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### REVISION STUDY OF THE ORGANIZATIONAL DEPRIVATION SCALE

#### ÖRGÜTSEL YOKSUNLUK ÖLÇEĞİNİN REVİZYON ÇALIŞMASI

Elif Özge ERBAY<sup>(1)</sup>

**Abstract:** Organizational deprivation is a phenomenon that was conceptualized and measured using a previously developed scale in the initial study. The concept indicates the extent of deprivation employees experience within their organization regarding the needs of liberty, autonomy, resources, and security that should be provided by the organization. Following the initial study, it was deemed that perceptions of organizational deprivation may be influenced by the global economic and social developments that occurred. That is why Organizational Deprivation Scale necessitated revision and review. Exploratory and confirmatory factor analyses were conducted on the items of the scale responded by 374 people selected through convenient sampling method; and the correlations with the relevant concepts for construct validity were also assessed. Consequently, the revised Organizational Deprivation Scale, validated for reliability and validity in this study, is proposed for application in the field of organizational behavior.

**Keywords:** Organizational Deprivation, Employee Motivation, Scale Revision

**JEL:** D23, M10, M12.

**Öz:** Örgütsel yoksunluk daha önceki bir çalışmada kavramsallaştırılan ve ölçeği geliştirilen bir olgudur. Kavram çalışanların, özgürlük, özerklik, otonomi, kaynaklar ve güvenlik gibi örgüt tarafından karşılanması beklenen ihtiyaçları bakımından, örgütlerinde deneyimledikleri yoksunluk seviyelerini işaret etmektedir. Önceki çalışmadan sonra, örgütsel yoksunluk algılarının, küresel bazda meydana gelen ekonomik ve sosyal gelişmelerden etkilenmiş olduğu düşünülmektedir. Bu sebeple, Örgütsel Yoksunluk Ölçeğinin revizyonu ve yeniden değerlendirilmesi gerekmiştir. Uygun örneklem yöntemiyle seçilen 374 kişinin yanıtladığı ölçek ifadelerine keşfedici ve doğrulayıcı faktör analizleri uygulanmış; yapı geçerliliği için ilgili diğer kavramlarla korelasyonları incelenmiştir. Sonuç olarak, revize edilmiş olan Örgütsel Yoksunluk Ölçeği, bu çalışmada güvenilirlik ve geçerliği desteklenerek örgütsel davranış alanında kullanılmak üzere önerilmektedir.

**Anahtar Kelimeler:** Örgütsel Yoksunluk, Çalışan Motivasyonu, Ölçek Revizyonu

## 1. Introduction

This study aims to make a revision of Organizational Deprivation Scale (ODS) which was developed by the researcher in 2018.

It is considered that attaining a revised and updated scale of organizational deprivation will serve many OB studies to determine the antecedents and outcomes of it, so that protective and preventive studies may be developed for the employees and organizations.

Besides, another objective of the current study is to reach a more solid structure through revalidation and an updated version by looking at its' factor structure by

<sup>(1)</sup> İstanbul Aydın Üniversitesi, Fen-Edebiyat Fakültesi, Psikoloji Bölümü; [eliferbay@aydin.edu.tr](mailto:eliferbay@aydin.edu.tr), ORCID: [0000-0001-7927-0596](https://orcid.org/0000-0001-7927-0596)

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eliminating the possible effects of the coup attempt of 2016 in Turkey on the perceptions of employees at that time and to see the newly effects of COVID Pandemic 2019 on businesses.

## **2. Conceptual Framework**

### **2.1. Organizational Deprivation**

Organizational deprivation refers to the extent to which employees deprived from the job-related resources, opportunities for professional improvement, and intrinsic motivators required to fulfil the job properly, which are expected to be supplied by the organization they work for.

