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HOW GOOD SOLDIERS BECOME BAD APPLES? UNETHICAL
PROSOCIAL BEHAVIOR AND COMPULSORY CITIZENSHIP BEHAVIOR:
ROLES OF PSYCHOLOGICAL ENTITLEMENT AND ORGANIZATIONAL
IDENTIFICATION

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İYİ ASKERLER NASIL ÇÜRÜK ELMA OLUR? ÖRGÜT YANLISI ETİK
OLMAYAN DAVRANIŞ VE ZORUNLU VATANDAŞLIK DAVRANIŞI:
PSİKOLOJİK AYRICALIK VE ÖRGÜTSEL ÖZDEŞLEŞMENİN ROLLERİ

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ABSTRACT

Researchers traditionally focused on positive consequences of organizational citizenship behavior (OCB) as prototypical prosocial behavior while overlooked potential negative unintended consequences. The present study explores the dark side of OCB and underlying mechanism, potentially leading to unethical pro-organizational behavior (UPB) when employees are obligated to offer OCB. Although UPB research has investigated unethical leadership styles, dark triad personality traits and low moral identity as antecedents, research on how behaviors normally regarded as constructive turn into unethical behavior is still in nascent stage. Performing OCB as per controlled motives may lead to psychological entitlement (PE) to deserve ‘special and unique treatment’ compared to peers. In a survey design, the study examined COCB as a predictor of UPB, mediated by PE and moderated by OI. A total of 288 Turkish participants from variety of sectors including health, real estate, textile, retail, education, finance who met criteria of being full-time employed attended the study. The proposed mediation model was supported: PE mediated the positive effect of COCB on UPB. Specifically, COCB increased PE, and then, employees were likely to demonstrate UPB; and OI moderated the aforementioned mediating effect of PE, such indirect effect was significant when employees held higher OI compared to those low in OI. Harman’s single-factor test, and common latent factor analysis indicated that the data was not subject to common method bias. Overall, results highlight the importance of understanding destructive consequences of the interplay between organizational identification and externally driven OCB and implications for practitioners to find effective routes of reward system for reciprocating OCB by obviating PE mechanisms.

ÖZET

Araştırmacılar geleneksel olarak, prototipik toplum yanlısı davranışın örneği olan örgütsel vatandaşlık davranışının olumlu sonuçlarına odaklanırken potansiyel olumsuz sonuçlarını gözden kaçırmıştır. Bu çalışma, örgütsel vatandaşlık davranışının karanlık tarafını ve çalışanlar bu davranışı sergilemek zorunda kaldıklarında potansiyel olarak etik-dışı örgüt yanlısı davranışa yol açan temel mekanizmayı araştırmaktadır. Literatürde etik-dışı örgüt yanlısı davranış araştırması etik olmayan liderlik tarzlarını, karanlık üçlü kişilik özelliklerini ve düşük ahlaki kimliği öncül alarak araştırmış olsa da, normalde yapıcı olarak kabul edilen davranışların nasıl etik olmayan davranışlara dönüştüğüne dair araştırmalar hala başlangıç aşamasındadır. Örgütsel vatandaşlık davranışını zorunlu olarak gerçekleştirmek, çalışanın diğer çalışanlara kıyasla 'özel muameleyi' hak ettiği düşüncesine sebep olan psikolojik ayrıcalığa yol açabilir. Bu çalışmada, zorunlu örgütsel vatandaşlık davranışını, psikolojik ayrıcalığın aracılık ettiği ve örgütsel özdeşleşmenin düzenleyici değişken olarak alındığı modelde örgüt yanlısı etik dışı davranışın öncülü olarak incelenmektedir. Çalışmaya sağlık, gayrimenkul, tekstil, perakende, eğitim, finans gibi çeşitli sektörlerden tam zamanlı çalışma ve 'beyaz yaka çalışan olma' kriterlerini karşılayan toplam 288 Türk katılımcı katılmıştır. Çalışmanın sonuçları araştırma hipotezlerini doğrular niteliktedir. Önerilen aracılık modeli desteklendi: psikolojik ayrıcalığın, zorunlu örgütsel vatandaşlık davranışının örgüt yanlısı etik olmayan davranış üzerindeki olumlu etkisine aracılık ettiği bulunmuştur. Bulgulara göre, zorunlu örgütsel vatandaşlık davranışının örgüt yanlısı etik olmayan davranışı yordadığı ve psikolojik ayrıcalığın bu ilişkide kısmi aracı rol üstlenmektedir. Ayrıca, örgütsel özdeşleşmenin, zorunlu örgütsel vatandaşlık davranışı ile aracı değişken psikolojik ayrıcalık arasındaki ilişkide düzenleyici etkisi bulunmaktadır. Ortak yöntem yanlılığına karşı Harman'ın tek faktör testi ve ortak gizil faktör tekniği kullanılmıştır. Genel olarak, sonuçlar, örgütsel özdeşleşme ile zorunlu örgütsel vatandaşlık davranışı arasındaki etkileşimin yıkıcı sonuçlarını anlamının önemini ve organizasyonların psikolojik ayrıcalığa yol açan mekanizmaları ortadan kaldırarak zorunlu örgütsel vatandaşlık davranışına yönelik etkili ödül sistemi bulma konusundaki çıkarımlarının önemini vurgulamaktadır.

CHAPTER 1

INTRODUCTION

“She (Elizabeth Holmes) chose fraud over business failure. She chose to be dishonest. That choice was not only callous, it was criminal”

Assistant US attorney Jeffrey Schenk

In today’s rapidly changing world, in terms of financial and technological developments, a common corporate constructive philosophy is declared as organizations aim to operate in the benefit of their customers. However, due to fierce competition, members of organizations are vulnerable to commit fraud and use deception to raise an advantage for their organization (concealing information, misrepresenting financial data, disclosing exaggerated data to customers). These deliberate acts violating societal hypernorms are known as unethical pro-organizational Behavior (UPB) and contribute to effective functioning of the organization, only in the short term (Umpress et al. 2010; Warren, 2003). There is growing empirical research interest in UPB’s antecedents and consequences (Pierce & Aguinis, 2015).

Although UPB had been an under-investigated construct until 1980s, there is a growing theoretical and practical interest to this topic in response to breakout of many scandals. To illustrate, the Enron scandal is one of the most notorious collapses of high-profile business by means of financial manipulation. More recently, Volkswagen carbon emission scandal in 2015 cost 20 billion euros to the company and resulted in the resignation of the CEO Martin Winterkorn (Coşkun & Ülgen, 2017). In 2016, Mitsubishi deceived public for 25 years by manipulating carbon emission rates, causing 3.9 billion dollars of financial compensation, and resulted in company stocks substantially being bought by rival company, Nissan (Shiraki & Tajitsu, 2016). CEOs of both companies declared that they had not been informed and had not supported these unethical decisions and practices; and argued that there was no corporate involvement in these scandals, rather the CEOs attributed on the wrong doings to officials’ own personal preferences. More recent example, Elizabeth Holmes, faked finding disease detection technology relying on few drops of blood and founded Theranos, once valued at 9 billion \$.

Although she acclaimed outstanding success and recognition, when it turned out her business was corrupted, she was found guilty on 11 charges of fraud and faced 20 years in prison for each charge. These unethical pro-organizational acts have caused loss of trust and decrease in number of investors to US financial markets as well as leading to emerge of new regulations, legislations, and harsh penalties to fraud.

