost of this behavior to U.S. organizations is \$50 billion, with this cost increasing every year (Instone, 2012). Therefore, it is extremely important to identify the determinants of CWB in order to understand CWB's, as they are rapidly increasing every year and are considered a serious threat to both organizations and individuals.

Previous studies have examined the concept of personality as a determinant of CWB (Koç and Bayraktar, 2019; Aydoğ, 2020; Sezici, 2015; Berhem, 2017; Ödemiş, 2011; Spector, 2011; Çolak et al., 2018). Individuals entering the workforce first go through the process of socialization, embracing their own personality structure and the role they will play in business, and attempting to ensure integrity between organizational goals and individual goals. (Ödemiş, 2011). Personality traits can significantly influence how an individual perceives and evaluates their work environment, including their job satisfaction, motivation, and engagement. Research has shown that personality can affect an individual's work behaviors, such as their communication style, decision-making, and ability to work in a team. Therefore, an understanding of an individual's personality can help organizations to effectively manage and motivate their employees to improve overall job performance and satisfaction (Özkalp and Meydan, 2017: 18). Therefore, an individual's perception and evaluation of their workplace and work environment are significantly influenced by their personality. The investigation of the studies conducted in this context has shown that personality has an influence on CWB (Koç and Bayraktar, 2019; Aydoğ, 2020; Sezici, 2015; Berhem, 2017; Ödemiş, 2011; Spector, 2011). Numerous studies have examined the relationship between these two concepts by considering subdimensions of personality and examining the possible effects in more detail (Koç and Bayraktar, 2019; Sezici, 2015; Ödemiş, 2011). Despite the impact of personality on work behavior, there are conflicting findings in research studies regarding the relationship between specific personality traits and CWBs. For example, some studies have found that self-control, a subdimension of personality, has a negative effect on CWB (Koç and Bayraktar, 2019; Sezici, 2015), while other studies have found a positive effect on CWB (Ödemiş, 2011). Similarly, some studies have found a positive relationship between extraversion, one of the personality dimensions, and CWB (Sezici, 2015), while others have found a negative relationship (Koç and Bayraktar, 2019; Aydoğ, 2020). In addition, some studies have found that there is no relationship between extraversion, one of the sub-dimensions of personality, and CWB (Çolak et al., 2018; Behrem, 2017). The primary objective of this study is to demonstrate how personality dimensions impact counterproductive work behavior (CWB) and to help resolve any existing inconsistencies in this area of research. Despite considerable research on the association between personality and CWB, the influence of mediating variables on this relationship has not been thoroughly investigated. The second primary aim of this study is to investigate whether burnout can act as a mediating variable in the relationship between personality and CWB.

## 2. Literature Review

### 2.1. Counterproductive Work Behavior (CWB)

Employees may exhibit attitudes and behaviors that sometimes disrupt business operations, prevent the organization from achieving its goals, or interfere with colleagues' tasks (Lee et al., 2022). There are several definitions of such negative attitudes and behaviors in the literature. The common point of these definitions is that those who are involved in the behavior and behaviors voluntarily and consciously perform CWB and make the company suffer from these behaviors (O'Brien et al., 2021; Lu et al., 2022; Öcel and Aydın, 2010:74). In their 1995 study, Robinson and Bennett referred to the CWB as "*employee perversion*". This concept was expressed in the deliberate behaviors of those who violated business principles and disrupted the motivation of other business people involved in conducting and executing business. Spector and Fox (2005) were the first researchers to uncover the concept of CWB. They expressed this concept as intentional actions intended to harm the company and other companies in which the company is located. After this definition, most researchers started to study this concept.

Businesses must effectively manage their operations to gain an advantage in an increasingly competitive environment with globalization and to sustain that advantage. Demonstration of CWB by those who conduct the company's operations prevents the company from achieving its goals. CWB, especially among employees, hurts the company and causes financial losses (Üstün, 2020; Gültaç and Erigüç, 2019). In addition to the financial losses caused by CWB, it can also have negative effects on the work environment, team morale, and employee well-being (Sezici, 2015). Those who experience verbal and physical attacks are psychologically affected and perform poorly at work, which causes many problems (Nagina and Abidin, 2022; Fettahlioğlu, 2015; Muafi, 2011:123). In the research on this topic, job dissatisfaction (Yean et al., 2016:798), psychological contract violation (Iyigun & Çetin, 2012:15; Akbıyık, 2018: 234; Polat, 2020: 2961; Yavuzsan, 2020) were found to significantly increase CWB. Perception of organizational justice (Murşit and Eraslan, 2021: 37; Işık and Eraslan 2021; Tama, 2020; Akkaya, 2019; Al-a'wasa, 2018:27) and emotional work behavior (Fettahlioğlu et al., 2016) were found to reduce CWB. However, previous studies have found that employees' perception of leadership style in the organization is related to their CWB (İhsan and Tuzcuoğlu, 2020; Pelenk and Acaray, 2019; Şengüllendi, 2020: 743; Sökmen et al., 2019: 1568; Dogan and Deniz, 2017:1014). As the research findings show, there are many organizational factors that are related to CWB.