Many researchers in the field of organizational behavior have examined the sources of motivation required for employees to perform at their highest level and be as productive as possible. How much people are motivated by both intrinsic and extrinsic sources, and whether this varies depending on the nature of the job, has also been frequently discussed. Numerous studies have revealed that using intrinsic motivators can be the most effective method for the jobs that primarily rely on cognitive skills rather than those requiring mechanical and automatic tasks (Azoulay et al., 2011). Because, the sources of intrinsic motivation, which are among the individual's basic psychological needs, can enable a person to use their cognitive capabilities by nurturing their ability to think from different perspectives instead of stifling their creativity. On the other hand, some studies express that extrinsic motivators are the best strategies to foster the efficiency in operative tasks (Cameron et al., 2001; Erkal, 1999). Since these extrinsic motivators are mostly rely on a reward-punishment system which can easily be applied through the internal control mechanisms of organizations, organizations frequently prefer to use them in any way. Although organizations can enable the appropriate motivational conditions for the employees operating mechanic tasks including simple set of rules, they fail to motivate the employees working with creative jobs required to think broadly rather than to narrow their focus. Unfortunately, most organizations keep going to try these carrot-stick strategy because of its simplicity and they rarely bother to motivate them intrinsically.

Therefore, it is crucially important that meeting the psychological needs of employees by motivating them intrinsically besides the job-related resources and materials they need, especially for the jobs required cognitive productivity. So, failure to meet the employee's needs such as autonomy and independence in their job will disrupt this productivity process.

Nowadays, there are organizations which mostly care about innovation and creation of new ideas and motivate their employees intrinsically taking into consideration their psychological needs; however, there are also organizations which mostly prefer to use extrinsic incentives and fail to motivate their employees. This situation may inevitably lead to a sense of deprivation for employees when they compare themselves to good examples within their sector.

Since deprivation level may change for each employee according to their perceptions about the organizational practices, organizational deprivation was explained through relative deprivation rather an objective deprivation. From this point of view, it can be clarified by Runciman's (1961) relative deprivation definition as the condition in which people feel deprived when they compare themselves with someone else who has something that they want, they believe that they deserve it, and they think that it's

attainable. Similar with deprivation experience in social context, organizational deprivation would face employees and organizations with negative outcomes.

The previous research revealed that organizational deprivation has positively related with many negative outcomes like organizational cynicism, job alienation; and negatively related with job satisfaction, and positive emotional state (Erbay, 2018).

## **2.2. Dimensions of Organizational Deprivation**

Organizational Deprivation (OD) is a concept was developed to explain the antecedent of prisonization feeling of employees. The concept was transformed from the criminology studies in which Sykes (1958) defined as 'Deprivation Model'. According to the model, prisoners feeling of imprisonment occurs due to their deprivation experiences. They basically deprived of liberty, heterosexual relationship, goods and services, autonomy, and security. These experiences lead to a feeling of isolation from people's own self and create a change in their self-respect Sykes (1958).

Similarly, employees may also experience deprivation due to the organizational structure, policies and practices. From this point of view, the concept of organizational deprivation has been defined through the deprivation experiences of employees in organizations (Erbay, 2018). Similar with the dimensions of original deprivation model, four dimensions were transformed into organizational context as:

- (1) Deprivation of liberty; restrictions about working hours, rigid control of entering and leaving the organization, and difficulties getting permission to go out from the organization during working hours
- (2) Deprivation of goods and services; restrictions to reach materials and resources which are necessary to do the job, or to create networks for professional improvement.
- (3) Deprivation of autonomy; having no control over one's own job and working processes and being dependent to someone superior while deciding about one's own job.
- (4) Deprivation of security; having no job security and feeling of threat to lose one's job if anything happens against the rules and norms of the organization.

## **3. Method**

### **3.1. Participants**

372 white collar workers were reached through convenient sampling method. Participants have a mean age of 36.7; 68.4 % of them were female and 31 % of them were male. Other demographical information about the sample like educational background, total experience of working in general and in their organization were also asked to the participants (See Table 1).