Due to a rapidly expanding business competition all around the world, Turkey, as a dynamic growing economy, is also liable to adverse effects, such as bribery, fraud, and corruption often resulting in unfair competition. In Turkey, ‘Action Plan on Increasing Transparency and Enhancing Good Governance in the Public Sector’ was implemented in 2002 to deal with the corruption and bribery by imposing disciplinary and criminal penalties for people who engage in corruption. Although business reforms and international agreements were enacted by Turkish government at more broad level, it is important to identify personal, organizational, and situational antecedents of unethical behavior as well.

According to Corruption Perception Index 2020 Report published by Transparency International, Turkey ranked 86th in the world out of 179 countries by scoring 40 points, which is under the average score of 43 points. In a similar vein, Edelman Trust Barometer Report (2019) indicated that Turkey ranked 19th out of 26 countries in global trust index calculated by average of trust in NGOs, business, media and government. Moreover, the same report demonstrated that people rated CEOs less credible than other voices such as regular employees, successful entrepreneurs or technical experts. These findings indicate that Turkish people generally expect unethical acts from stakeholders or individuals who are in higher rank in the organizational hierarchy. Therefore, it is unexpected that regular employees acting unethical based on common sense view.

As UPB has pro-social motivation for organizations’ benefit, it differentiates itself from other types of unethical behaviors including counterproductive work behavior characterized by violation of moral norms with harming intentions (Warren, 2003; Spector & Fox, 2005). Pro-socially motivated unethical acts for collective gains in the

organization can increase efficiency and profit that makes effective financial contributions in short term. However, the durable and adverse effects may lead to financial compensation, loss of reputation, loss of employees and customers, decrease in stock and even the prospect of bankruptcy.

There are variety of studies examining antecedents and consequences of UPB. To illustrate, some studies conducted to show how different leadership styles affect UPB (Chen et al., 2016; Gigol, 2020; Graham et al., 2015; Kalshoven et al., 2016; Miao et al., 2013; Wang & Li, 2019; Zhang et al., 2020). Furthermore, there are studies both investigating how leaders' respond to employees performing UPB (Schuh et al., 2021) and how leaders' UPB may be transferred to employees' UPB from social learning perspective (Lian et al., 2022). Also, corporate social responsibility (CSR) (Wang et al., 2022; Zonghua et al., 2022), work effort (Kong et al., 2020), job insecurity (Wang et al., 2022) and performance pressure (Chen et al., 2021) found to have positive links with UPB. Owing to its paradoxical nature including both unethical and pro-social aspects, it may create admiration or disgust towards the performer of the UPB based on moral attentiveness of the third parties observing UPB (Tang et al., 2022). Thus, UPB is a critical construct to examine when and why employees engage in UPB or what are the consequences of UPB at the workplace.

Except from attitudinal antecedents of UPB, the literature is scarce in terms of individual differences and situational factors contributing to the emergence of UPB (Castille et al., 2016). Most of the studies have considered that UPB results from stronger bonds with organization, and under-researched potential variables that induced employees to perform UPB to fulfill expectations and meet requirements beyond formal job task in unethical way. The present study aims to contribute to the literature by examining antecedents and the underlying mechanism of unethical pro-organizational behavior (UPB) in organizational settings.

Specifically, the present research attempts to shed light on the antecedents that may turn 'good soldiers, i.e., highly-identified regular employees of organizations, into 'bad apples' by engaging in unethical prosocial behavior, such as committing fraud and

deception, to benefit the organization. UPB has been investigated using individual and organizational variables that are generally attributed to unfavorable outcomes including Machiavellianism (Castille et al., 2016), low ethical leadership (Newman et al., 2016), moral disengagement (Zhao & Zhou, 2017). An interesting aspect of UPB is that it can be associated with constructs that are generally valued in the organization. A priori studies indicated that being highly identified with the organization resulted in engaging UPB more when controlled by moral disengagement (Chen et al., 2016). Moreover, affective commitment was found to have positive relationship with UPB and moral identity acted as a moderator in this relationship indicating the strongest relationship between these variables in low moral identity condition (Matherne & Litchfield 2012).

However, only few studies include variables that are generally considered constructive, and controversially, may lead to unethical behavior. To make a contribution to the literature, the present study proposes a moderated mediation model to examine the relationship between compulsory organizational citizenship behavior (COCB) and unethical pro organizational behavior (UPB) with psychological entitlement as mediator, and organizational identification as moderator.

Although some studies to date have focused on potential links of UPB to PE (Lee et al., 2019), the current study contributes to this literature by unveiling the paradoxical nature of UPB in terms of examining the issue by externally motivated OCB as an antecedent. As per psychological entitlement, when going beyond duties is regarded as compulsory and not rewarded explicitly, such as offering promotion, employees can feel a sense of entitlement, characterized as deservingness, self-importance, and exaggerated expectations (Fisk, 2010; Grubbs & Exline, 2016). In the present study, it is predicted that such enhanced sense of entitlement would increase inclination for unethical prosocial behavior. As per organizational identification (OI), the model predicts that OI strengthens the relationship between COCB and PE. In particular, compared to employees who have less identified with the organization, employees who have more organizational identification inclined to experience feelings of entitlement due to engaging in extra role activities not described as part of their formal job description. Drawing from self-determination theory, when people obligated

to perform OCB, they are more likely to feel under-rewarded and consequently feel entitlement perceptions. The study is unique in terms of pointing the mechanism of how previously constructive behaviors or motives may precede violation of ethical norms for organizations' interests. Understanding how PE operates in the organizational setting and the interplay between COCB and OI has both theoretical and practical importance.

1.1. Unethical Pro Organizational Behavior

Imagine a situation that an employee is lying to protect the company's image and reputation or manipulating information to increase its profit. This sort of behavior implies the dilemma of whether it is ethically correct to violate moral norms to protect the organization's short-term interests and to risk of adverse consequences in the long-term. This is a critical question to be answered in order to visualize the paradoxical nature of unethical pro-organizational behavior (UPB). UPB is defined as "actions that are intended to promote the effective functioning of the organization or its members (e.g., leaders) and violate core societal values, mores, laws, or standards of proper conduct" (Umphress & Bingham, 2011, p. 622).

UPB is common in variety of social contexts including work environment. For example, in divorce cases, sometimes one of the couples may try to hide his/her property not to share with the other. In this situation, a friend of the divorcees may take over the shares of property on own account to their friend hide their wealth for not sharing it in the divorce. The person does this unethical act to benefit his/friend without any advantage for themselves and it can be an illustration of unethical pro-organizational behavior in social setting. In addition, sometimes store or café owner asked customers to make payment with cash due to avoid taxes. People may accept this illegal and unethical act and make the payment with cash although they have no profit on this. These kinds of acts characterized as not being concerned with self-interests with deceiving people but to benefit others or organizations. In organizational context, in a similar vein, UPB includes behaviors such as deceiving customers by overstating the advantageous features of the products and hiding information from public to make more profit. Although such unethical pro-organization behavior seems to be beneficial in the

short run, it may cause reputational damage, loss in share values, and loss of customers, severe compensation payments and penalties even leading to bankruptcy in the long-run (Umphress & Bingham, 2011).

