

# THE EFFECT OF COMPULSORY CITIZENSHIP BEHAVIOR ON WORK PERFORMANCE IN PRIVATE SECTOR SERVICE CLASS EMPLOYEES: THE MODERATOR ROLE OF PSYCHOLOGICAL COMFORT

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## Abstract

Compulsory citizenship behavior is the extra workload that the employee is exposed to outside of the job description. The job performance of the employee is effected by the physical and psychological weight of the workload. However, self-confidence and motivation provided by psychological comfort can regulate the effect of compulsory citizenship behavior on job performance. The aim of this research is to examine the moderator role of psychological comfort in the effect of compulsory citizenship behavior on job performance. The research sample consists of 203 people working in the field of service in the private sector. Convenience sampling method was used in the research, SPSS.23 statistical program and multiple regression technique were used. In the research, demographic questions, compulsory citizenship behavior, psychological comfort and job performance scales were used. According to the results of the research, compulsory citizenship behavior effected job performance negatively and significantly. According to another result of the research, the moderator role of psychological comfort in the effect of compulsory citizenship behavior on job performance has been determined. The results of the research show that the negative effects of increasing workloads and work stress on work performance in today's business conditions can be regulated by factors such as psychological trust, support and sharing of ideas. In this context, it is hoped that the results of the research will contribute to HR experts, managers and employees in terms of employee productivity.

**Keywords:** Compulsory citizenship behavior, Job performance, Psychological comfort.



## ÖZEL SEKTÖR HİZMET SINIFI ÇALIŞANLARINDA ZORUNLU VATANDAŞLIK DAVRANIŞININ İŞ PERFORMANSINA ETKİSİ: PSİKOLOJİK RAHATLIĞIN DÜZENLEYİCİ ROLÜ

### Özet

Zorunlu vatandaşlık davranışı, iş tanımı dışında çalışanın maruz kaldığı ekstra iş yükleridir. Çalışanın iş performansı, iş yükünün getirdiği fiziksel ve psikolojik ağırlıktan etkilenmektedir. Ancak psikolojik rahatlığın sağladığı özgüven ve motivasyon zorunlu vatandaşlık davranışının iş performansına etkisini düzenleyebilir. Bu araştırmanın amacı, zorunlu vatandaşlık davranışının iş performansına etkisinde psikolojik rahatlığın

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Received: 19.02.2023, Accepted: 23.03.2023

düzenleyici rolünü incelemektir. Araştırma örneklemini, özel sektörde hizmet alanında çalışan 203 kişi oluşturmaktadır. Araştırmada kolayda örnekleme yöntemi kullanılmış olup; SPSS.23 istatistik programı ve çoklu regresyon tekniğinden yararlanılmıştır. Araştırmada demografik sorular, geçerlik ve güvenirlik çalışmaları yapılmış olan zorunlu vatandaşlık davranışı, psikolojik rahatlık ve iş performansı ölçekleri kullanılmıştır. Araştırma sonuçlarına göre; zorunlu vatandaşlık davranışı, iş performansını negatif ve anlamlı olarak etkilemiştir. Araştırmanın diğer bir sonucuna göre; zorunlu vatandaşlık davranışının iş performansına etkisinde psikolojik rahatlığın düzenleyici rolü tespit edilmiştir. Araştırma sonuçları, günümüz iş şartlarında artan iş yüklerinin ve iş stresinin iş performansına olumsuz etkisinin psikolojik güven, destek ve fikirlerin paylaşımı gibi unsurlar ile düzenlenebileceğini göstermektedir. Bu bağlamda araştırma sonuçlarının çalışan verimliliği noktasında İK uzmanlarına, yöneticilere ve çalışanlara katkı sağlaması umulmaktadır.

**Anahtar Kelimeler:** Zorunlu vatandaşlık davranışı, İş performansı, Psikolojik rahatlık.



## Introduction

Businesses in society are micro units that contribute to economic development. Businesses have both met all kinds of needs of the society and contributed to the country's economy since history. In this context, the performance of the business depends on the happy employees who do their job well. However, when considered as a ship, the business does not always moves in a safe sea. Sometimes it may be necessary to determine the route in foggy weather, at this point difficult and additional tasks are inevitable. Undertaking too much burden and responsibility in the long run can bring many psychological and physiological problems, especially burnout in the employee. In this context, the motivation provided by the concept of psychological comfort can support employees. Because the most important capital for businesses is human capital (employees). In various countries, special attention is given to the perception of psychological comfort under the title of work-related disorders, and the productivity of enterprises with a high perception of psychological comfort also increases (Yener, 2016, p.190). In the related studies, the manager should be a role-model for the employees in order for the employees to tell their mistakes and make suggestions without hesitation with the phenomenon of psychological comfort. At this point, first of all, the manager should be able to share the mistake with the employees without hesitation (Yener, 2015, p. 288). Enterprise applications should support psychological comfort, as they reduce employee errors and increase safety (Newman, Donohue & Eva, 2017). On the other hand, managers need to reach a clear agreement with employees about the limits of official duties and the point where necessary in-role behavior ends and voluntary, spontaneous behavior begins (Vigoda-Gadot, 2006, p. 89). The problem of this research is whether psychological comfort has a moderator role in the effect of compulsory citizenship behavior on job performance. In order to solve the research problem, first of all, the effect of the variables was examined and the moderator variable was added to the analysis. The importance of this part is the reflection of the total change in organizational performance on the sustainability and efficiency of the organization. In this context, it is also necessary to mention the compulsory citizenship behavior that restricts job performance.