**Table1. Descriptive Statistics of the Participants**

	Frequency	Percent
<b>Educational Background</b>		
Primary -secondary school	9	2.4
Vocational school	40	10.7
Undergraduate	213	57
Graduate	61	16.3
<b>Total experience in the organization</b>		
0-1 Years	2	0.5
1-5 years	185	49.5
5-10 years	72	19.3
10-15 years	45	12
More than 15 years	70	18.7
<b>Total working experience</b>		
0-1 Years	42	11.2
1-5 years	82	21.9
5-10 years	79	21.1
10-15 years	39	10.4
More than 15 years	130	34.8
<b>Total</b>	<b>374</b>	<b>100.0</b>

### 3.2. Measurement Instruments

*Organizational Deprivation Scale (ODS):* The concept of OD was measured through the Organization Deprivation Scale developed by Erbay (2018) including 17 items with four factors addressing the dimensions of the concept. The scale had been found reliable in the previous study with a Cronbach's alpha value as  $\alpha = .87$ ; and internal consistency coefficients has varied between .71 and .89 for four dimensions. However, the time when the scale had been developed overlapped with the time of coup attempt in Turkey in 2016, and participants consisting of mostly academicians, it has been found that perceptions of deprivation has been shifted from the need of autonomy into the need of security. That is why it is considered that a revision of the scale is necessary to review the structure of factors, and a repetition of validation analysis may serve to improve the scale.

*Perception of Job Security Scale:* The scale that was developed by Geçdoğan Yılmaz (2020) used to measure employees' perception about their job security. The six-items scale has been tested in this study as well, and it has been found as reliable with a Cronbach's alpha value as  $\alpha = .85$ .

The scale aims to measure the extent to which employees feel comfortable about their job security. Sample items in the scale include original in Turkish "Keyfi olarak işten çıkarılmam söz konusu olamaz (It is out of the question for me to be fired arbitrarily)", and "İşten çıkarılma korkusu yaşamıyorum (I'm not afraid of being fired). Since the items were considered as relevant with the items of ODS, specifically the dimension of deprivation of security, the scale was selected to be used for validation.

*Conditions of Work Effectiveness Questionnaire-II:* The scale was developed by Laschinger et al. (2001), and it has been adapted into Turkish by Sürgevil et al. (2013).

The scale has 18-items, and it has been found as reliable with a Cronbach's alpha value as  $\alpha=.95$ .

The scale aims to measure the perceptions of employees about the extent to which they access to resources and materials; support from subordinates, peers, and superiors; access to information required to be effective in the organization; access to opportunities for professional growth and movement in the organization; have formal power derived from job characteristics like flexibility, adaptability and discretionary decision making; have informal power derived from social connection and communication. Sample items include "The chance to gain new skills and knowledge on the job", and "Time available to accomplish job requirements". Considering the relevance of these items with ODS items, specifically the dimensions of deprivation of goods and services and deprivation of liberty, the scale was used to validate the organizational deprivation scale.

*Psychological Empowerment Scale:* The scale was developed by Spreitzer (1996), and it has been adapted into Turkish by Sürgevil et al. (2013). A 12-items scale was used in this study to validate the OD Scale, and it has been found as reliable with a Cronbach's alpha value as  $\alpha=.91$ .

Psychological empowerment is the perceptions of employees about how much they think that their job is meaningful and how much they feel effective, competent and autonomous in their job (Spreitzer, 1996). Sample items include "I have significant autonomy in determining how I do my job", or "My impact on what happens in my department is large". So, taken into consideration that the similarity of those items with the organizational deprivation scale, specifically the dimension of deprivation of autonomy, the correlation between these two scales were examined for validation.

### 3.3. Procedure

Before collecting data from the participants, the study was approved by the Social and Humanities Ethics Commission of Istanbul Aydın University. The data was collected with a form including a demographic questions and the other measurement instruments mentioned above through an Internet platform. Participants were sent the link of form and provided by an informed consent with the instructions required to fill the form.