There are many organizational scandals around the globe in which unethical prosocial behavior seems to play a role: Enron manipulating share values and Volkswagen manipulating carbon emissions reports are most notorious corporate scandals leading to bankruptcy and collapse of confidence in corporate organizations. Kobe steel company, one of the largest steel-makers in Japan, has been in business successfully since 1905 and it recently it revealed that the company's products failed to meet safety standards for some time as the organization falsified data about safety checks. Apart from the customers, stakeholder vehicle companies working with the steel giant, including Nissan, Subaru, Toyota, Mazda, Boeing and General Motors (GM) affected by the scandal. These kinds of manipulations of the company data can have some short-term gains however they can have hazardous consequences long terms as they can create further scandals resulting from safety risks, accidents, and fatalities. From an organizational psychology perspective, it is important to consider that although these acts were performed with pro-social motivations to benefit the company, eventually they damaged company's credibility, causing financial loss and loss of the customers. Due to the sheer number of organizational scandals, research focused on UPB prompted to gain comprehensive understanding about when and why employees engage in UPB.

1.2. UPB as Compared to Other Unethical Behaviors

Although there are several types of unethical behaviors in organizations including counterproductive work behavior (CWB) and organizational deviance to harm the organization, UPB can be distinguished from other types of unethical behavior as initially it appears serving the benefits of the organization (Spector & Fox, 2005). Constructs similar to UPB include constructive deviance (Warren, 2003), necessary evils (Molinsky & Margolis, 2005) and organization misbehavior (Vardi & Weiner, 1996; Vardi & Weitz, 2004) and pro-social rule-breaking (Morrison, 2006). Intention is

the core factor determining the course of the unethical behavior and it distinguishes other types of unethical behaviors. Vardi and colleagues described 3 forms of conceptualizations based on intent behind organization misbehavior (Vardi & Wiener 1996). Three types of unethical behaviors encompass actions to benefit (a) self-serving purposes, (b) organization and/or its members while (c) being detrimental to the organization (Vardi & Weitz 2004).

UPB has fundamentally two crucial components based on Warren's conceptualization of constructive deviance (2003): (1) includes immoral behaviors that not solely violates organizational norms but more societally grounded ethical standards as 'hypernorms' and (2) have aim of prosocial intent for either organization or its members (Donaldson & Dunfee, 1994; Robinson & Bennet, 1995). Considering that previous literature handled large proportion of the unethical behaviors as serving to employees' selfish interests (Seuntjens et al., 2019; Grover & Hui, 1994), it is conceptually vital to highlight that unethical behaviors conducted solely for self-serving interest are not regarded as UPB (Umphress & Bingham, 2011). In a similar vein, the term 'necessary evils' introduced by Molinsky and Margolis (2005) referring to procedures as a part of job tasks which causes deliberate physical and/or emotional harm to other employees on behalf of interests of the organization, a group of people or even society. Although necessary evils is a close construct to UPB, it differentiates from UPB by being a formal part of job description, including both ethical and unethical acts for greater good and lastly, ultimate motivation of the act could also benefit society rather than the organization itself (Umphress & Bingham, 2011; Berry & Sackett, 2007). Lastly, pro-social rule breaking is also identified as positive-intended deviant behaviors violating organizational norms instead of societal norms in UPB in order to implement more efficient organizational procedures by means of helping coworkers, stakeholders or customers (Morrison, 2006). These terms are all related to UPB but also include slight conceptual differences in

Traditional theories of the unethical behavior emphasize on rational paradigms behind the unethical decision making. However, people become vulnerable to biases and intuitive thinking styles impeding their moral decisions due to different either

rational or irrational situational, personal and organizational influences. As unethical actions may not be always performed intentionally, it is important to understand unintentional acts of immoral behavior and their consequences. The notion of a behavior containing both unethical and philanthropic aspects studied by earlier researchers (e.g. Vardi & Wiener, 1996; Moberg, 1997) indicated that unethical prosocial behaviors may have both end up utilitarian or favorable consequences and negative, unfavorable consequences. According to typology of Tenbrunsel and Smith-Crowe (2008), people may or may not be aware of moral implications of the performed behavior and also they may not be act consistent with their moral concerns. Thus, there are different (ethicality vs. unethicality) consequences possible emerging from moral and immoral decision making processes.

1.3. UPB from Different Theoretical Perspectives

Literature on UPB concentrated on examining the construct from different perspectives including Social Exchange Theory (Blau, 1964; Goldner, 1960; Emerson, 1976), Social Identity Theory (Tajfel & Turner, 1986), Social Learning Perspective (Bandura, 1977) and Social Cognitive Perspective (Bandura, 1996). Researchers explored job characteristics, personality and individual differences, leadership style and organizational influences to determine antecedents and boundary conditions of UPB (Effelsberg, 2014; Zhang & Yao, 2019; Chen et al., 2016; Castille et al., 2016; Lawrence & Kacmar, 2017). Owing to its unethical nature, some individual, organizational and interpersonal variables such as Machiavellianism (Castille et al., 2018), workplace ostracism (Zhang et al., 2019), job insecurity (Lawrence & Kacmar, 2017; Ghosh, 2017), moral decoupling (Fehr et al., 2019), unethical self-interest climate (Sheedy et al., 2020) have been considered as dark characteristics priorly. Paradoxically, due to its' pro-social nature, it is unsurprising that positive, constructive behaviors, attitudes and perceptions are associated with UPB as well.

In general, sense of belongingness, 'we-ness' and developing highly salient organizational identity are desired conditions for employees. However, several studies showed that organizational identification preceding UPB by putting organizational

interests above morality and perceive it as a ‘must do’ condition to protect organizational interests (Umphress & Bingham, 2011). For example, transformational leadership imposes a sense of unity with the organization by proposing visionary leadership practices and resulted in highly identified employees (Bose, Patnaik & Mohanty, 2020). High identification causes disregarding violation of moral standards (e.g. societal norms, personal values) towards clients, customers and even stakeholders. (Efelsberg et al., 2014; Ashforth & Anand 2003). Highly identified employees perceive themselves as vital for organizations to function effectively, which in turn combined with heightened sense of importance and entitlement perceptions, can lead to perform UPB on behalf of the organization by neutralization, licensing or ambiguating unethical course of the act (Meritt et al., 2010; Umphress & Bingham 2011; Miller & Effron, 2010).

Furthermore, studies showed that whereas obsessive work passion and affective commitment positively related to UPB, mindfulness and high moral identity diminish UPB (Kong, 2016; Chen et al., 2016). In a similar vein, employees who have high organizational identification may experience resource depletion, which can encourage UPB. (Baur et al., 2019). Moreover, identified employees are more willing to perform OCB, another resource-depleting activity. Thus, OCB can, lead to unethical behavior, such as harming and taking advantage of others at work due to limited resources of employees to control themselves (Lanaj et al., 2011). According to self-determination theory, there are autonomous and controlled motivations resulting in particular behavior (SDT; Deci & Ryan, 1985).

1.4. Boundary Conditions of UPB

As different employees may have different types of motivation for engaging in UPB, it is crucial to explore precursors of the UPB with boundary conditions. Employees who previously performed COCB and who are both highly entitled and identified with the organization are more prone to perform UPB due to different underlying motivations including status concerns, preserving positive self-image, sunk-cost fallacy and identifying organizational goals as personal goals. Prior studies showed

that when OCB becomes compulsory behavior, incivility and efforts to trying to be a ‘good citizen’ can result unethical behavior (Penney & Spector, 2005). While OI (Chen et al., 2016), leader-member exchange perceptions (LMX) (Lai et al., 2019), Machiavellism (Castille et al., 2018) and positive reciprocity beliefs (Wang et al., 2019) can be regarded as autonomous motivations; authoritarian leadership (Zhang & Xie., 2017), job insecurity (Lawrence & Kacmar, 2017), risk of social isolation (Thau et al., 2015), corporate hypocrisy (Zhao & Zhou, 2017) and high performance expectations (Chen & Liang, 2017) are more likely to be represented as controlled motivations leading to UPB. Besides, there is controlled motivation of PE and over qualification towards UPB by introjected regulation due to excessive self- evaluation and attention to preserve contingent self-worth (Lee et al., 2019; Chu & Wang, 2019; Sun et al., 2018).