Compulsory citizenship behavior, unlike organizational citizenship behavior, is not doing things on a voluntary basis, but doing things compulsory. However, job performance can be regulated by

balancing the pressure of compulsory tasks with psychological comfort. In a way, employees may not reduce performance with motivating factors such as psychological support, trust, freedom to express their decisions, even if they have compulsory duties. Why is this topic important? To survive in the labor market where competition and technological changes are intense today and to be a leading enterprise means not to slow down in productivity. Job performance is the speed and effort exerted by the employee. For the organization, job performance is the cause of efficiency and profitability. On the other hand, compulsory citizenship behavior can lead to informal consequences that harm institutional effects (Hung et al., 2022, pp. 2-3). So the relationship between compulsory citizenship behavior and job performance can be regulated by the concept of psychological comfort. Because psychological comfort includes positive factors such as the employee's feeling of safety at work, strengthening friendship bonds, and managerial support. It is hoped that this research will contribute to managers and human resources professionals in order to support the behavior of employees with psychological comfort or to realize the deterrent points by revealing the effect of compulsory citizenship behavior on the job performance of the employees. In addition, psychological comfort can soften the effect of compulsory citizenship behavior that reduces job performance. Therefore, with the inclusion of the moderator variable in the analysis, the negative impact value of compulsory citizenship behavior may decrease. The effect of psychological comfort can be reflected positively on employee behavior.

Psychological comfort means that employees do not perceive danger or threat, feel trust and support when expressing themselves and expressing their ideas about work. In today's business world, phenomena such as competition between businesses, innovation and globalization force both businesses and employees to be more creative and improve themselves. In this context, employees have extra roles apart from their routine duties. This situation reveals compulsory citizenship behavior. Unless the employee objects, the roles added outside of their responsibilities become job descriptions and become obligatory. After a while, employees are either unable to keep up with any work or are overwhelmed by their responsibilities. Therefore, after a while, situations such as burnout, stress, psychological and physiological disorders, loss of performance and intention to leave work occur in employees. However, giving employees the opportunity to express themselves and learn from their mistakes with the psychological comfort phenomenon, as well as giving them the right to take initiative without worrying about uncertainty, can reduce anxiety (Yener, 2016, p. 175) and reduce the negative consequences of compulsory citizenship behavior. In addition, according to Hung et al. (2022, p. 3), if the perceived will to freedom is threatened, employees may show psychological resistance by rejecting compulsory citizenship behavior in order to psychologically rebuild their freedom areas. This affects the job performance of the employees.

In the literature, compulsory citizenship behavior and work-family conflict (Liu, Zhao, & Sheard, 2017), extra role behavior (Vigoda-Gadot, 2007), work engagement and job performance (Hung et al., 2022), work alienation (Aydemir, & Akdoğan, 2021), organizational outcomes (Ahmadian, Sesen & Soran, 2017) relationships were examined. On the other hand, although psychological comfort is a concept that has not been studied much in the literature, stress and burnout syndrome (Makara-Studzińska et al., 2021), service sector (Radia, et al., 2022), intention to leave (Gecen, 2021; Yener, 2016), knowledge sharing, passion for work and employee performance (Gençel, Akçakanat & Dinç, 2020),

learning behavior in teams (Edmondson, 1999), interpersonal trust and employee voice (Derin, 2017), job performance (Al Douri, 2021) and psychological comfort relationships were examined.

The relationship between psychological comfort and job performance can be based on Psychological Contract and Social Change Theories. Therefore, when employees receive support from the organization and are given the opportunity to develop themselves, they will feel a sense of belonging to the organization and identify with the organization. On the other hand, according to Social Information Processing Theory, thanks to the knowledge sharing of employees, interpersonal interaction and organizational effectiveness will also increase. According to Yener (2015), uncertainty leads to insecurity, insecurity leads to stress, and stress negatively effects psychological comfort. In this context, people only want to work in the workplace where they trust and feel a sense of belonging (Yener, 2016, pp. 175-176). As employees feel psychologically comfortable in the workplace, positive job outcomes also increase. The contribution of this situation to the organization can be an increase in performance and profitability. Psychological comfort also refers to environmental support. Managers need to understand environmental comfort in order to achieve working efficiency in the enterprise. Accordingly, psychological comfort is placed above physical (for example, health-friendly working environment) and functional comfort (for example, effective work environment design). This concept is concerned with the psychosocial aspects of territoriality, design and control of the study area (Vischer, 2007, pp. 69-70). When the literature is examined, although there are many studies on job performance (Al Douri, 2021; Hung et al., 2022; Makara-Studzińska et al., 2021), no study has been found on the effect of compulsory citizenship behavior, which is considered a new concept according to organizational citizenship behavior, on job performance and the moderator role of psychological comfort. However, there are few studies examining the concept of psychological comfort in the service sector (Radia et al., 2022). The aim of this study is to examine the moderator role of psychological comfort in the effect of compulsory citizenship behavior on job performance. It is expected that the study will contribute to HR specialists, middle and senior managers, employees, business management literature in order to increase productivity and positive work outputs.

## **A. CONCEPTUAL FRAMEWORK**

### **1. Compulsory Citizenship Behavior (CCB)**

Organizational citizenship behavior is the voluntary behavior of employees that affect the productivity of the organization (Organ, 1988). Organizational citizenship behavior is defined as behaviors that increase organizational performance. However, there may be conflict between employees who show organizational citizenship behavior and employees who do not show organizational citizenship behavior in a business. This situation can prevent the organization from achieving its goals. Compulsory organizational citizenship behavior, which is the dark side of organizational citizenship behavior, is that the employee has to show role behavior outside of the job role due to pressure from his manager. Extra roles undertaken by the employee can lead to work stress and burnout. In a way, if the individual exhibits the organizational citizenship behavior as a result of the pressure of the manager, this situation can be included in the scope of compulsory citizenship behavior (Seyrek, 2021, pp. 96-102). Therefore, in compulsory citizenship behavior, there are jobs that the employee performs not on the basis

of voluntariness, but on the contrary, by pressure (Vigoda-Gadot, 2007, p. 387). At this point, good communication of the manager with the employee can reduce the compulsory citizenship behavior.

Compulsory citizenship behavior is based on the Theory of Coercive Persuasion (Lifton, 1961; Schein et al., 1961). This theory suggests that coercive persuasion is a social influence that can produce significant behavioral and attitudinal changes through coercive tactics, persuasion, and/or interpersonal and group-based influence manipulations (Vigoda-Gadot, 2006, p. 88).