### 2.2. Personality

Personality is at the top of what individuals think about and try to learn the most. This is because the subject of personality is something that is always with us in our daily lives and affects our lives. Therefore, personality is considered the most important factor in the study and analysis of all personal and organizational relationships. Personality is commonly defined as a unique set of characteristics that distinguish and differentiate one individual from another (Nas and Doğan, 2020: 30). In other words, personality can be defined as a collection of stable and enduring traits that influence an individual's thoughts, feelings, and actions, thereby shaping their behavior over time. There are many different theories and ideas that explain what personality means. However, the one most commonly used by researchers is the "*five-factor model*". Namely, it is an assessment model with five subdimensions (self-control, extraversion, compatibility, neuroticism and openness to experience) that most comprehensively defines personality (Servidio, 2014:85). If the magnitude of the five factors is to be briefly defined;

When examining personality, job satisfaction, CWB, alienation, organizational commitment, organizational values, bullying, organizational culture, and organizational success, a relationship with various concepts such as stress management methods, leadership behaviors, motivation, and

career choice is evident (Deveci, 2020; Tatar and Çelikbaş, 2021: 53; Bayat, 2019: 1575; Sakallı, 2019: 11; Güvel, 2019; Durmaz and Sabuncu, 2019: 40; Atmaca, 2020: 491; Kaplan, 2020: 376; Nas and Doğan, 2020: 31; Çavuş, 2021; Gümüş, 2021; Yang and Diefendorff, 2009:259).

### 2.3. Burnout

Burnout is a multifaceted and intricate phenomenon that can impact individuals across various professions and industries. The typical symptoms of burnout include emotional exhaustion, depersonalization, and reduced personal accomplishment (Türkmenoğlu, 2020: 50). People experiencing burnout may feel emotionally drained and overwhelmed by their work, leading to feelings of cynicism, detachment, and a decreased ability to empathize with others. They may also feel a sense of reduced effectiveness and satisfaction with their work, leading to a decreased sense of personal accomplishment and self-efficacy (Maslach, 2001).

While burnout can affect individuals in any profession, research has shown that it is particularly prevalent in occupations with a high degree of emotional labor or interpersonal interaction (Maslach and Jackson, 1981). This includes professions such as healthcare, education, social work, and customer service, where employees are expected to manage the emotional needs and expectations of their clients or patients. Factors such as extended work hours, excessive workload, limited autonomy or control over job responsibilities, and inadequate social support from colleagues and superiors can all contribute to burnout (Freudenberger, 1974).

Preventing and managing burnout requires a multi-faceted approach that addresses both individual and organizational factors. This may include strategies such as improving workplace culture and support, providing opportunities for professional development and growth, promoting work-life balance, and encouraging self-care and stress management practices. Additionally, individuals can take steps to prioritize their own well-being, such as setting boundaries around work and personal time, seeking support from friends and family, and engaging in activities that promote relaxation and stress relief (Schaufeli et al., 2009).

When the study of burnout is examined, burnout, job saturation, staff empowerment, organizational silence, organizational commitment, organizational justice, intention to quit, job stress, personality traits, It seems to be associated with various concepts such as organizational culture and organizational citizenship behavior (Sarigül, 2022; Selimoğlu, 2019; İnceağaç, 2021; Turunç and Ögen, 2022: 118; Ersen et al., 2022: 593; Innanen et al., 2014:38).

## 3. Method

### 3.1. Research Model and Hypotheses

Previous research has suggested that there may be a link between certain personality traits and an individual's potential for engaging in CWB. Studies have identified personality traits such as neuroticism, low agreeableness, low conscientiousness, and low emotional stability as potential predictors of CWB (Sezici, 2015; Aydoğ, 2020). However, The findings regarding the association between personality traits and CWB are inconsistent and conflicting. For example, Ödemiş's (2011) research demonstrated a weak positive correlation between CWB and traits such as openness to experience and self-control. However, the analysis in Sezici's (2015) study revealed that the dimension of self-control, one of the five personality dimensions of the participants, was negatively connected with CWB's. In addition, a study by Behrem (2017) found that openness to experience did not influences. In the present research, to help resolve these contradictory findings, the following hypotheses were formed based on theoretical and empirical evidence;

H1: There is a relationship between personality and counterproductive work behavior (CWB).

H2: There is a relationship between self-control and counterproductive work behavior (CWB).

H3: There is a relationship between extraversion and counterproductive work behavior (CWB).

H4: There is a relationship between compatibility and counterproductive work behavior (CWB).

H5: There is a relationship between neuroticism and counterproductive work behavior (CWB).

H6: There is a relationship between openness to experience and counterproductive work behavior (CWB).

The research aims to investigate how burnout mediates the relationship between personality traits and counterproductive work behavior (CWB). Different personality traits of people may cause them to experience different levels of exhaustion depending on their work. It is essential for institutions to know which personality traits and feelings of fatigue are most pronounced, particularly with regard to their workforce planning. By examining the correlation between personality traits and burnout levels in a workplace, it is feasible to pinpoint which personality traits are more vulnerable to burnout. This knowledge can be utilized in the personnel selection process of the organization to ensure that such factors are taken into account. It can be assumed that burnout risk can be addressed at both the individual and organizational levels by placing individuals who are more prone to burnout in more appropriate positions within the facility. Reviewing the existing literature on the correlations between the big five personality traits and burnout dimensions, Koeksal and Kara's (2022) research revealed that openness to experience, extraversion, neuroticism, and self-control were significantly associated with burnout, particularly with the dimension of neuroticism. Özsoy and Ardiç's (2020) research indicated that the subdimensions of personality, including compatibility, self-control, and neuroticism, were significantly related to burnout, while there was no significant relationship observed between the dimensions of extraversion and openness to experience and burnout. Gök's (2021) study found that personality traits had a negative impact on the level of burnout. Similarly, Baker et al. (2006) found a negative association between the personality trait of extraversion and the burnout dimension of depersonalization.