## 4. Results

### 4.1. Findings for Exploratory Factor Analysis

The Kaiser–Meyer–Olkin measure of sampling adequacy was calculated as .80. According to Kaiser (1974) it has been reported that if the KMO level is between .80-.90, the sampling adequacy is above the sufficient level. Bartlett's Test of Sphericity achieved statistical significance ( $\chi^2=2053,645, p<.001$ ), indicating that the data were suitable for factor analysis (Tobias and Carlson, 1969). The 17-question Organizational Deprivation Scale was found to have a four-factor structure via EFA analysis. It was calculated that the items in the scale explained 46% of the total variance. It was found that five items pertaining to Deprivation of Liberty were loaded into the first factor, explained 16% of the total variance, and item loadings ranged between .40 and .82. The second factor included five items regarding Deprivation of Goods and Services, explained 12% of the total variance, and item loadings ranged between .34 and .78. The third factor comprised four items about Deprivation of Security, explained 10% of the total variance, and item loadings ranged between .55

and .62. The fourth factor included two items of Deprivation of Autonomy, explained 8% of the total variance, item loadings ranged between .63 and .83. According to analysis, the 12<sup>th</sup> item of this factor was replaced into the second factor, and the 13<sup>th</sup> item - “*In my organization, I have no right to be involved in decision-making in matters that relate to my department*”- was removed because it was loaded into more than one factor.

**Table 2. Results from the Factor Analysis of the Organizational Deprivation Scale**

Items	Factor loadings				Com.
	1	2	3	4	
<b>Factor 1: Deprivation of Liberty</b>					
4. In my organization, I have an obligation to be at the organization in working hours.	<b>.82</b>	.09	.13	-.04	.65
3. In my organization, whether I'm at the organization or not is controlled.	<b>.80</b>	-.04	.08	.01	.69
5. In my organization, I have an obligation to request a leave be out of the organization in working hours.	<b>.76</b>	.01	-.07	.01	.55
2. In my organization, entrance-exit hours are regularly recorded and controlled every day.	<b>.62</b>	-.13	.16	.02	.48
1. In my organization, working hours are not flexible.	<b>.40</b>	.09	.13	-.04	.21
<b>Factor 2: Deprivation of Goods-Services</b>					
8. <i>My organization does not provide materials or resources for my professional development.</i>	-.01	<b>.78</b>	.04	.02	.64
7. <i>My organization does not provide materials required for my job.</i>	.04	<b>.77</b>	.07	-.03	.61
9. <i>My organization encourages me to attend to activities that may improve my professional network. (R)</i>	.06	<b>-.46</b>	.17	-.03	.21
6. <i>My organization does not provide financial support for my attendance to professional activities.</i>	.23	<b>.37</b>	.03	.02	.20
12. <i>In my organization, my opinions about the decisions related to my job matter. (R)</i>	.01	<b>-.34</b>	.21	-.20	.17
<b>Factor 3: Deprivation of Security</b>					
15. <i>My organization may impose penal sanctions for any reasons.</i>	-.06	.13	<b>.62</b>	-.03	.42
17. <i>My organization's rules are not flexible, any disobedience, regardless of its reason, is punished.</i>	.21	-.03	<b>.57</b>	.07	.48
16. <i>In my organization, any behavior that is opposed to opinions or ideologies that are supported by the senior management, is punished.</i>	.07	.01	<b>.55</b>	.06	.37
14. <i>My organization may fire me for any reasons.</i>	-.13	.08	<b>.55</b>	.09	.37
<b>Factor 4: Deprivation of Autonomy</b>					
10. <i>In my organization, how I do my job is not in my control.</i>	-.06	.02	.01	<b>.83</b>	.69

11. <i>In my organization, I cannot make decisions that relate to my job, independent of the management.</i>	.17	-.07	.03	<b>.63</b>	.47
Proportion Variance	16	12	10	8	
Total Variance	46				

Note. N=372. The extraction method was Maximum likelihood with an oblique (oblimin with Kaiser normalization) rotation. Factor loadings above .30 are in bold. Reverse-scored items are denoted with (R).