The main factors characterizing coercive persuasion are reliance on intense interpersonal and psychological aggression to promote cohesion and destabilize the individual's self-perception, deliberate coercive supervision to exert pressure on the individual in the case of the use of an organized peer group or compulsive civic behavior, individuals to promote persuasion and applying pressure between people can be listed as manipulating the entire social environment of the person for post-change stability. Therefore, compulsive citizenship behavior clearly falls under the category of coercive persuasion used by powerful people in the organization to subdue employees to excessive job demands (Vigoda-Gadot, 2006, p. 89).

According to Aydemir and Akdoğan (2021, pp. 64-65), compulsory citizenship behavior is that the extra role behavior of the employee to be useful to the organization has become a part of the job description over time, and the jobs that were done voluntarily in the early days are now compulsory as a duty in the job description. This situation brings additional effort to the employee and also creates individual and organizational problems. For this reason, it is thought that compulsory citizenship behavior leads to undesirable results for the business, unlike organizational citizenship behavior. According to Vigoda-Gadot (2006, p.85), employees often face strong social or managerial pressures to participate in informal business activities involuntarily, and although most employees will not receive any formal reward or compensation for such activities, such they are subject to pressure. If these pressures are not present, employees may choose to stop such activities. Therefore, in the related study, it was suggested that organizations are more likely to exhibit compulsory citizenship behavior in order to provide better services to their customers and to be more effective. At this point, employees often do not want to accept extra roles outside of certain job descriptions.

Compulsory citizenship behavior can also affect the social life of the employee. For example, it not only increases the work stress of the employees, but also causes excessive workload by disrupting the meaningfulness of the work. At this point, the employee has less time and energy to give to his family and a perception of work-family conflict occurs (Liu, Zhao & Sheard, 2017, p. 697). Mandatory citizenship behavior can affect employees psychologically and physiologically. In a study conducted in Taiwan, where the relationship between compulsory citizenship behavior and job performance was examined, it was found that employee performance was negatively effected by compulsory citizenship behavior (Hung et al., 2022).

## 2. Job Performance

Job performance is the ability to perform the job effectively and consists of measurable actions, behaviors and results for organizational goals and objectives (Erol, 2022, p. 2244). Giving accurate and

timely feedback to the employee also plays an important role in increasing work performance. In the study of Ay, Filizöz, and Öncül (2014, pp. 58-59), it was determined that the performances of the employees in public hospitals compared to private hospitals were given more feedback by the managers and correct career advice was given when needed. Researchers have stated that the reason for this result is that public hospitals are more institutionalized, employees have job security and efficiency can be obtained from employees.

In a study about the leader and his followers, increased communication and decreased emotional exhaustion and the leader's humility affected the task performance of the followers indirectly and positively. In addition, the effects of leader humility on followers' relational energy with the leader, emotional exhaustion, and task performance tend to be stronger when followers perceive more power from the leader (Wang, Owens & Shi, 2018). In this context, the work performance of the employees progresses in direct proportion to the power, energy and trust they receive from the leader. The psychological comfort associated with being able to manage change and feeling safe in the workplace is related to the positive energy received from the leader and other colleagues.

Psychological comfort can effect the employee's job performance positively or negatively. In a study conducted in the finance sector, it was determined that the variables of gender, emotional instability, agreeableness and responsibility were significant predictors of job performance (Yelboğa, 2006, p. 208). A person's job performance may be effected by feeling psychologically comfortable and safe. A positive outlook on events and a balanced mood can increase the employee's work efficiency. The work that has to be done routinely every day, as well as the extra work undertaken, can create stress and pressure on the employee over time. At this point, job performance may decline over time. Yener (2016, p.169) found in her research with private sector employees that psychological comfort negatively effects the intention to leave. Yener (2016, p. 170) stated that the intention to leave the job due to insufficient performance or failure may be involuntary. The job performance of a person who has the intention to quit will also decrease. CCB may require employees to take on some extra roles and duties, so after a while, boredom and fatigue may increase in the employee, and job performance may be affected by these situations. In various studies, it has been determined that there is a positive correlation between compulsory citizenship behavior and job stress, organizational policy, intention to leave and burnout, and a negative correlation between compulsory citizenship behavior and innovativeness, job satisfaction and job performance in different cultures (Hung et al., 2022, p. 1). Based on the literature, the H<sub>1</sub> hypothesis was developed.

H<sub>1</sub>: Compulsory citizenship behavior effects job performance negatively and significantly.

### **3. Psychological Comfort**

Psychological comfort is based on the work of Schein and Bennis (1965) on organizational change. At this point, one needs to feel secure in order to manage change. According to Kahn (1990), while psychological comfort is expressed as showing oneself without fear of negative consequences for image, status or career, the concept of having trusting and supportive interpersonal relationships with colleagues is also discussed. At this point, psychological comfort, as a phenomenon that allows learning

processes and improves work outcomes, emphasizes numerous positive workplace outcomes associated with psychological comfort that show the importance of participating in supportive leadership behaviors to managers, strengthening ties among team members, and benefiting from supportive organizational practices in the workplace (Newman, Donohue & Eva, 2017).

Employees with a positive mood are more inclined to exhibit organizational citizenship behavior. At this point, employees with positive mental characteristics show more organizational citizenship behaviors and these behaviors increase when positive moods of employees are provided (Kahraman & Aylan, 2012, p. 41). Therefore, the motivation of the employee affects the organizational citizenship behavior. The motivation of the employee is also affected by his psychological state. For example, if one feels psychologically comfortable, less stress is experienced, and events are evaluated with a more positive perspective. Or people's perspective on events and danger perception may affect the effort to do business. Psychological comfort has been translated into Turkish as psychological security from some sources, and reliability has been low because it causes different associations in the participants in studies where it is used as a perception of security (Yener, 2014, p. 50; Yener, 2015, p. 281). Therefore, in this study, the expression of psychological comfort was used.