Previous research has demonstrated that burnout is significantly related to CWB's and can have a significant impact on their occurrence. For instance, Lubbadah's (2021) study identified significant associations between burnout and CWB's, indicating that burnout has a considerable impact on the occurrence of such behaviors. Similarly, Azam et al. (2022) observed that burnout was positively related to CWB's, suggesting that higher levels of burnout could lead to increased occurrences of such behaviors. In contrast, according to Bolton et al.'s (2012) study, depersonalization was found to have a positive impact on counterproductive behavior, with emotional exhaustion serving as a mediator for this relationship. In the study, the results of which are consistent with the theory of resource maintenance, it was found that employees who believe that their emotional resources are depleted exhibit withdrawal behavior, which may appear as CWB (Bolton et al., 2012). Therefore, it can be concluded that burnout is a significant factor that affects individuals' CWB's, as evidenced by numerous studies that have found a positive association between burnout and such behaviors.

Therefore, based on the relationships established in previous studies between personality and burnout and between burnout and CWB's, it is plausible to suggest that burnout may serve as a mediator in the effect of personality on CWB's. Accordingly, the further hypotheses of the study are as follows;

H7: Burnout has a mediating role in the impact of personality on counterproductive work behavior (CWB).

H8: Burnout has a mediating role in the impact of self-control on counterproductive work behavior (CWB).

H9: Burnout has a mediating role in the impact of extraversion on counterproductive work behavior (CWB).

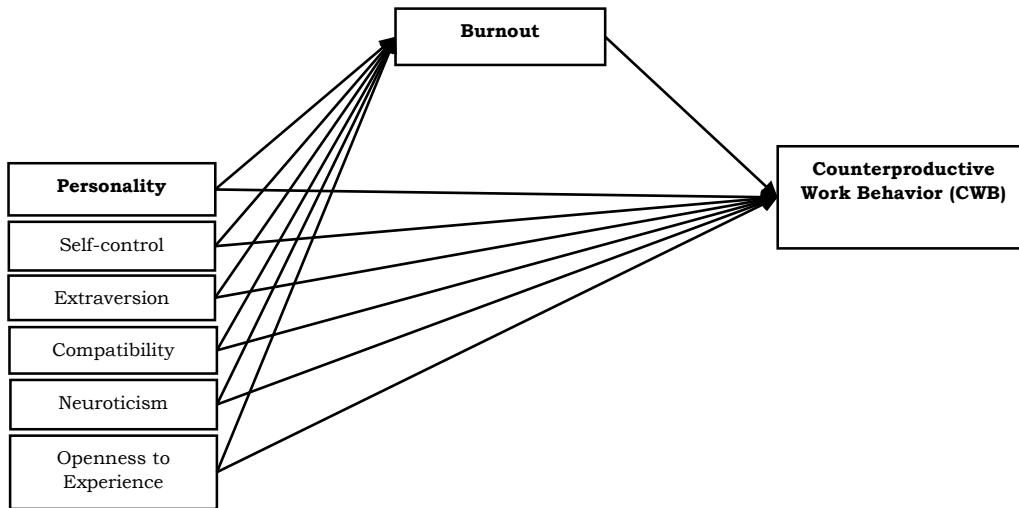
H10: Burnout has a mediating role in the impact of compatibility on counterproductive work behavior (CWB).

H11: Burnout has a mediating role in the impact of neuroticism on counterproductive work behavior (CWB).

H12: Burnout has a mediating role in the impact of openness to experience on counterproductive work behavior (CWB).

The theoretical model of the research, created in accordance with the literature review, is shown below (Figure 1).

Figure 1: Theoretical Model of the Research



### 3.2. Sampling and Data Collection

The research was conducted between December 2022-February 2023 with the approval of Nişantaşı University Ethics Committee. To examine whether burnout mediates the association between employee personality and CWB, this study employed a personal questionnaire that was administered to currently employed individuals from various industries, using a convenience sampling method. The questionnaire is composed of two sections, with the first section covering demographic information and the second section consisting of statements related to personality traits, burnout, and CWB's. Before the questionnaire used in the study was finalized, a pilot study was conducted in which 50 people were interviewed. As a result of this pilot study, the statements that could not be understood in the questionnaire were changed. After these changes, the questionnaire was distributed to 296 employees living in Ankara province who agreed to participate in the study. Of the participants, 26 employees were excluded from the study due to incomplete responses to the questionnaires, leaving a total of 270 questionnaires to be included in the study. To determine the sample size, the researchers used the formula developed by Bal (2001), which takes into account the desired margin of error, confidence interval, and population size. Based on this formula, the minimum sample size needed to represent the population was calculated with a margin of error of 0.05 and a confidence interval of 95%.