#### 4.2. Findings for Confirmatory Factor Analysis

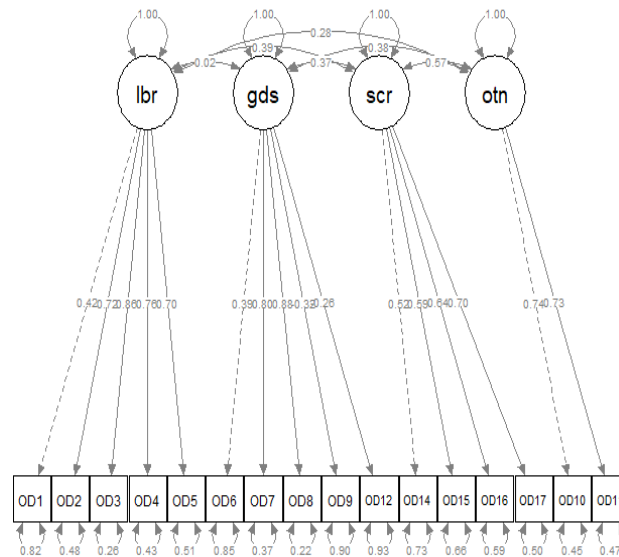
Confirmatory Factor Analysis (CFA) was performed to verify the relationships between the items. In the first order analysis, the level of fit of the four-factor model obtained from CFA was acceptable according to fit indices (see Table 3). A path diagram is presented to reveal variables which are expected to be associated with the predetermined factors (see Figure 1). Through this diagram, it can be specified that how well each item of the scale fits latent variables (Huck, 2012).

**Table 3. Goodness-of-Fit Indicators of First Order Model for Organizational Deprivation Scale**

Model	$\chi^2$	df	$\chi^2/df$	CFI	RMSEA	TLI
Four-Factors Model	305,671*	98	3,12	.882	.075	.855

\*p<.001

As can be seen in Table 3 and Figure 1, the Organizational Deprivation model consisting of four dimensions is acceptable. The factor loadings for the items corresponding to each dimension vary from .42 to .86. for Deprivation of Liberty; .26 to .88 for Deprivation of Goods and Services, .52 to .70 for Deprivation of Security and .73 to .74 for Deprivation of Autonomy, respectively. Items 9 and 12, which have the lowest latent z score and the highest standard error (se: .90, z=-4.690; se: .93, z=-4.070, respectively), were removed from the analysis and second order CFA analysis was performed.



**Figure 1: Path Diagram for First Order CFA**

In the second order analysis, the level of fit of the four-factor model obtained from CFA was acceptable according to fit indices (see Table 4).

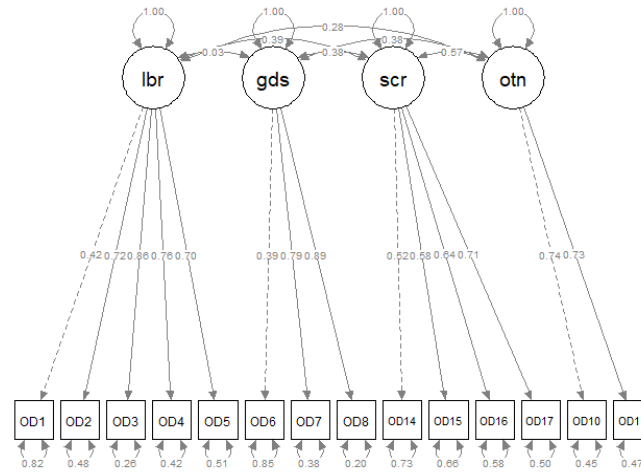
**Table 4. Goodness-of-Fit Indicators of Second Order Model for Organizational Deprivation Scale**

Model	$\chi^2$	df	$\chi^2/df$	CFI	RMSEA	TLI
Four-Factors Model	223,857*	71	3,15	.907	.076	.881

\*p<.001

As can be seen in Table 4 and Figure 2, the Organizational Deprivation model consisting of four dimensions is acceptable. The factor loadings for the items corresponding to each dimension vary from .42 to .86 for Deprivation of Liberty; .39 to .89 for Deprivation of Goods and Services; .52 to .71 for Deprivation of Security; and .73 to .74 for Deprivation of Autonomy, respectively.