Aydemir and Akdoğan (2021, p. 63) emphasized that organizational citizenship behaviors became compulsory rather than voluntary as a result of various pressures over time. As a result of their study with 155 people working in various occupational groups, they found that compulsory citizenship behavior had a positive effect on work alienation. In this case, the extra roles imposed on the employees create pressure and stress on the employees, making organizational citizenship behavior obligatory. However, a work climate where psychological comfort can be felt instead of pressure can enable employees to express their behaviors and thoughts naturally without limiting them. In this context, as people are fed from a source of open and natural communication, their work can become more enjoyable and creative, and therefore work performance and productivity can increase. Frazier et al. (2017, p. 132) found that psychological comfort positively affects task performance. In this context, it may be possible for employees to share their knowledge and experience that will increase the effectiveness of the organization with their colleagues in an environment of comfort and initiative that will be provided by the psychological comfort climate (Yener, 2016, p. 175).

Psychological comfort refers to the feeling of confidence that the risks taken with good intentions in working life will not bring negative results, as well as the belief that mistakes and failures will not be hit in the face of people and that these situations will not be punished (Derin, 2017, p. 54). In this case, courageous decisions can be made in duties and responsibilities, thus providing clarity for development. Psychological comfort is related to the level of risk and anxiety that a person perceives in the work environment. Employees who feel high psychological comfort can feel more valuable and respected and can make self-criticism within the organization and also offer suggestions to problems (Geçen, 2021, pp. 3-4). In this respect, psychological comfort can be a factor that reduces the necessity or pressure of organizational citizenship.

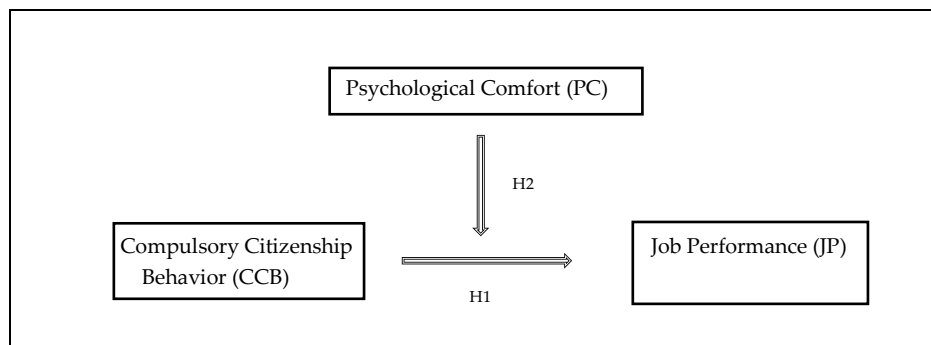
Wang et al. (2021) examined the mediating effect of psychological comfort in their study on the effect of transformational leadership on job performance. In the study conducted with nurses and

managers in Taiwan central hospitals, it was determined that psychological comfort improves job performance. At this point, psychological comfort in teams is defined as a shared belief that the team is safe in taking interpersonal risks (Edmondson, 1999, pp. 354-355). Moreover, as they take risks, both employees and teams will have the potential to improve. In addition, psychological safety in teams facilitates learning behavior.

Psychological comfort is associated with a person's feeling of value in the organization and interpersonal trust. Feeling valued and interpersonal trust can reduce one's learning anxiety in uncertain and unknown situations. On the other hand, asking questions in the institution can be perceived as ignorance, and learning with mistakes by not asking questions out of fear of shame can be perceived as ignorance. However, psychological comfort reduces the concern of "perception of inadequacy by the environment" when employees request feedback and assistance in the relevant process (Yener, 2015, pp. 285-287). In a way, this concept includes knowledge sharing, innovative behavior, open communication and feedback behaviors. Gençel, Akçakanat, and Dinç (2020) determined the significant effect of psychological comfort on contextual performance in their study with civil servants and permanent workers working in the administrative units of the university. In a study conducted with university employees, it was determined that psychological comfort positively affects employee voice. In this context, positive experience, not being blamed, not being condemned, not looking for anything behind the speech, which is based on the Social Learning Theory, reveals the behavior of easily expressing business ideas. In the same study, the mediating role of psychological comfort in the relationship between trust in managers and colleagues and employee voice was determined (Derin, 2017, p. 64). When the literature is examined, no study has been found on the moderating role of psychological comfort in the relationship between CCB and job performance. According to Edmondson (1999), psychological comfort minimizes the potential negative consequences of making mistakes or taking initiative. Therefore, in the organizational climate where routine tasks and extra roles are obligatory, this phenomenon can regulate the decreasing work performance. Based on the literature, the H<sub>2</sub> hypothesis has been developed:

H<sub>2</sub>: Psychological comfort has a moderator role in the effect of compulsory citizenship behavior on job performance.

According to the hypothesis results, the research model is as follows:



**Figure 1.** The Moderator Role of Psychological Comfort in the Effect of Compulsory Citizenship Behavior on Job Performance



## B. METHOD

### 1. Scales of Research

The research questionnaire consists of two parts. In the first part of the research, there are questions about demographic information. In the second part of the research, there are questions about compulsory citizenship behavior, psychological comfort and job performance. The compulsory citizenship scale in the research consists of 5 items and a single dimension.

Vigoda-Gadot's (2007) compulsory citizenship scale was used to measure compulsory citizenship behavior. The compulsory citizenship behavior scale consists of 5 items and a single dimension. The reliability of the scale was found to be 0.83. One of the scale items is "I feel expected to put more effort into this job than I would like and beyond my formal job requirements".

Edmondson's (1999) psychological comfort scale, which consists of 7 items and a single dimension, was used to measure psychological comfort in the study. The Turkish adaptation of the scale was done by Yener (2015). The scale was also used in the master's thesis titled "The effect of perceptions of organizational commitment and psychological comfort on generation y and z employees on intention to leave" (2021). The reliability coefficient (Cronbach Alpha) of the scale is 0.82. One of the items of the scale is "It is safe to take risks in this team".