The results related to the demographic characteristics of the participating employees are presented in Table 1.

**Table 1: Results Regarding The Demographic Characteristics of The Participants**

Feature	Dimensions	Frekans	Percentage (%)
Gender	Female	148	54.8
	Male	122	45.2
Age	20-30	160	59.3
	31-40	94	34.8
	41-50	12	4.4
	51-60	3	1.1
	61 and more	1	0.4
Education	Elementary School/Middle School	4	1.5
	High School	4	1.5
	College	6	2.2
	University	147	54.4
	Postgraduate	84	31.1
	Ph.D. Graduate	25	9.3
Total		270	100

### 3.3. Measures

To collect data on the relationship between personality subdimensions and CWB's, participants in the study completed a survey consisting of 61 questions. To assess the individual's personality subdimensions and CWB's, all questions on the survey, except for the demographic questions, were answered on a 5-point Likert scale (1: "strongly disagree," 5: "strongly agree"). CWB was measured as the dependent variable in the study using a 32-item scale developed by Spector et al. (2006). The scale was translated into Turkish by Öcel (2010) to ensure its applicability and relevance to the local context. To assess the impact of personality subdimensions on CWB, the independent variable of the study, a 10-item scale was used. The scale was developed by Rammstedt and John (2007) and Horzum et al. (2017) and translated into Turkish. The scale has five sub-dimensions: self-control, extraversion, compatibility, neuroticism, and openness to experience. Finally, to measure the mediating variable, burnout level, the study used a 22-item scale developed by Maslach (1977) and translated into Turkish by Ergin (1992).

### 3.4. Data Analysis

Initially, data collected from participants in person were manually entered into the SPSS package program. Later, erroneous data were identified and removed from the program. The research's findings were secured by meticulously scrutinizing the reliability and validity of the scales employed in the study. The personality scale consists of five dimensions: self-control, extraversion, compatibility, neuroticism, and openness to experience, and these dimensions were assessed using the confirmatory factor analysis method. In addition, descriptive statistics and correlations between variables were examined. SPSS 22 and Hayes et al. (2017) PROCESS Macro (Model 4) were used to test the hypotheses generated in the research. AMOS 21 program was used for confirmatory factor analysis. the results of 95% confidence intervals were obtained based on large data sets reconstructed from the original data using the bootstrap method. This method allows the modeling of many regression equations (Hayes, 2013: 2).

In this study, the researchers used the bootstrap method to test mediation models, rather than relying on the traditional Baron and Kenny (1986) method or the Sobel test. The Bootstrap method allows many regression equations to be modeled by resampling from the original data and increases the reliability of the results (Preacher et al, 2007: 185; Zhao et al, 2010: 197). To assess the indirect effects of the mediator variables, the researchers used the bootstrap technique on a large sample of 5000 individuals. To clarify, if the 95% confidence interval of the mediator variables does not include zero, this means that the indirect effect is statistically significant. The reason for

preferring the bootstrap method to test mediation models is that it offers more reliable results (Preacher and Hayes, 2008: 879).

**3.5. Reliability and Validity Analyses of the Scales**

The reliability values for the questionnaire scales can be found in Table 2. At a 95% confidence interval, it was found that the statements in the scales had values ranging from 0.73 to 0.91 with a margin of error of 0.05, and the Cronbach's alpha values of all questions and scales were above the acceptable value of 0.60 recommended in the literature (Hair et al., 2000).

**Table 2: Reliability Analysis Results of Scales**

Scales	Items	Cronbach Alfa
Personality	10	0.789
Extraversion		0.919
Compatibility		0.735
Self-Control		0.873
Neuroticism		0.759
Openness to Experience		0.856
Burnout	22	0.875
Counterproductive Work Behavior	32	0.893

Finally, as part of the preliminary analysis of the scales, confirmatory factor analysis (CFA) was also conducted. Table 3 displays the goodness-of-fit measures obtained from the confirmatory factor analysis conducted on the personality scales employed in this study.

**Table 3: Goodness of Fit Values of The Confirmatory Factor Analysis of the Scales**

	RMSEA	NFI	CFI	GFI	AGFI	IFI	RFI	$\chi^2/df$
Personality	0.031	0.96	0.99	0.97	0.95	0.99	0.93	1.251

According to the widely accepted view of goodness-of-fit values, a CMIN/DF ratio of less than 5, an RMSEA of less than 0.08, a GFI, AGFI, and CFI of more than 0.90 are acceptable fit; a CMIN/DF ratio of less than 3, an RMSEA of less than 0.05, and a GFI, AGFI, and CFI of more than 0.95 indicate good fit (Bayram 2010:78; Çelik and Yılmaz 2013:39). The results presented in Table 4 demonstrate that the goodness-of-fit values acquired from the confirmatory factor analysis of the research variables conform to the literature's accepted standards. In addition, the personality scale exhibited the five-factor (self-control, extraversion, compatibility, neuroticism, and openness to experience) structure characteristic and yielded the factor structure values reported in the literature for the scales.

**4. Findings**

**4.1. Correlation Analysis Results**

First, we examined the descriptive statistics of the data on employee personalities, CWB's, and burnout levels, as well as the correlations between them. Table 4 presents the means, standard deviations, and correlation values resulting from the analysis.