Moral licensing theory, stands as an underlying mechanism, enlightening the paradoxical nature of the UPB. Moral licensing indicates that previous good deeds and ethical acts increases individuals’ perceptions about themselves as moral persons, which are used to justify future immoral acts (Miller & Effron, 2010). Studies also have in common handling PE as boundary condition of UPB which gives salience to employees’ perceptions about making valuable contribution to the organizations’ functioning triggering employees’ sense of deservingness, personal importance and exaggerated expectations (Ng & Yam, 2019; Vincent & Kouchaki, 2016). Feelings of entitlement licenses future immoral acts (UPB) to serve organizational and self-serving interests regardless of organizational and societal norms (Yam et al., 2017). Due to unethical nature of the UPB, processes and conditions including pro-social intentions are likely to induce UPB based on the moral licensing perspective (Choudhary et al., 2021). Apart from other cognitive and social theories, moral licensing offers enriching and unique perspective to understand reciprocity between moral and immoral behaviors.

1.5. Psychological Entitlement

Psychological entitlement can be referred as “a stable and pervasive sense that one deserves more and is entitled to more than others” (Campbell et al., 2004, p.31). It is characterized as inflated self-perceptions about self-deservingness indicating the

belief of the entitled person deserving more than other people (Fisk, 2010). Another characteristic of the entitlement is self-importance in which individuals perceive themselves and their acts as more important than others which in turn can lead to exaggerated expectations irrespective of objectively justifiable input (Grubbs & Exline, 2016). Psychological entitlement was extensively studied on several fields including service sector (Boyd & Helms, 2005; Fisk & Nevilee, 2011), political economy (Super, 2004), management (Naumann et al., 2002) and perceptions of justice (Nozick, 1974) and academic settings (Greenberger et al., 2008). Depending on self-perpetuating biases it may strengthen; entitlement is seen to be maladaptive. According to a study examining anger at God, people with a stronger sense of entitlement were associated with increased anger of God (Grubbs et al., 2013). Also, when psychological entitlement is high, people frequently fail to meet their lofty expectations and are vulnerable to psychological distress due to frustration, perceptions of injustice and interpersonal conflict (Grubbs & Exline et al., 2016). This may cause them to feel distressed and dissatisfied, strengthening their urge to seek privileges and boosting their expectations even higher. There are two main perspectives conceptualizing entitlement in the psychology literature: pathological-based form of the entitlement focuses on its links with narcissism and another approach concentrates on social psychological aspects of the entitlement, such as demand for justice, status seeking account and interpersonal relationships (Bishop & Lane, 2002; Campbell et al., 2004; Feather, 1994; Tomlinson, 2013; Twenge, 2006; van Dijk & De Cremer, 2006).

1.6. Psychological Entitlement and Narcissism

Although it has significant overlaps with narcissism focusing on clinical aspects of the entitlement and considered as a facet of the narcissism throughout the time, psychological entitlement is a unique concept that has distinctions with narcissism both theoretically and empirically. To illustrate, entitlement includes inflated perceptions about the self-dependence on social comparison with the others, whereas narcissism has self-centered exaggerated self-importance perceptions irrespective of others (Treadway et al., 2019). Likewise, in an empirical sense, research concluded that entitlement beliefs persisted even in the absence of the key components of the narcissism, including

deceitfulness, exploitativeness and assertiveness (Harvey & Dasborough, 2015; Miller et al., 2012).

Concerning the measurement of the psychological entitlement, Narcissistic Personality Inventory (NPI; Raskin & Terry, 1988) used, as it subsumed under the concept of narcissism historically. However, Campbell and his colleagues (2004) developed single factor psychological entitlement scale including 9-item on 7-point Likert scale (from 1 = strong disagreement to 7 = strong agreement). Results of their research (Study 1) showed that PES and entitlement sub-scale of NPI scores have correlations but there is %75 unshared variance of the PE scale with the NPI implying distinct underlying psychological mechanisms for two constructs (Campbell et al., 2004).

The key distinction between the two concepts is perceptions about the social comparison: entitled individuals self-compare with others to identify whether they are entitled whereas in narcissism there is a self-centered focus characterized by self-importance, superiority, and grandiosity.. In other words, narcissists have self-centered attention, in which they ignore or perceive others as playing peripheral role, while entitled individuals rely on others for social comparison to justify their sense of entitlement. In a study, comparing the relations of entitlement and narcissism with autonomy and sociotropy (excessive personal investment on interpersonal relationships), it was found that entitlement showed higher correlations with both sociotropy and autonomy, whereas narcissism showed no correlation with autonomy and it was negatively associated with sociotropy (Rose & Anastasio, 2014). Thus, individuals with high entitlement are concerned about how others perceive them as these perceptions validate entitlement. Surprisingly, there is no need for autonomy in narcissism contrary to sense of entitlement as narcissist embrace support and guidance for pragmatic purposes satisfying self-needs (Rose & Anastasio, 2014). However, entitlement has positive links with need for autonomy because they perceive advice and guidance as affront to themselves (Rose & Anastosio, 2014).

1.7. Motivation & Types of PE

Although entitlement reflects beliefs about superiority among others, there may be different motivations about why people is being entitled. Studied showed that there may be dichotomous motivation behind entitlement indicating either grandiose-based or vulnerable-based account (Hart et al., 2020). When seeking for preferential treatment, individuals are often prone to indicate their background of deprivation or high opinion about the self (Bishop & Lane, 2000, 2002). Efforts to characterize subtypes of the entitled individuals using cluster analysis indicated that there are two unique group of entitled individuals: (a) as emotionally stable, characterized by more positive affect, high self-esteem, and antisocial behavior; and (b) emotionally vulnerable individuals characterized by low self-esteem, elevated levels of neuroticism, attachment difficulties and negative affect (Crowe et al., 2016).

As heterogeneity among entitled people could imply different behavioral, motivational, and affective profiles, it is important to determine types and underlying motives for accurate theory development on the issue. High levels of entitlement may both associate with narcissistic vulnerability and grandiosity and this dichotomy can have different implications in conjunction with narcissistic vulnerability relying on perceived deprivation and narcissistic grandiosity's link to perceived superiority (Krizan & Herlache, 2018; Miller et al., 2011).