The job performance scale in the research consists of 4 items and a single dimension. To measure job performance, the scale in Esengin's (2022) study titled "Examination of the relationships between positive psychological capital, job performance and organizational commitment: A study on healthcare workers" was used. The job performance scale was used in the studies of Kirkman and Rosen (1999) and Sigler and Pearson (2000) and adapted into Turkish by Çöl (2008). In the related study, the reliability of the job performance scale was determined as 0.849. One of the items of the scale is "When a problem comes up, I find a solution as quickly as possible". The questionnaire was scored on a 5-point Likert scale (5: I completely agree, 1: I strongly disagree).

### 2. Population and the Sample of the Research

A survey tool was used to collect research data. The data obtained from the service sector were collected by convenience sampling method. In the convenience sampling method, a sample is created starting from the most easily accessible participant who has the best ability to represent the main mass until a group of the required size is reached, or a case sample that is the most accessible and will provide maximum savings is studied (Akçay, 2020, p. 23; Cohen, Manion & Morrison, 2005). The relational screening model, one of the descriptive research models, was used in this research. The relational screening model is either it also aims to determine the existence or degree of co-variation among more variables (Karasar, 2023).

The reason why the research population was chosen from the service sector is that the extra job roles and long working hours included in compulsory citizenship behavior are intense. Employees get tired psychologically and physically because they have to deal with continuous human relations and quality. This situation affects their job performance negatively. Command in a hierarchical order makes

employees feel under pressure. A mistake can be costly. In order to solve this situation both as managers and employees, the concept of psychological comfort has been added as a moderator variable.

The population of the research consists of 220 personnel and managers of 2 enterprises operating in the field of service in Kocaeli and its surroundings. Questionnaires were distributed to the participants by hand. After removing 17 incomplete and incorrectly filled questionnaires, the remaining 203 questionnaires were included in the analysis. Therefore, the research sample consists of 203 participants. The sample size is within acceptable limits in terms of average sample sizes for certain universes (Altunşik et al., 2005). The response rate to the questionnaire is 92%, and the research sample has the ability to represent the universe. Research data were collected between October and December 2022.

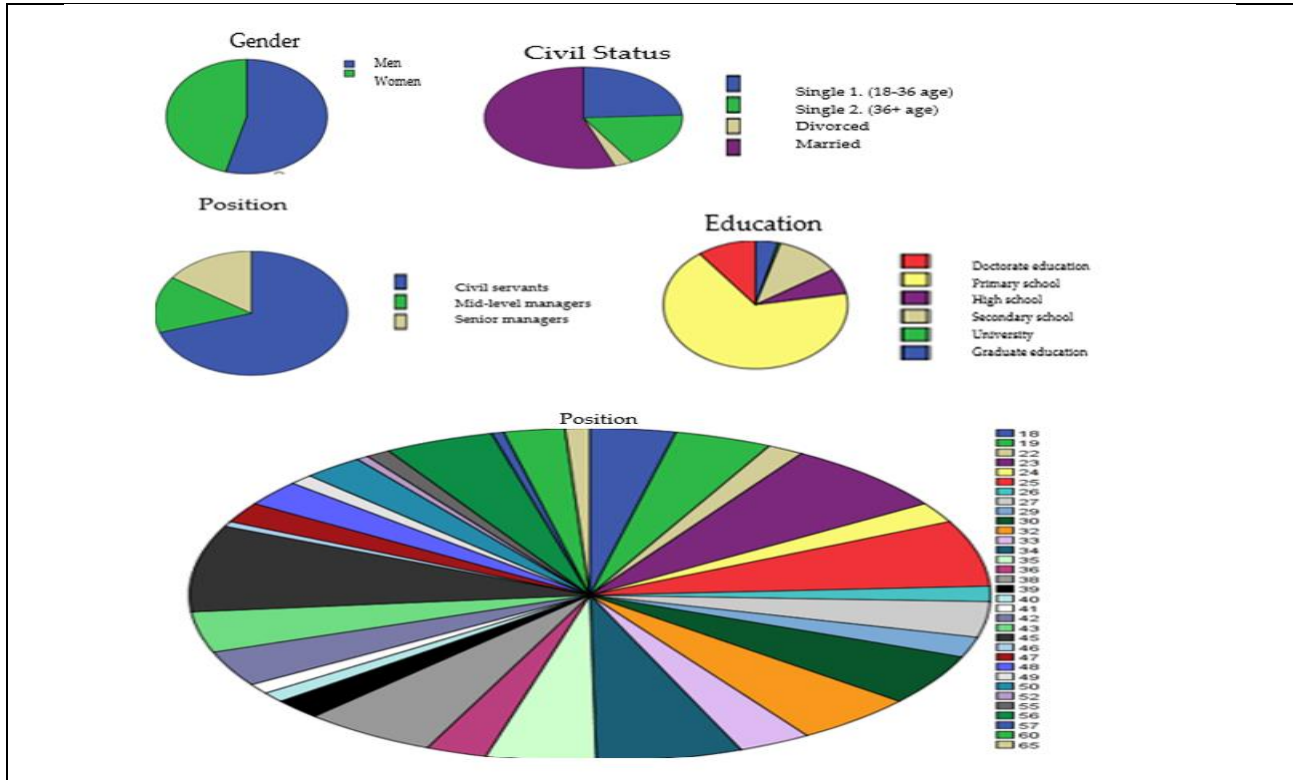
### **3. Analysis of Data**

The validity and reliability of the data collected in the study were determined. Reliability and explanatory factor analysis were performed. Data were analyzed using SPSS 23.0.