**Table 4: Descriptive Statistics of All Variables**

Variables	M	SD	1	2	3	4	5	6	7	8
1.Self-Control	2.31	0.76	1							
2.Extraversion	2.00	0.64	0.180**	1						
3.Compatibility	3.48	0.92	0.193**	-0.056**	1					
4.Neuroticism	3.50	0.91	0.147*	-0.031**	0.752**	1				
5.OE	3.35	0.83	0.218**	-0.072**	0.563**	0.510**	1			
6.Personality	2.93	0.53	0.518**	0.242**	0.825**	0.801**	0.731**	1		
7.Burnout	2.51	0.50	-0.236**	0.169**	-0.302**	-0.281**	0.175**	-0.284**	1	
8.CWB	2.29	0.32	0.301**	0.323**	-0.185**	-0.137*	-0.049	0.038**	0.429**	1

**Note:** N=270, SD= Standard Deviation, M= Mean, CWB= Counterproductive Work Behaviors, OE= Openness to Experience  
\*\*p < 0.01, \*p < 0.05

When analyzing the results of the correlation analysis in Table 4, a negative relationship was found between personality and burnout ( $r=-0.284$ ). It was found that there was a negative correlation between burnout and self-control ( $r=-0.236$ ), neuroticism ( $r=-0.281$ ) and compatibility ( $r=-0.302$ ), and a positive correlation between extraversion ( $r= 0.169$ ) and openness to experience ( $r= 0.175$ ).

A positive and significant relationship was found between CWB and personality ( $r= 0.038$ ). Similarly, a positive and significant relationship was found between CWB and the personality dimensions of self-control ( $r= 0.301$ ) and extraversion ( $r= 0.323$ ). On the other hand, a negative correlation was found between CWB, compatibility ( $r= -0.185$ ) and neuroticism ( $r= -0.137$ ). However, it was found that there is no relationship between CWB and openness to experience, one of the sub-dimensions of personality. Finally, the findings indicate a significant and positive correlation between burnout and CWB ( $r= 0.429$ ).

#### 4.2. Mediation Analysis Results

Table 5 shows the results of the current study that aimed to identify the mediating role of burnout in the significant relationship between personality and CWB's.

**Table 5. Mediation Test of Burnout**

	Model 1 (CWB)		Model 2 (B)		Model 3 (CWB)	
	B	T	B	T	B	T
Personality	0.02***	0.62	-0.27***	-4.84	0.10***	3.07
Burnout	-	-	-	-	0.30***	8.44
R <sup>2</sup>	0.00		0.08		0.21	
F	0.39		23.46		35.93	

Note. N= 270, CWB= Counterproductive Work Behavior, B= Burnout

Table 5 presents the results of the current study, which aimed to identify the mediating role of burnout in the significant relationship between personality and CWB's. In accordance with our model, three different submodels were created. In the first model (Model 1), the effects of personality on CWB were analyzed. According to this model, the effect of personality on CWB is positive ( $b = 0.02$ ,  $p < 0.001$ ). Model 2 analyzed the effects of personality on burnout. The effect of personality on burnout was negative ( $b = -0.27$ ,  $p < 0.001$ ). Finally, the effect of personality and burnout on CWB is shown in Model 3. Personality ( $b = 0.10$ ,  $p < 0.001$ ) and burnout ( $b = 0.30$ ,  $p < 0.001$ ) had a positive effect on CWB. Whereas personality alone explained antiproduktive behavior at 0.00%, the proportion of the model that explained antiproduktive behavior increased to 0.21% when the mediator variable burnout was added to the personality variable. Thus, the necessary significant

relationships were found to have a mediating role. That is, the mediating effect of burnout was statistically significant (indirect effect= -0.0831, SE =0.0206, 95% CI=[-0.1259, -0.0461]).

**Table 6: Indirect Effects of Personality on Counterproductive Work Behavior**

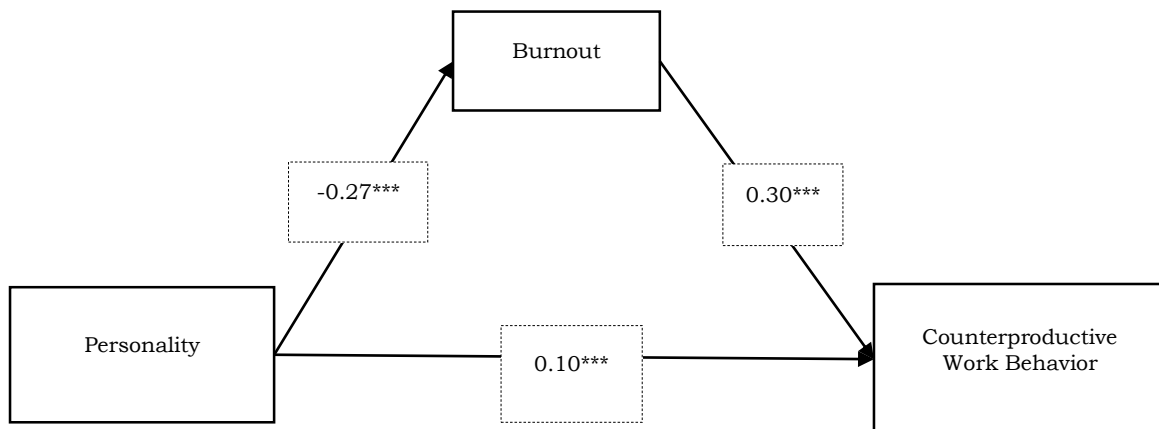
Independent	Mediator	Dependant	Unstand.	SE	LLCI	ULCI
Personality	> Burnout	> CWB	-0.0831	0.0206	-0.1259	-0.0461
<b>Note:</b> N = 270, CWB= Counterproductive Work Behavior						

Table 6 contains the results for determining the mediating role of burnout in the significant relationship between the personality dimensions and CWB.