**Figure 2: Path Diagram for Second Order CFA**

#### 4.3. Validity Findings

Organizational Deprivation Scale, encompassing four distinct forms of deprivation, has been examined to assess the correlations with variables that may conceptually related with each ODS factor.

To ascertain the precise correlation among the four unique forms of deprivation, the most relevant concepts of structural empowerment, psychological empowerment, and job security were chosen as criteria for construct validation. The construct validity is assessed by calculating Spearman's correlation coefficients ( $r$ ) to investigate the correlation between the scores of a newly generated scale and those obtained from previous scales assessing the same concept; the coefficient is categorized as low ( $r < 0.30$ ), moderate ( $0.30 < r < 0.60$ ), and high ( $r > 0.60$ ) (Streiner and Norman, 2003).

According to the correlation analysis (see Table 5), it was found that deprivation of security has a significant correlation with perception of job security ( $r = -.269, p < .01$ ); deprivation of goods and services has a significant correlation with structural empowerment ( $r = -.329, p < .01$ ); deprivation of autonomy has a significant correlation with psychological empowerment ( $r = -.301, p < .01$ ). Deprivation of liberty has not a significant relationship with any concepts. The findings indicated that deprivation of goods and services, security, and autonomy have moderately acceptable coefficients with the similar concepts.

**Table 5. Correlations between the Variables**

	1	2	3	4	5	6	7	8
<b>1. Org Depr</b>	1	.718**	.595**	.745**	.604**	-.159**	-.141**	-.126*
<b>2.ODliberty</b>	.718**	1	.128*	.279**	.221**	.079	.049	.050
<b>3.ODgoodserv</b>	.595**	.128*	1	.330**	.309**	-.202**	-.329**	-.158**
<b>4.ODsecurity</b>	.745**	.279**	.330**	1	.401**	-.269**	-.089	-.079
<b>5.ODautonomy</b>	.604**	.221**	.309**	.401**	1	-.111*	-.105*	-.301**
<b>6.JobSecurity</b>	-.159**	.079	-.202**	-.269**	-.111*	1	.425**	.399**
<b>7.StrucEmpw</b>	-.141**	.049	-.329**	-.089	-.105*	.425**	1	.570**
<b>8.PsyEmpw</b>	-.126*	.050	-.158**	-.079	-.301**	.399**	.570**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

#### 4.4. Reliability Findings

The Cronbach Alpha coefficient for 14 items of the scale, obtained following the second-order confirmatory factor analysis, was determined as .80. Items' factor loadings vary between .39 and .86. The Cronbach alpha coefficients were found as .82 for Deprivation of Liberty; .70 for Deprivation of Good and Services; .71 for Deprivation of Autonomy; and .70 for Deprivation of Security.

### 5. Conclusion and Discussion

Various studies about employee motivation within organizational behavior emphasize the significance of intrinsic motivators, particularly autonomy, which fosters employees' openness to different perspectives and enhances innovation and creativity. For example, Herzberg (1968) highlights that intrinsic factors are the primary determinants of motivation, as opposed to hygienic elements associated solely with external surroundings. He argues that hygiene factors alone cannot yield job satisfaction for employees; they merely avert dissatisfaction over one's employment. At this point, Herzberg's theory aligns with other motivational theories that emphasize the significance of intrinsic elements. Nevertheless, evaluations and critiques of the idea indicate that extrinsic motivators may also serve as motivators in varying circumstances influenced by economic realities (Holmberg et al. 2017; Özsoy, 2019). The situation also highlights the evolving needs of contemporary employees. Consequently, employees' fundamental demands arising from extrinsic motivators may often overshadow their psychological needs, such as job autonomy. In this context, employees' perceptions of deprivation may evolve in response to changes in their organizational needs. So, this study aimed to evaluate the effects of these changes on various forms of organizational deprivation.