## **C. FINDINGS**

### **1. Demographic Findings**

203 people participated in the survey. Of the participants, 110 (54.2%) were men and 93 (45.8%) were women. 3.9% of the participants completed their doctorate education (8 people), 1 person is primary school graduate, 11.3% of the participants are high school graduates (23 people), 6.4% of the participants are secondary school graduates (13 people), 67.5% of the participants are university graduates (137 people), 10.3% of the participants are graduates (21 people). When the marital status of the participants is examined, 55.2% of them are married (112 people), 3% of the participants (6 people) are divorced and the remaining 85 participants are single. 75% of the participants (142) are civil servants or personnel. 14.8% (30 people) of the participants are mid-level managers and 15.3 % (31 people) of the participants are senior managers. 24.1% of the participants are between the ages of 18-25. The average age of the respondents is 35. 30.1% of the participants are between the ages of 25-35. 27.6% of the participants are between the ages of 35-45. Other participants (18.2%) are between the ages of 45-65. Demographic information of the participants is shown in Graph 1.



Graph 1. Demographic Information

2. Regarding the Validity and Reliability of the Scales

The findings regarding the validity and reliability of the research scales are shown in Table 1, Table 2 and Table 3.

Table 1. Factor and Reliability Analysis of the Compulsory Citizenship Behavior Scale

Scale	Scale Items	Factor load	Cronbach Alfa ( $\alpha$ )
Compulsory Citizenship Behavior (CCB)	CCB1	0,951	0,968
	CCB2	0,946	
	CCB3	0,940	
	CCB4	0,929	
	CCB5	0,943	
Eigenvalue			7,928
Total Variance Explained			%79,27
KMO Value			0,909
Barlett Sphericity Value			$\chi^2= 1297,877; p=0,000$

The factor loads of compulsory citizenship behavior in Table 1 vary between 0.929 and 0.951. The eigenvalue of compulsory citizenship behavior is 7,928 and the eigenvalue is greater than 1. The total variance explained by compulsory citizenship behavior is 79.27%, and the Cronbach Alpha ( $\alpha$ ) is 0.968.

**Table 2.** Factor and Reliability Analysis of Job Performance Scale

Scale	Scale Items	Faktor load	Cronbach Alfa ( $\alpha$ )
Job Performance (JP)	JP1	0,930	0,972
	JP2	0,917	
	JP3	0,909	
	JP4	0,942	
Eigenvalue			3,698
Total Variance Explained			%92,44
KMO Value			0,858
Barlett Sphericity Value			$X^2= 1152,800; p=0,000$

The factor loads of job performance in Table 2 vary between 0.909 and 0.942. The eigenvalue of job performance is 3,698 and the eigenvalue is greater than 1. The total variance explained by job performance is 92.441%, and the Cronbach Alpha ( $\alpha$ ) is 0.972.

**Table 3.** Factor and Reliability Analysis of the Psychological Comfort Scale

Scale	Scale Items	Faktor load	Cronbach Alfa ( $\alpha$ )
Psychological Comfort (PC)	PC1	0,925	0,982
	PC2	0,906	
	PC3	0,895	
	PC4	0,878	
	PC5	0,848	
	PC6	0,929	
	PC7	0,934	
Eigenvalue			6,315
Total Variance Explained			%90,21
KMO Value			0,945
Barlett Sphericity Value			$X^2= 2321,260; p=0,000$

In Table 3, factor loadings of psychological comfort vary between 0.848 and 0.934. The eigenvalue of psychological comfort is 6,315 and the eigenvalue is greater than 1. The total variance explained by psychological comfort is 90%, 213, and the Cronbach's Alpha ( $\alpha$ ) is 0.982. In Table 3, the factor loadings of psychological comfort vary between 0.848 and 0.934.

### 3. Findings of the Relationships Between Variables

Correlation and multiple regression analysis were performed to test the relationship between dependent variables (compulsive citizenship behavior) and independent variable (job performance) and the moderator variable (psychological comfort) in the research model. The correlation table showing the direction of the relationship between all variables is shown in Table 4.

**Table 4.** Correlation Table

Variables	CCB	PC	JP
CCB	1		
PC	-0,797**	1	
JP	-0,818**	0,924**	1
Sd.	1,36	1,56	1,45
Mean	3,36	3,11	3,05

n= 203; \*\*p<0,01; CCB: Compulsory citizenship behavior, PC: Psychological comfort, JP: Job performance

According to the data in the correlation table in Table 4, CCB and PC are highly and negatively correlated ( $r=-0.797^{**}$ ;  $p<0.01$ ); CCB and JP were highly and negatively correlated ( $r=-0.818^{**}$ ;  $p<0.01$ ); PC and JP were found to be highly and positively correlated ( $r=-0.924^{**}$ ;  $p<0.01$ ).

#### 4. Findings Related to the Hypotheses

The control of the multilinear problem among the research variables was done and the analysis was started. Therefore, VIF values are checked and if the value is less than 10, it is considered that there is no problem. However, whether there is autocorrelation between the data was determined by the Durbin-Watson coefficients, and it is desirable that the coefficients between 1.50 and 2.50 (Uslu & Aktaş, 2017, p. 149). Both analyzes were checked and regression analysis was performed after determining that there was no problem. In addition, before starting the analysis, the data were tested for normality and it was determined that they were normally distributed.

**Table 5.** The Effect of Compulsory Citizenship Behavior on Job Performance

Model 1	$\beta$	Standard Error	95% Confidence Interval		VIF
			p	Lower Limit	
Constant	0,004	0,04		-0,076	0,085
CCB	-0,815		0,000	-0,894	-0,732
Model 1					
R <sup>2</sup>	0,664				
Adjusted R <sup>2</sup>	0,663				
p	(0,000)				
Dependent Variable: Job Performance					

Durbin-Watson value=2,013. The standardized values of the variables are taken in the table.

The Model in Table 5 is statistically significant ( $R^2= 0.66$ ;  $p=0.000$ ). The model's power to explain the hypothesis is 66%. According to Model 1, compulsory citizenship behavior effects job performance negatively and significantly ( $\beta= -0.815$ ;  $p=0.000$ ). Accordingly, a unit increase in compulsory citizenship behavior reduces job performance by 0.85 effect value. So H1 hypothesis was supported.