**Table 7: Testing the Mediation Effect of Burnout on the Effect of Sub-Dimensions of Personality on Counterproductive Work Behavior**

	Model 1 (CWB)		Model 2 (B)		Model 3 (CWB)	
	B	T	B	T	B	T
Self-Control	0.12***	5.16	-0.15***	-3.98	0.18***	8.43
Burnout	-	-	-	-	0.33***	10.48
R <sup>2</sup>	0.09		0.05		0.35	
F	26.71		15.85		73.76	
Extraversion	0.16***	5.57	0.13***	2.80	0.12***	4.78
Burnout	-	-	-	-	0.24***	7.16
R <sup>2</sup>	0.10		0.02		0.24	
F	31.11		7.86		44.16	
Compatibility	-0.06***	-3.08	-0.16***	-5.17	-0.02***	-1.06
Burnout	-	-	-	-	0.26***	7.10
R <sup>2</sup>	0.03		0.09		0.18	
F	9.51		26.80		30.84	
Neuroticism	-0.04***	-2.25	-0.15***	-4.80	-0.00***	-0.29
Burnout	-	-	-	-	0.27***	7.36
R <sup>2</sup>	0.01		0.07		0.18	
F	5.09		23.05		30.20	
Openness to Experience	-0.01***	-0.80	-0.10	-2.91	0.01***	0.48
Burnout	-	-	-	-	0.27	7.73
R <sup>2</sup>	0.00		0.03		0.18	
F	0.64		8.49		30.29	
<b>Note:</b> N= 270, CWB= Counterproductive Work Behaviors, B= Burnout *** p < 0.001						

**Figure 2: The Mediator Role of Burnout in the Effect of Personality on Counterproductive Work Behavior, (\*\*\*) p < 0.001)**



The effect of self-control on CWB's was found to be positive ( $b = 0.12, p < 0.001$ ). The effect of self-control on burnout is negative ( $b = -0.15, p < 0.001$ ). Self-control ( $b = 0.18, p < 0.001$ ) and burnout ( $b = 0.33, p < 0.001$ ) had a positive effect on CWB's. Thus, the partial mediation effect of burnout on the relationship between responsibility and CWB's was statistically significant (indirect effect=  $-0.0533, SE = 0.0125, 95\% CI = [-0.0786, -0.0296]$ ).

The effect of extraversion on CWB appeared to be positive ( $b = 0.16, p < 0.001$ ). The effect of extraversion on burnout was also positive ( $b = 0.13, p < 0.001$ ). Extraversion ( $b = 0.12, p < 0.001$ ) and burnout ( $b = 0.24, p < 0.001$ ) had a positive effect on CWB. Consequently, the partial mediating effect of burnout on the relationship between extraversion and CWB's was statistically significant (indirect effect =  $0.0328, SE = 0.0126, 95\% CI = [0.0092, 0.0582]$ ).

The effects of compatibility ( $b = -0.06, p < 0.001$ ) and neuroticism ( $b = -0.04, p < 0.001$ ) on CWB appeared to be negative. Also, the effects of compatibility ( $b = -0.16, p < 0.001$ ) and neuroticism ( $b = -0.15, p < 0.001$ ) on burnout are considered negative. Moreover, burnout seems to fully mediate the effect between compatibility and neuroticism and CWB (Table 7). In conclusion, the full mediation effect of burnout on the association between compatibility (indirect effect=  $-0.0436, SE = 0.0112, 95\% CI = [-0.0667, -0.0229]$ ) and neuroticism (indirect effect=  $-0.0424, SE = 0.0111, 95\% CI = [-0.0662, -0.0231]$ ) and CWB was found to be statistically significant.

Finally, openness to experience was found to have a negative and significant relationship with CWB ( $b = -0.01, p < 0.001$ ), but there was no significant relationship between openness to experience and burnout. In other words, the statistical analysis did not find a significant mediating effect of burnout on the relationship between openness to experience and CWB (indirect effect=  $-0.0296, SE = 0.0104, 95\% CI = [-0.0513, 0.0100]$ ).