Distinctively, individuals can experience sense of entitlement in case of deprivation as well. When entitled people asked about the reason why they should deserve more and get special treatment from others, they are likely to either talk about their past deprivation or perceived high status (Crowe et al., 2016; Piff, 2014). In particular excessive entitlement is linked to either, narcissistic vulnerability, grandiosity or both (Krizan & Herlache, 2018) Narcissistic grandiosity arises from sense of superiority compared to narcissistic vulnerability resulting from history of deprivation (Miller et al., 2011). Interestingly, sometimes both of these contradicting perceptions can occur simultaneously and superiority emerged as a result of history of deprivation and challenges (e.g., "I am succeeded despite the odds being stacked against me!") (Rhodewalt et. al., 2006). On the other hand, the multiple factor model of entitlement

(Żemojtel-Piotrowska et al., 2015) proposes three dimensions of entitlement, including active entitlement, passive entitlement and revengefulness. Firstly, strictly attaining life goals and promoting self-interest toward these goals can be described as active entitlement. Passive entitlement entails one's view of others as a means to achieve personal goals and benefits. The last form of entitlement labeled as "revengefulness" refers to as an increase in entitlement due to feelings of their interests being violated by other people and incapacity to forgive earlier harms (Żemojtel-Piotrowska et al., 2015)

PE is distinctive among other psychological constructs due to the existence of enduring state and trait-like characteristics concurrently (Fisk, 2010). Although entitlement has long-lasting quality, people may exhibit different degrees of cross-situational consistency based on their entitlement perceptions (low vs. high). As PE has a variety of implications for interpersonal relationships and its outcomes, is found to be affect in a range of contexts including customer expectations (Boyd & Helms, 2005), students' expectations for higher grades (Vallade et al., 2014; Chowning & Campbell, 2019; Jeffres et al., 2014) and increased socioeconomic status expectations (Andzenge, 2019). Furthermore, apart from having a predictor role, entitlement has moderating role on the link between abusive supervision and emotional exhaustion (Wheeler et al., 2013). Also, it leads to diminished job satisfaction with increased supervisory conflicts and increased turnover intent (Campbell et al., 2004; Harvey & Martinko). There are studies linking entitlement to different with perceptions of sexism (Grubbs et al., 2014). It was found that psychologically entitled women are more prone to express perceptions of benevolent sexism whereas entitled men are more tend to hostile sexism compared to non-entitled groups (Grubbs et al., 2014).

1.8. PE in Work Context

Furthermore, empirical studies indicate that there is a generational increase in PE among young people who joined labor-force, referred to as "Generation Me" (people who born in the 1970s, 1980s, and 1990s) (Twenge, 2006; Twenge et al., 2008). Therefore, as research both address and support the notion of impact of the generational PE perceptions in organizational context, it is crucial recommended to examine antecedents and implications of entitlement for existing and forthcoming

workplace issues (Brouer et al., 2011). To illustrate, prior research in organizational psychology literature revealed that it is linked to high pay expectations, high rates of turnover intention (Harvey & Martinko, 2009), perceived inequality (Campbell et al., 2004; McCullough et al., 2003), increased levels of aggressiveness (Campbell et al., 2004), dissatisfaction with the job (Laird et al., 2015), more injustice perceptions (Lee et al., 2009), more abusiveness towards coworkers (Harvey & Harris, 2014).

Moreover, PE is found to predict job frustration. Based on expectancy theory (Vroom, 1964), individuals engage in certain types of behaviors due to obtain rewards or positive outcomes. Entitled person may have performance-justified or non-justified expectancies and it can be resulted in job frustration when these expectancies not met by employers (Harvey & Harris, 2010). Further, wage entitlement researchers investigated gender-based patterns of reciprocity expectations and found that while men have elevated levels of entitlement, women have depressed level of it (Pelham & Hetts, 2001). In a similar vein, drawing from equity theory (Adams, 1963), entitled individuals have heightened sensitivity towards equity and justice, more likely to make attributions to external factors and low in work ethics as well as displaying Machiavellian tendencies (Sauley & Bedeian, 2000). Besides, the literature is scarce about the link between PE and OCB and few studies indicating conflicting results in the literature (Brummel & Parker, 2015; Taylor, 2013). Based on Self-Determination Theory (Deci & Ryan, 1985; 2000), forcing employees to go beyond their proffered duties with external motives may increase feelings of being under rewarded leading to entitlement perceptions.

Then, employees who are high in organizational identification are prone to consider organizations interests due to sense of belongingness and emotional attachment (Ashforth & Mael, 1989). Therefore, as they are highly identified, they believe that their presence is essential for organization's success and they know best about interest of the organization leading to feelings of entitlement (Galvin et al., 2015; Emmons, 1984). Thus, highly entitled employees may develop a sense of self-importance and self-centeredness that can result in their biased perception that "everything is related to them" (Chatterjee & Hambrick, 2007). This self-centered perception resulting from high levels of identification and entitlement may provide a basis for employees to make

favorable social comparisons with others through self-affirmation (Festinger, 1954). In addition, entitled individuals have predefined goals to achieve higher status based on social comparisons and seek for respect, admiration, power, and prestige as well as supporting hierarchy-based mechanisms (Moeller et al., 2009; Redfort & Ratliff, 2018). Together, these findings suggest that this distorted self-perception framed as PE may make employees more immune to ethical acts which may lead to act unethically and violate norms to derive self-interests and obtain preferential treatment arising from prestige, power, and status without putting actual effort.

Entitlement perceptions of the employees may make them more vulnerable to cognitive distortions affecting the evaluations of subjective morality of the unethical acts. Thus, they may perceive unethical pro-organizational acts either as must-do condition despite of perceiving it as ethically questionable behavior or disambiguate relative morality of the behavior with justifying it.

Hypothesis 1: Psychological entitlement is positively associated with unethical pro-organizational behavior

1.9. Organizational Citizenship Behavior (OCB)

Researchers have long tried to understand positive, productive behavior at the workplace in the absence of any external motivation (e.g., Roethlisberger & Dickson, 1939; Barnard, 1938; Katz & Kahn, 1966). The notion of “self-abnegation”, refers to self-sacrifice and abandoning self-interest in favor of others, introduced by Barnard (1938). Likewise, extra-role behaviors correspond to acts not being part of formal job description and serving to organizations’ benefit (Katz, 1964). Organ (1988) defined OCB as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization” (p. 4). General definition of OCB encompasses both proactive and reactive behaviors that are voluntarily-based and intrinsically-motivated, such as attending non-compulsory organizational events, protecting organizational property, helping or offering assistance to coworkers and volunteering for extra-role activities (Grant & Ashford, 2008). Although generally referring as OCBs, aforementioned behaviors have been identified by scholars with various labels, such as contextual

performance, pro-social organizational behavior, extra-role behaviors and organizational spontaneity (Borman & Motowidlo, 1993; 1997; Brief & Motowidlo, 1986; LePine & Van Dyne, 2001; George & Brief, 1992; Van Dyne et al., 1995).

Following the introduction of OCB as a construct, there have been several conceptualizations and taxonomies proposed by researchers to identify OCB and its dimensions (Organ, 1990; Organ et al., 2006; Podsakoff et al., 2000; Van Dyne et al., 1995) such as Organ's altruism, conscientiousness, sportsmanship, courtesy and civic virtue; Van Dyne and colleagues' obedience, social participation, loyalty, functional and advocacy participation and Coleman and Borman's job/task conscientiousness, interpersonal and organizational citizenship performance (Organ, 1988; Van Dyne, 1994; Coleman & Borman, 2000).

Studies mainly concentrate on positive aspects of OCB for both employees and organizations. Correspondingly, it has been demonstrated that engaging in OCB is associated with increased job satisfaction, customer service ratings and organizational efficiency (Podsakoff et al., 2009). Furthermore, it also increases organizational performance both at the individual and group level (Koys, 2001; Podsakoff et al., 1997). Furthermore, OCB in the workplace whether performing or observing it makes the organization more attractive to employees (Organ et al., 2006). Similarly, engaging OCB positively predicts intentions to stay in organizations and negatively relates to turnover intentions (Khalid et al., 2009; Podsakoff et al., 1997; Organ, 1988). Moreover, there is a positive correlation between performing OCB and organizational functioning showed by meta-analytic evidence due to its benefits including promoting social capital and "lubricating" social functioning of the organization (Bolino et al., 2002; Organ et al., 2006). To summarize, OCB is generally considered to be a positive thing leading to many positive outcomes organization.