In order to measure the moderator role of psychological comfort in the effect of compulsory citizenship behavior on job performance, SPSS.23 program was used and multiple regression analysis was performed. In order to solve the multicollinearity problem that may arise in the variables, the independent variable and the moderator variable were centralized (Aiken & West, 1991; Cohen & Cohen, 1983) and the standardized interaction value was found. Regression data were analyzed at 95% confidence interval.

**Table 6.** The Moderator Role of Psychological Comfort in the Effect of Compulsory Citizenship Behavior on Job Performance

Model 2	$\beta$	Standard Error	t	p	% 95 Confidence Interval		VIF
					Lower Limit	Upper Limit	
CCB	- 0,339	0,64		0,00	-0,465	-0,212	6,525
PC	0,659	0,56		0,00	0,546	0,765	4,926
Interaction Variable (CCB× PC)	0,100	0,63	2,565	0,01	0,037	0,285	2, 381
R <sup>2</sup>			0,875				
Adjusted R <sup>2</sup>			0,873				
p			(0,000)				
Dependent Variable: Job Performance							
Interaction Result R <sup>2</sup>							
Change in R <sup>2</sup>							
F			0,211				
F			166,843				
p			(0,000)				

Durbin –Watson value= 2,013

The regression model established for the moderator effect of psychological comfort on the effect of compulsory citizenship behavior on job performance is statistically significant in Table 6 (Model-2: R<sup>2</sup>=0.87; p= 0.000). The explanatory power of the model is 87%. In Table 6, the change in R<sup>2</sup> is 21%.

In Model-2, the interaction variable (CCB× PC) has a moderator role at the 95% confidence interval ( $\beta = 0.100$ ). With the inclusion of the moderator variable, the negative effect of compulsory citizenship behavior on job performance decreased. The moderator variable has a beta value of 0.10 and the H2 hypothesis was accepted. Information about the results of the hypothesis test of the research is shown in Table 7.

**Table 7.** Hypothesis Test Results

Hypotheses	Hypothesis Test Results
H1: Compulsory citizenship behavior effects job performance negatively and significantly.	H1 hypothesis was accepted.
H2: Psychological comfort has a moderator role in the effect of compulsory citizenship behavior on job performance.	H2 hypothesis was accepted.

### Conclusion, Recommendations and Discussion

In the service sector, factors such as customers' different expectations, complaints, quality and fast service, extra roles and duties lead employees to perform some compulsory duties. This situation may adversely effect the job performance of the employees. However, in the service sector, earnings and income are obtained in the ratio of performance. In this context, the employee, who feels psychologically comfortable and safe, will continue to work regardless of the job difficulty. The aim of this research is to examine the moderator role of psychological comfort in the effect of compulsory citizenship behavior on the performance of service sector employees. The research is important in terms of the sustainability and efficiency of enterprises, which are the driving force of economic development. Today's businesses have to make a difference in their products and services, maintain customer satisfaction and give importance to feedback. Due to the increasing competition, innovation and quality in the business world, the performance increase and quality of the employees are also important. Contrary to the old marketing

approach, there are now consumers who know what they want, research and compare. Consumers have high expectations from products and services, rather than needs. Because the consumer can criticize the product and service they receive from the business in every aspect. In addition, there are many product and service options. Qualified employees are needed in order to produce different and functional services as well as high quality, innovative and ergonomic products.

Employees who produce these products and services are people who have received specialist training at certain universities, have industry experience and know what they want. Therefore, it is important for the enterprise to find and employ qualified personnel as well as to keep them in the enterprise. On the other hand, the personnel may not want to undertake extra duties other than their expertise. However, business managers are also required to distribute mandatory duties to employees due to competition. At this point, the feeling of psychological comfort and support of the employees in the enterprise can moderate the negative and destructive results of this process. Managers can listen to the ideas of employees and talk to them, support trainings, seminars, not see making mistakes as a luxury and consider it a normal action, etc. can make employees feel comfortable in their work climate. Because people can think healthy only in environments where they get motivation and support. The extra duties of the employees can also be included in the job descriptions over time and become obligatory. Increasing stress, physical and psychological fatigue can affect job performance after a while. Creative decisions can also occur under stress and pressure, but it can create various health problems for the employee in the long run. In the same way, the extra roles that are compulsory can also tire the employees and affect them negatively.

The negative effects of compulsory citizenship behavior in employees can be overcome with the phenomenon of psychological comfort, which is also called psychological trust in the literature. Psychological comfort is about trusting managers, giving the opportunity to correct mistakes, and supporting the employee not to be afraid of taking risks related to their responsibilities. In this context, an employee who feels secure and supported can reduce the negative effects of difficult tasks and extra workloads, and this can have a positive impact on job performance. The contribution of this situation to the business is the increase in the performance of the organization with the sum of the employee performances. The contribution of this situation to the managers is that the work can be done more rationally and efficiently with cooperation and team harmony in teams. Because the employee who does not feel comfortable psychologically may not be able to provide the necessary adaptation to the work environment. All these processes are necessary for the main purposes of the business to ensure profitability and maintain its existence.

Research data were collected from the labor-intensive service sector. When the demographic data of the study was examined, 110 male and 93 female employees participated in the study. Majority of the employees are university graduates and nearly half of them are married. 142 of the employees are personnel. And the average age is 35. Demographic information shows the degree of difficulty of employees in performing the work. For example, the fact that the marital status is mostly married can bring along the intensity and conflict between work and family life. On the other hand, the average age is at the middle age level. Physical and psychological health problems mostly appear at this age.

Considering the first result of the research, a negative and significant relationship was found between compulsory citizenship behavior (CCB) and job performance. Looking at the regression results, CCB negatively and significantly effects job performance. The explanatory power of Model 1 was 66% and H1 hypothesis was supported. According to this result, as compulsory citizenship behavior increases in an enterprise, job performance decreases. Therefore, the pressure and stress caused by compulsory citizenship behavior reduces the productivity of employees. Especially in the service sector, the fact that employees take an extra role and see work as a necessity can threaten their physical and psychological health and reduce their motivation. Therefore, the job performance of the employees may decrease gradually. This conclusion of the research is supported by the research of Hung, et al. (2022).