**Table 8: Counterproductive Work Behavior of Sub-Dimensions of Personality Indirect Effects on Counterproductive Work Behavior**

Independent		Mediator		Dependant	Unstand.	SE	LLCI	ULCI
Self-Control	>	Burnout	>	CWB	-0.0533	0.0125	-0.0786	-0.0296
Extraversion	>	Burnout	>	CWB	0.0328	0.0126	0.0092	0.0582
Compatibility	>	Burnout	>	CWB	-0.0436	0.0112	-0.0667	-0.0229
Neuroticism	>	Burnout	>	CWB	-0.0424	0.0111	-0.0662	-0.0231
Openness to Experience	>	Burnout	>	CWB	-0.0296	0.0104	-0.0513	0.0100

**Note:** N = 270.

**Figure 3. Mediator Role of Burnout in the Effects of Sub-Dimensions of Personality on Counterproductive Work Behavior, (\*\*\*)  $p < 0.001$**

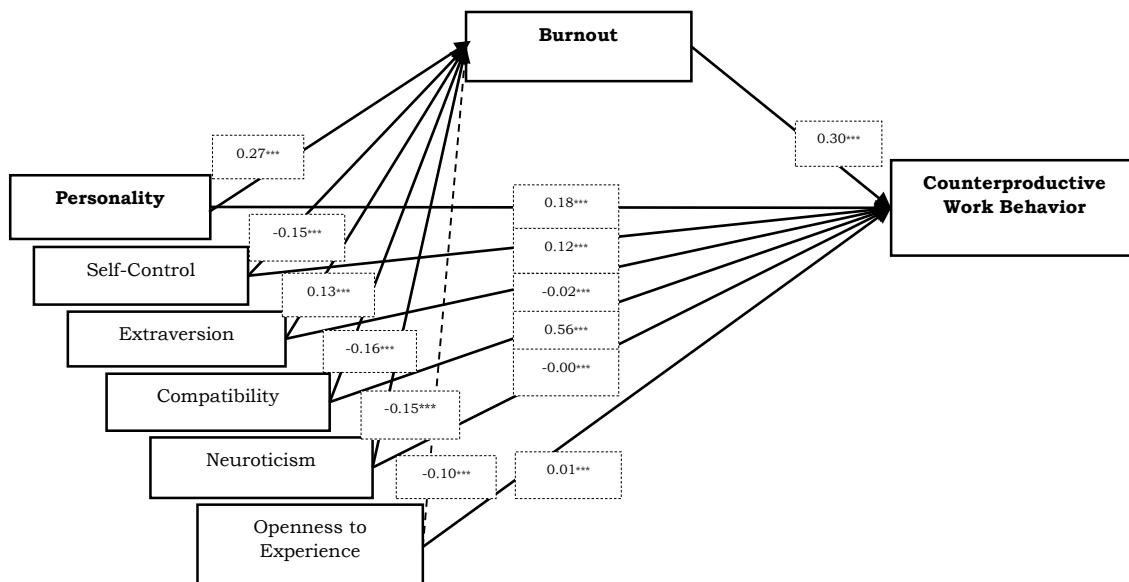


Table 9 shows the results of the hypotheses. According to the table, H1, H2, H3, H4, H5, H7, H8, H9, H10, H11 were accepted, while H6, H12 were rejected.

**Table 9. Summary Table of Hypotheses**

Hypothetical Relationship	Mediation	Results
H1: Personality- CWB	-	Accepted
H2: Self-control- CWB	-	Accepted
H3: Extraversion- CWB	-	Accepted
H4: Compatibility- CWB	-	Accepted
H5: Neuroticism- CWB	-	Accepted
H6: Openness to Experience- CWB	-	Rejected
H7: Personality - Burnout – CWB	Burnout	Accepted
H8: Self-control - Burnout – CWB	Burnout	Accepted
H9: Extraversion - Burnout – CWB	Burnout	Accepted
H10: Compatibility - Burnout – CWB	Burnout	Accepted
H11: Neuroticism - Burnout – CWB	Burnout	Accepted
H12: Openness to Experience- Burnout – CWB	Burnout	Rejected
<b>Note:</b> CWB= Counterproductive Work Behavior		

**5. Conclusion**

The primary objective of the study is to demonstrate the impact of personality dimensions on CWB's. In examining the relationship between these two concepts, many studies have looked at the sub-dimensions of personality and examined the possible effects in more detail (Koç and Bayraktar, 2019: 19; Sezici, 2015; Ödemiş, 2011). However, when looking at the study results, it is evident that there are contradictory findings regarding the effects of personality sub-dimensions on CWB's. In this regard, it is believed that the present study will make an important contribution to resolving these contradictions. While there has been considerable research on the relationship between personality and CWB, the role of mediating variables in this context has not been extensively explored. The second main goal of this study is to investigate whether burnout can act as a mediating variable in the relationship between personality dimensions and CWB's. To this end, we first conducted a correlational analysis between variables. As a result of this analysis, the important relationships between personality, burnout, CWB, and the subdimensions of personality were identified.

The correlation analysis results reveal a significant negative correlation between personality and burnout, indicating that as certain personality traits increase, burnout levels decrease. This finding is in line with the results of previous research in the field. Many researchers have found that personality traits have an impact on a person's burnout level ( Köksal and Kara, 2022: 269; Özsoy and Ardıç, 2020: 144; Gök, 2021: 1858; Süren et al., 2016; Ersen et al., 2022: 593). Different personality traits of people may cause them to experience different levels of exhaustion depending on their work (Ersen et al., 2022). Knowing which personality traits are most associated with burnout can be crucial for institutions in terms of workforce planning, particularly in preventing and managing burnout among employees. By identifying the relationship between personality traits and employees' burnout levels, companies can take this information into account when selecting personnel, as it provides clarity on which personality traits are more susceptible to burnout. This can help companies to better plan and manage their workforce to prevent burnout and promote employee well-being. It can be assumed that the risk of burnout can be addressed at both the individual and organisational level by placing individuals who are more prone to burnout in more appropriate positions within the facility.