Organizational deprivation encompasses a sense of freedom, autonomy, resources and services, and job security that should be afforded to employees by the organization. Since the initial study (Erbay, 2018) that defined organizational deprivation and

produced the Organizational Deprivation Scale, the COVID-19 pandemic has had global impacts on both the economic situations of nations and the working conditions within organizations. The objective was to validate and revise the Organizational Deprivation Scale in order to ascertain the probable changes in its factor structures.

Exploratory factor analysis was performed into the earlier developed original scale including 17-items. The analysis showed that the four-factor structure was supported. However, in contrast to the original form, it was determined that the 12<sup>th</sup> item (R) replaced into another factor including another reverse item. Besides, it was revealed that the 13<sup>th</sup> item - *"In my organization, I have no right to be involved in decision-making in matters that relate to my department"* - was loaded into more than factor and decided to be removed from the scale. This item that was included in deprivation of autonomy in the original form, has been loaded into the factor of deprivation of goods and services at the same time. This must be because employees may perceive participating in decision-making processes to be a form of service as part of organizational democracy. Today, many organizations value employees' opinions about practices and job procedures as part of the organization's standard operations and as a service that can be provided in any way.

The first CFA analysis with 16-items following the EFA indicated that four-factor structure is confirmed. However, 9<sup>th</sup> and 12<sup>th</sup> items were removed from the scale since their factor loadings were not adequate. It is considered that these items could have led to confusion for respondents since they were both reverse worded.

The second CFA analysis supported the four-factor structure consisted of 14 items. Although the components of deprivation of liberty and security remained unchanged from the previous version, deprivation of goods and services has decreased by one item, and deprivation of autonomy has decreased by two items.

The most remarkable finding about the revised factor structure of the scale is that the deprivation of autonomy now comprises only two items. Following the 2019 pandemic, alterations in organizational working conditions may prompt individuals to reevaluate their autonomy. Remote work continued post-pandemic due to organizational benefits such as reduced expenses related to physical facilities and employees' fundamental needs, including meals and transportation. Remote working also offers distinct advantages, including the availability of independent spaces for employees. Employees are required to organize their entire workday remotely, either from home or another location outside the office. They must develop their own plans while also focusing on their jobs and other commitments owing to familial or social obligations. From this point of view, it is considered that their perceptions about autonomy might have been shifted from the ability to make decisions freely to functioning beyond physical constraints. So, it is posited that the loss of items from the factor of autonomy deprivation may be comprehensible, suggesting that the lost item 13<sup>th</sup> could be perceived as either focusing autonomous or as a service rendered by the organization.

The construct validity of the scale was also investigated in this study through the concepts which were considered as relevant with the forms of deprivation. However, since organizational deprivation is a recently generated phenomenon, the concepts chosen as relevant with deprivation can only be evaluated as approximately similar but not identical constructs. Moreover, since deprivation of liberty representing an employee's sense of restricted mobility within the organization, no equivalent concept could not be identified with it. Even so, deprivation of security, deprivation of goods

and services and deprivation autonomy were found moderately related with perception of job security, structural empowerment and psychological empowerment, respectively. However, deprivation of liberty was found as irrelevant with these concepts.

In sum, to determine the extent to which employees experience deprivation in their organization, Organizational Deprivation Scale can be benefited as a reliable and valid measurement tool. The scale gives both a total score about the deprivation in general and separate scores about four distinct types of deprivation as liberty; goods and services; security; and autonomy. It is considered that identifying the antecedents of negative outcomes impacting both employees and organizations, such as the level and type of deprivation, can assist organizations in developing effective prevention strategies for enhancement and efficiency.

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