As a second result of the research, the moderator effect of psychological comfort was determined on the effect of compulsory citizenship behavior on job performance. The established regression model is statistically significant and the explanatory power of the model is approximately 87%. In Model-2, the moderator role of the interaction variable (CCB× PC) was determined at the 95% confidence interval and the H2 hypothesis was accepted. According to this result, the negative effect of CCB on JP was moderate with the psychological comfort variable. Although the moderator and mediator effect of psychological comfort has been used in studies (Makara-Studzińska et al., 2021), no study has been found on the moderating role of compulsory citizenship behavior and job performance in this study. However, in the study of Al Douri (2021), a negative effect was found between psychological comfort and job performance among secondary school teachers. Therefore, as psychological comfort increases, job performance may decrease due to complacency and habits. However, in this study, psychological comfort moderates and increases job performance with the positive effect of pressure and stress brought on by compulsory citizenship behavior. Because compulsory citizenship behavior alone reduces job performance (Hung et al., 2022). However, psychological comfort includes the sense of belonging, ownership and control over the person's work area (Vischer, 2007, p. 69).

At this point, employees make the jobs they undertake extra and the instructions they receive under heavy work conditions as job descriptions over time. Unless they create a positive atmosphere, this situation turns into negative work outcomes such as burnout, psychological and physiological disorders, anxiety disorder, stress, and leaving work after a while. However, good communication of employees, sharing ideas with their managers, support and trust can reduce the pressure of their responsibilities and duties. In addition, this situation will increase the motivation of learning, development and curiosity of the employees. According to Kahn (1990), psychological comfort develops supportive interpersonal relationships in the work environment, and according to Edmondson (1999), learning behavior develops as employees take risks and feel psychologically safe. Psychological comfort should be felt in the organizational climate, and this perception should be created primarily by managers, and it should also be supported by business practices.

According to this research findings, psychological comfort regulates the effect of compulsory citizenship behavior on job performance. The positive effects of psychological comfort have been mentioned in the literature. In this study, the negative emotions brought by the workload and pressure are reflected on the job performance. However, thanks to the support received from managers and



colleagues, the psychological comfort provided by in-house practices and activities, employees can do their jobs better. The presence and positive effect of the moderator effect may be due to the existence of physical and psychological fatigue in the service sector and the desire of employees to reduce negativity. At this point, it is necessary for the employees in the enterprise to turn to activities and behaviors that will relax and for them to work efficiently.

As the recommendations of this study, it is necessary for human resources experts and managers to provide platforms, competitions and seminars to employees to improve themselves, and to provide innovative trainings. In addition, it can be suggested that managers give employees responsibility within the scope of responsibility, support them in taking risks, and ensure that productive results are obtained by putting creative and different ideas into practice. An element of psychological comfort is the creation of a work climate in which the employee will feel safe by the manager. If confidence and comfort are built subconsciously, ideas and behaviors become clearer and more understandable. Employees in this climate should be able to share their ideas and thoughts without fear or hesitation. Otherwise, suppression of thoughts and feelings will turn into actions that harm the business. On the other hand, determining the work limits according to the personality and abilities of the employees will also prevent extra job roles. In addition, according to Hung et al. (2022, pp. 10-11), it is recommended to implement an employee support program in order to change the leadership style and treat everyone equally, to clarify the definition of power and responsibility, to reduce work pressure, and to meet the emotional and psychological needs of the employees.

This research makes significant contributions to the literature on management and organization and organizational behavior. First of all, the performance of the employee affects the profitability and efficiency of the enterprise. Loving the job and working efficiently affect the performance positively. However, the increase in the competition of the enterprises in the sector and the narrowing of the market require products and services that will keep the customers' attention. On the other hand, with innovation, it is necessary to catch up with world standards in inspection and quality standards. For this, qualified and expert employees are needed. However, situations such as giving additional burdens to the employees outside of their duties, prolonging the shift period, taking a large part of their working hours, and restricting social time reveal compulsory citizenship behavior. After a while, this causes loss of performance and unproductive behavior. When the studies in the literature on the effect of CCB on job performance are examined, it is mentioned that there is a negative effect (Ahmadian, Sesen & Soran, 2017, p. 111; Hung et al., 2022). However, when psychological comfort, which includes many elements such as producing solutions to problems, sharing success, expressing ideas freely without hesitation, not being afraid of making mistakes, and good communication, is placed in the work climate, and as a result of this study, it has been seen that the negative effect of compulsory citizenship behavior (CCB) moderates. As a result, the phenomenon of learning from mistakes develops. In addition, sharing ideas increases sociability and self-confidence increases. This study emphasizes that psychological comfort as a motivation factor enables employees to learn and progress even under difficult and heavy work conditions. In this context, internal and external business development programs, competitions, and idea development platforms can be created with the support of HR experts and managers in order to provide psychological confidence and comfort.

A different point here is that the employees may not reflect the compulsory citizenship behavior or they are not aware of it, and they show it as a normal duty in work anxiety. Or it is the lack of feedback in this direction while the employees are being evaluated by the supervisor. There may be a situation where employees cannot give clear answers due to lack of self-report. Here, only the answers given to the survey are in question, whereas internal behavior can also be observed.

This study was carried out in the service sector, where physical and psychological fatigue is excessive, but different tasks must be completed on time. However, the study can be studied in various heterogeneous groups and with employees of different organizations. Because different organizations have different work climates and workloads. Therefore, the work limits and decision powers of the employees are different. Therefore, psychological comfort and the effect of CCB on job performance will change. In addition, the cultural differences of the employees can be added to the subject of this study. This research was carried out with the employees of two companies operating in the service sector in Kocaeli and its surroundings due to cost and time constraints. Therefore, the results of the study should not be generalized for all sectors.

### **Ethics Committee Permission**

Ethics committee approval for this study was obtained with the decision of Recep Tayyip Erdogan University Scientific Research Ethics Committee dated 14/10/2022 and numbered 195.



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