Moreover, the study uncovered a notable and affirmative association between personality and CWB. People's behavior is significantly influenced by their personality traits. The fact that people interpret events they encounter at work differently, find different problem-solving techniques, and respond to problems differently is related to the personality traits that people have (Nas and Doğan, 2020). The study's results indicated that self-control and extraversion had a positive and significant relationship with CWB, whereas agreeableness and neuroticism exhibited a negative and significant relationship with it. On the other hand, the analysis did not reveal any significant relationship between openness to experience and CWB. These results are in line with the results of previous studies in the literature. For example, Sezici (2015) found that the compatibility and neuroticism dimensions negatively influence the dimensions of CWB, while the extraversion dimension indicates that individuals can exhibit CWB and that there is a positive relationship between them. As previously found by Ödemiş (2011), the current study also found a positive and significant relationship between self-control and CWB. Finally, Behrem (2017) conducted a study on the effects of personality dimensions on CWB and reported that there was no significant relationship between openness to experience and CWB.

Another result of the current study is that self-control, compatibility, and neuroticism show a negative relationship with burnout. Moreover, the study revealed that there is a positive correlation between burnout and personality dimensions of extraversion and openness to experience. Similarly, in Köksal and Kara's (2022) study, a positive and significant relationship was found between extraversion and openness to experience and emotional exhaustion in the subdimensions of personality, while there was a negative relationship between compatibility and neuroticism. The study conducted by Süren et al. (2016) found that self-control had a negative and significant relationship with emotional exhaustion. Finally, Ersen et al. (2022) reported a significant negative relationship between neuroticism and personal performance. Thus, personality traits play a crucial role in determining the level of burnout experienced by an individual.

Moreover, the relationship between burnout and CWB's was discovered to be both positive and significant. As the psychological and personal strain that results in burnout increases, employees are more likely to exhibit CWB's (Azam et al., 2022). Lubbadah (2021) came to similar conclusions in his study, finding that as individuals' burnout levels increase, CWB's also increase.

The initial mediation analysis, which was aligned with the primary goal of the study, demonstrated that burnout mediates the impact of personality on CWB's (Figure 2). In addition, the study's second mediation analysis revealed that burnout mediates the effect of personality dimensions such as self-control, extraversion, compatibility, and neuroticism on CWB's (Figure 3). Nevertheless, the impact of openness to experience on CWB was not found to be mediated by burnout. Baron and Kenny (1986) suggested in their study that dependent and independent variables should be related in order to speak of a mediating role. Indeed, previous studies have shown that, similar to the present study, the sub-dimensions of self-control, extraversion, compatibility, and neuroticism are related to CWB's (Sezici, 2015; Ödemiş, 2011; Aydoğ, 2020), whereas openness to experience has no influence on CWB's (Behrem, 2017).

The connection between personality and burnout has been widely acknowledged for a considerable amount of time. Despite the evident influence of work conditions on burnout, our study findings imply that there is a connection between employee personality and burnout as well. Consequently, even if organizations introduce burnout interventions that concentrate on altering the work environment (such as minimizing work-related stress), some individuals may still experience high or low levels of burnout due to their personality traits. Personality assessments can be employed by organizations to identify employees who are susceptible to experiencing burnout. This information can be valuable for organizations to identify employees who may benefit from

stress-reducing training programs, or to determine which individuals are best suited for less demanding roles to mitigate the risk of CWB. This is considered extremely important to prevent the damage that individuals can do to the company later on.

Similar to any research, there are some limitations to this study. To begin with, certain demographic variables were not taken into account in the study. In forthcoming research, it may be beneficial to analyze the demographic characteristics in greater depth, and to broaden the scope of the investigation. On the other hand, it should not be forgotten that for pathological issues such as burnout, the tendency of study participants to provide more positive responses for themselves may be effective when the level of burnout is relatively low. In future research, both qualitative and quantitative research methods, in-depth interviews, and collaborative analysis of results will be useful in understanding and explaining social realities in organizational life. The same recommendation applies to CWB. CWB refers to the deliberate actions of employees who aim to cause harm to the organization or other employees. Therefore, employees participating in the survey may tend to give answers that reflect reality more positively. For this reason, the preference for qualitative methods in the studies to be conducted may be useful to illuminate the blind spots on this topic.

**Statement of Support and Appreciation:** No external support has been received during the conduct of this study.

**Researchers' Contribution Rate Statement:** The research was conducted by a single author.

**Conflict of Interest Statement:** I don't have any conflict of interest declaration as the author of the study.

**Research and Publication Ethics Statement:** All the rules stated in the "Higher Education Institutions Scientific Research and Publication Ethics Directive" were strictly considered at every stage of this research. None of the actions specified under the heading "Actions Against Scientific Research and Publication Ethics" of the directive has not been carried out. During the writing process of this study, the citations were made in accordance with the ethical rules and a bibliography was created. The study was subjected to plagiarism control.

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