However, such favorable understanding of OCB may present an incomplete picture as recent studies showed that OCB can have dichotomous ends including both positive and negative consequences. Despite all the positive consequences that have been documented in relations to OCB, another, less emphasized line of research indicates that employees engaging in OCB feel a heavy workload, which can lead to

excessive stress and burnout, and eventually turnover (Spector & Fox ., 2002; Organ & Ryan, 1995; Singh & Singh, 2008). Sometimes employees may have pressure of being “good citizens” at the workplace due to either implicitly or explicitly encouraged to perform OCB. Implicit motives may include exemplifying some ‘picked’ good behaviors of employees, rigid perceptions defining behaviors of good employees and organizational climate enforcing OCB. This can be defined as *citizenship pressure* (Bolino et al., 2010), which is associated with ‘job creep’, characterized by the subtle and gradual expansion of extra- role duties treated as in-role responsibilities (Van Dyne & Ellis, 2004). Further, studies found that citizenship pressure increases work-family/leisure conflict (Bolino et al., 2010).

In job creep, , extra role behaviors are not officially recognized or officially compensated with rewards but organizations have exaggerated expectations from employees by blurring the line between in-role duties and extra-role duties. ‘Doing more with less’ has become dominant in corporate settings forcing employees to perform variety of behaviors to benefit the company. As described in an article in the Wall Street Journal, participation of corporate social responsibility practices of companies sometimes may turn into compulsory behavior as employees face pressure to engage in these activities (Shellenbarger, 2003). When voluntary nature of OCB displaced by external pressures of motivation to perform OCB, it turns into being compulsory citizenship behavior (CCB) as argued by Vigoda-Gadot (2006; 2007).

1.10. Compulsory Citizenship Behavior

Compulsory citizenship behavior (CCB) originated from reexamining OCB in terms of unfavorable echoes of the extra-role behavior when it pressured externally (Porpara, 1989). Thus, it has a dynamic that makes the behavior compulsory, different from OCB, which is based on volunteerism (Fox et al., 2011). Our theoretical understanding about OCB remains incomplete without examining CCB.

Apart from motives of OCB depending on reciprocity norms in organizations, CCB has different underlying factors, which may include citizenship pressure, abusive supervision, market pressure and organizational climate (Morrison, 1994; Zellars et al.,

2002; Vigoda & Gadot, 2006; Zhao et al., 2013). For example, an organization may have a climate forcing its employees to perform OCB. For example, it may intrude employee's vacations due to heavy work load or managerial pressure enforcing employees to reply emails or phone calls beyond working hours. Furthermore, because of self-interests, OCB may transform into CCB as employees tend to yield to aforementioned pressures and use OCB as behavioral strategy for impression management at the workplace (Vigoda Gadot, 2006). Research indicates that employees engage in OCB due to their thoughts about the organization expect them to do so (Bolino et al., 2010).

Employees may pursue CCB for a variety of reasons such as keeping their current position, impression management, earning promotion, and other benefits. Apart from the positive rewards and pressures, employees may also be motivated to do extra role activities to avoid punishments (Salamon & Deutsch, 2006). OCB related acts, under pressure, gradually become inseparable from formal job duties for the employees and as employees perform increasingly higher levels of OCB, it becomes a part of job definition (Van Dyne & Ellis, 2004).

There are negative consequences of CCB such as employees suffering from 'good soldier syndrome'. 'Good soldier syndrome' can be characterized as going beyond formal job requirements for sake of the organization and employees engaging these acts can be labeled as 'good soldiers' or 'good citizen' (Smith et al., 1983; Organ, 1988). In addition, these negative consequences include turnover intentions, burnout, organizational negligence, job stress, decrease in job satisfaction and job performance (Loi et al., 2020; He et al., 2019). Furthermore, long-term CCB behaviors may result in anger and dissatisfaction among employees (Bolino et al., 2015). CCB can be associated with moral disengagement and employee silence.

1.11. CCB

Much of the theoretical explanations and managerial applications focused on OCB as a positive behavior and generally considered opposite ends with a form of deviant behavior, counterproductive work behavior (CWB). However, some recent

studies showed that they are not antithetical to each other and in fact, OCB may motivate employees to engage in CWBs (Spector et al., 2010). Further, employees evaluate their organizations based on equity perspective and whether they received fair treatment as a result of their citizenship efforts (Peng & Zhao, 2012). As their extra role behaviors are not rewarded by organizations, they might seek special treatment and may feel psychologically entitled to perform CWB (Yam et al., 2017). In a similar vein, Spector and Fox further demonstrated that lack of reward to OCB inconsistent with employees' expectations may result in anger which paves the way for CWB (Spector & Fox, 2010).

Moreover, based on ego depletion theory (Baumeister et al., 1998), OCB is found as a resource-depleting activity and employees are more likely to perform unethical behavior when their resources are depleted (ego-depletion) (Yam et al., 2014; Gino et al., 2011; Lanaj et al., 2014). As employees can be drained as a result of OCB behaviors requiring much effort, they are unable to make self-control and more likely to perform unethical behavior offering less effort requiring option (Gabriel et al., 2018). Besides, moral licensing theory proposes that individuals are more likely to perform unethical or immoral behavior after engaging in morally laudable behavior with preserving their positive self-image either with moral credits or moral credentials pathway (Miller & Effron, 2010; Klotz & Bolino, 2013). Researchers studied these conditions for empirical evidence of moral licensing theory in the organizational context claims (Griep et al., 2021; Lin et al., 2016; Klotz & Bolino, 2013; Yu & Duffy, 2016). Thus, although studies including CCB are still scarce, there are different theoretical explanations and boundary conditions exist to explore malevolent side of citizenship behavior inducing unethical behavior.

Compulsory Citizenship Behavior includes putting extra work due to pressures without reciprocating the effort so employees performing Citizenship Behavior compulsorily are more likely to seek preferential treatment and overestimate their self-importance. As Psychological entitlement characterized by overestimating their effort and exaggerating self-importance parallel with seeking special rewards, it was expected

that employees forced to going beyond requirements of the job without any external reward are more likely to be psychologically entitled.

Hypothesis 2: Compulsory Citizenship Behavior is positively linked with Psychological Entitlement.

Employees forced to do extra work with external motivation may feel drained in terms of self-control resources so they are more likely to use shortcuts to be successful. According to conservation of resources theory (Hobfoll, 2001), individuals are more likely to maintain their resources by choosing less-effort requiring alternative, if they are under a threat of depletion of the valuable resources. Unethical behavior is automatic response requiring less effort when an individual is lack of necessary resources to deal with the situation so employees may feel psychologically drained to behave ethically.

Hypothesis 3: Compulsory citizenship behavior is positively linked with unethical pro-organizational behavior.

1.12. Organizational Identification

“Who am I” is a major question human beings ask searching for an identity based on themselves and their surrounding environment to meet the need of relatedness and meaningfulness (Gioia, 1998) Social identity theory, integrated with self-categorization theory, explains how individuals’ social identity-based self-concept develops with enhanced value and emotional significance to group memberships (Tajfel, 1982). Individuals may be a member of variety of groups in daily life such as favorite football team, occupations, gender, age cohorts and organizations. Individuals do not identify strongly with every group of which they are a part. In some groups, people strongly identified while in others they do not that much. In particular, organizational identification is a specific form of identity arises from integration of organizational identity to self-concept (Albert et al., 2000). As organizations stand as powerful social contexts in modern society, it is expected that employees may attach emotional value to organizational memberships (Ellemers et al., 2004; Hogg & Terry, 2000). Furthermore,

with OI, members of organizations accentuates perceived similarity between self and organization through ‘‘I becomes we’’ perspective as well as obscuring the line between self and organizational identity (Brewer, 1991; Hogg et al., 1995)

Organizational identification has many definitions focusing on different aspects of identification. Some researchers focused on goal congruence (Hall et al., 1972), loyalty (Bartels, 2006), value congruence (Pratt, 1998) and emotional bond (Ellemers et al., 1999). More general statement about OI encompassing all definitions in common is interconnection between person’s self-perception and perception of organization (Riketta & Van Dick, 2005, p.491). For example, Apple have corporate and advertising slogan of ‘think differently’ and their company asked employees to think beyond boundaries to create breakthrough products. Thus, based on Apple’s organizational values and goals, employees of Apple may think themselves as creative as they are part of a group in which divergent thinking is salient. It is not surprising to say that highly identified employees may integrate creativity to their self-concept due to being a part of Apple Company (Podolny & Hansen, 2020).

In line with Social Identity Theory, highly identified employees are more likely to perceive organizations’ success and failures as their own and identification can enhance motivation to benefit organization as a whole rather than considering self-interests (Ashforth & Mael, 1989). Similarly, OI literature generally confirms constructive and positive outcomes for organizations (Mael & Ashforth, 1995; Wanhuggins, Riordan, & Griffeth, 1998). High OI is associated with job performance, cooperative behaviors, increased in-role and extra role behaviors, and enhanced intention to stay in organizations (Riketta, 2005; O’Reilly & Chatman, 1986; van Knippenberg & van Knippenberg, 2000; Van dick et al., 2008; Wiesesfeld et al., 1999). Overall, OI has positive relationship with job satisfaction and well-being (Dutton et al., 1994; Riketta, 2005; Van Dick et al., 2004).

1.13. Negative Consequences of OI

Although OI is desirable as it can lead to diverse positive outcomes (Lee, Park & Koo, 2015; Madjar, Greenberg & Chen, 2011; Walumbwa & Hartnell, 2011), examining solely the bright side of OI may reflect potentially biased view oversimplifying the phenomenon (Lee et al., 2015; Liu et al., 2011). Despite of many positive implications, some studies elude the highly optimistic view of OI and focusing on potential deleterious consequences (Ashforth & Anand, 2003; Rotondi, 1975). Research indicates that extreme levels of OI characterized by absence of distinctiveness from the organization may result in inhibition of dissidence, predisposition to unethical behaviors (Dukerich, Kramer & Parks, 1998). In addition, further negative consequences of OI can include resistance to change, , unethical behavior and decrease in cooperative behaviors (Umphress et al., 2010), work–family conflict (Li et al., 2015)

When employees identify with their organization in high levels, they may replace their own ethical norms with those of the organization and overestimate morality of their own organizations compared to others (Ploeger & Bisel, 2013). Furthermore, highly identified members are more likely to directly or indirectly committing and justifying unethical acts, including fraud and deception (Zavyalova et al., 2016). Likewise, OI has positive relationship with employee creativity that requires thinking outside of the box including ethical implications (Hirst, van Dick & van Knippenberg, 2009).

Being highly identified with organization may leads to specific type of deviant behavior, unethical pro-organizational Behavior (Umphress & Bingham, 2011). As identification characterized as attaching “value and emotional significance” to the group that people part of, identified employees can perceive their organization’s success and failures as their own (Ashforth & Mael, 1989; Tajfel, 1978). Over-identification includes becoming protective among organizations goals and success so employees are more likely to perform UPB by disregarding ethical standards on the sake of organizations interests (Effelsberg et al. 2014; Umphress & Bingham, 2011). Thus, OI may make employees to violate ethical norms for promoting organizational interests and eventually

it can prompt UPB by rationalizing unethical behavior to maintain positive self-view (Chen et al., 2016; Kong et al., 2016; Sykes & Matza, 1957; Umphress et al., 2010).

Apart from that, highly identified employees may perceive themselves as central to organizational functioning by exaggerating self-importance for organization (Naseer et al. 2020). Furthermore, studies found that PE acts as an intervening mechanism between OI and UPB (Naseer et al., 2020). In conclusion, although dominant orientation is towards positive outcomes of OI, there is also empirical evidence malevolent side of OI resulting in negative consequences so OI have paradoxical nature depending on boundary conditions and circumstances in organizations (Blader et al., 2017; Brown, 2017; Conroy et al., 2017).

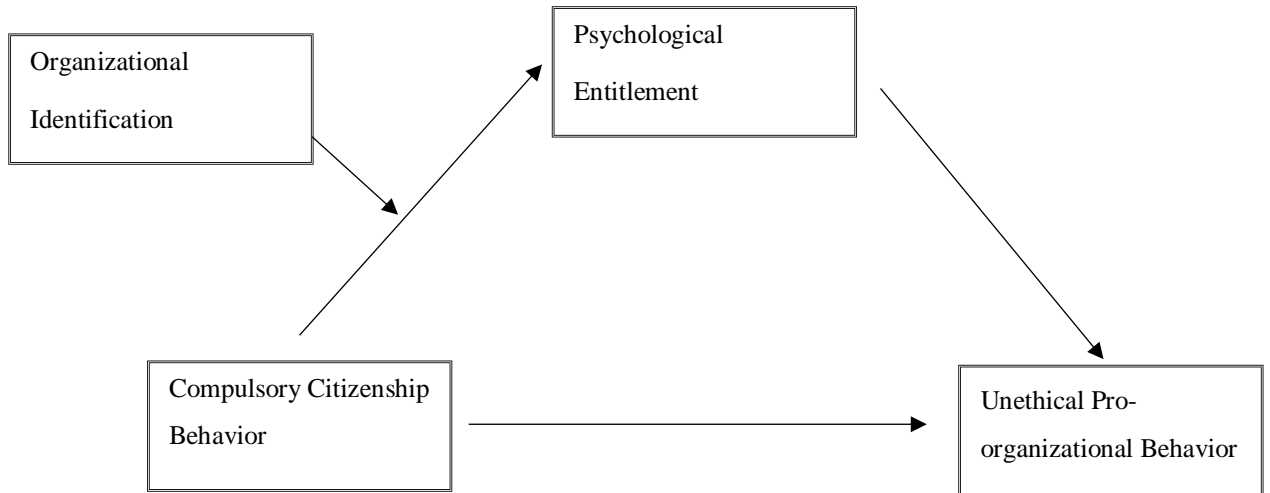
Hypothesis 4: CCB effect on PE will be moderated by OI.

1.14. Moderated Mediation Model

In present study, it is proposed that mediational effect of psychological entitlement on compulsory citizenship behavior- unethical pro organizational behavior relationship will be moderated by organizational identification. In moderated mediation, mediating effect on X-Y relationship is dependent on level of moderator (Muller, Judd & Yzerbyt, 2005). In the current study, it is hypothesized that the relationship between CCB and UPB mediated by PE and the relationship moderated by OI. As part of this model, it is predicted that the positive relationship between CCB and UCB (Hypothesis 1) will be mediated by psychological entitlement (Hypothesis 2). It is further predicted that the relationship between CCB and PE will be moderated by OI in a way that the magnitude of the relation will be stronger for high identifiers as compared to low identifiers.

Figure 1

Research Model



CHAPTER 2

METHOD

2.1. Participants

Required sample size for the study was determined by sensitivity power analysis calculated in G*power (Faul, Buchner, Erdfelder & Lang, 2009). Using input parameters as .80 power, $\alpha=.05$ and a small effect size ($f^2=.03$) indicated that 264 participants were needed for the data analysis. Thus, 292 participants proved to be sufficient. A further method for sample size calculation for multiple regression formulated as $N > 50 + 8m$ (m representing number of independent variables) indicated that 74 participants would be sufficient given the number of predictors (Tabachnik & Fidell, 2007, p.123).

A total 288 participants were voluntarily attended the study. Participants were recruited throughout different channels, including social media and students of psychology department distributed the survey in exchange for course extra credit. The survey has total 288 participants from different sectors. More detailed information about the demographic characteristics of the participants is in the Table 1.

Table 1

Demographic Characteristics of the Participants

Variable	n	%
<i>Gender</i>		
Female	152	52.8
Male	130	45.1
Other	6	2
<i>Age</i>		
25 and below	54	18.8
26-35	127	44.1
36-45	70	24.3
46-55	31	10.8
56 and above	6	2.1
<i>Educational Status</i>		
Secondary School	1	0.3
High School	26	9
Bachelor	171	59.4

Master	70	24.3
Doctorate	20	6.9
<i>Total Work Experience</i>		
0-1	34	11.8
2-5	73	25.3
5-10	65	22.6
10+	116	40.3
<i>Work Experience Current Organization</i>		
0-1	76	26.4
2-5	108	37.5
5-10	57	19.8
10+	47	16.3
<i>Managerial Position</i>		
Yes	131	45.5
No	157	54.5

Table 2

Work Sector of the Participants

<i>Sector</i>	n	%
Education	3	12.
Textile & Fashion	9	3.1
Computer & Technology	1	5.6
Media & News	6	2.1
Tourism & Cultural Activities	7	2.4
Production & Retail	1	3.8
Transportation	6	2.1
Estate	4	1.4
Energy	4	1.3
Accounting, Banking & Finance	2	9
Telecommunication	3	1
Architecture & Design	4	1.4
E-commerce	4	1.4
Public	2	9.7
Law	8	2.8
Health	1	6.6
Automotive	8	2.8
Construction	1	6.2
Service	1	4.9
Food	1	4.9
Private Sector	2	7.9

CSO	3	1
Other	7	2.4

2.2. Procedure

Prior to data collection, the approval was obtained from Ethical Committee for Research in Social Sciences at Istanbul Bilgi University. The survey was distributed to participants online on Google Forms. Participants were contacted in different work sectors via social media (Facebook, LinkedIn, Twitter etc.) and graduate student pool of Bilgi University. Participants were recruited by snowball and convenience sampling techniques to gather sufficient number of participants. First, participants received informed consent form (see Appendix A) inviting them to participate in the study as well as providing information about the aim of the research besides confidentiality explanation. After agreeing to participate in the research, participants entered the survey. The questions were presented in the same order for all participants. The measures included Psychological Entitlement, Organizational Identification, Compulsory Citizenship Behavior Scale and Unethical Pro-organizational Behavior Scale and sociodemographic questions. Completing the survey took on average 15 minutes. Istanbul Bilgi University undergraduate students from psychology courses helped recruiting and selecting participants in exchange for extra credit..

2.3. Instruments

An online survey distributed to participants via Google Forms. The survey consists of 4 parts including measures of UPB, CCB, PE, OI and demographics.

2.4. Measures

Unethical Pro-organizational Scale

Unethical Pro organizational behavior (UPB) was measured by a 6-item self-report measure (Umphress et al., 2003). Turkish translation of the scale was used (Karadal & Akyazı, 2015). The participants were asked to indicate their level of agreement with the items on a 5-point Likert-type scale ranging from strongly disagree

to strongly agree. The scale was found to be highly reliable ($\alpha = .86$). An example item “*I will do whatever it takes to help my organization*”.

2.5. Compulsory Citizenship Behavior Scale

Compulsory Citizenship Behavior was measured by 5-item self-report scale developed by Vigoda-Gadot (2007). Participants were asked to rate the extent to which they engaged in CCB on a 5 point Likert-type scale. The scale has no reverse-coded items. The original measure was translated to Turkish by Seren and Baydın (2017) ($\alpha = .86$). The Cronbach’s alpha indicated high reliability ($\alpha = .87$). Sample item included “*There is social pressure in this organization to work extra hours*”.

2.6. Psychological Entitlement Scale

Psychological entitlement was measured by 9-item scale (Campbell et al., 2004). Participants indicated the extent of their agreement on a 7-point Likert scale from 1 (*strongly disagree*) to 9 (*strongly agree*) with items such as “*I feel entitled to more of everything.*” The scale has one reverse item as “*I do not necessarily deserve special treatment*”. The items were translated into Turkish by Kaya, Akın and Yüksel (2011). In the current study, the Cronbach’s alpha indicated high reliability ($\alpha = .87$)

2.7. Organizational Identification Scale

Mael & Ashforth’s (1992) 6-item instrument was used to measure organizational identification. The scale is a 5-point Likert scale from 1 (*strongly disagree*) to 5 (*strongly agree*) and consists of one dimension. Higher scores on the scale represent higher degree of identification with the organization. Turkish version of the scale was adapted by Tüzün (2006). The scale has been commonly used in previous studies (Tüzün, 2006; Mael & Tetrick, 1992; Van Knippenberg & Van Schie, 2000). Sample item includes “*When someone criticizes my organization, it feels like a personal insult*”. The scale was found highly reliable ($\alpha = .83$).

2.8. Demographics

This form consists of questions about participants' demographic information regarding age, gender, educational status, total work experience, work experience in current organization, managerial position and work sector information (see Appendix A and B for both English and Turkish versions of the scale).

2.9. Common Method Bias (CMB) Testing

In self-report questionnaires, there is a threat of measurement error arising from obtaining predictor and criterion scores from same sample referred to as common method bias (Podsakoff et al., 2003). Self-report questionnaires should test CMB. In the present study, Harman's Single Factor Test and Common Latent Factor Technique were used to test CMB. Harman's Single Factor Test is traditionally used, and it is most prevalent technique to assess whether study variables can be explained by one underlying factor (Chang, Witteloostuijn & Eden, 2010). The items of each variable of the present study were entered into a single factor analysis. The results indicated that CMB was not a problem as the emerging single factor accounted for 22.32% of the total variance, well below a critical value of 50%. However, Harman's Test has been criticized as being insensitive particularly when the number of variables is high (Podsakoff et al., 2012; Lindell & Whitney, 2001). Therefore, Common Latent Factor (CLF) technique was used to test CMB in AMOS. For this method, a latent factor was added to the existing CFA model and connected it to all observed items in AMOS. Then, the standardized regression weights of CLF model were subtracted from CFA model and tested whether their difference was higher than 0.2. None of the factor scores had higher subtraction value than 0.2 accordingly it was concluded that CMB was not a concern in the data of the study.

CHAPTER 3

RESULTS

3.1. Data Analysis

Prior to data analysis, the data were screened by checking participants' meeting the participation criteria and checking multivariate outliers. Descriptive analyses, confirmatory factor analyses, and reliability analyses were completed before hypothesis testing. Correlational analysis was conducted before testing the moderated mediation model. AMOS 27 was used to conduct confirmatory factor analysis (CFA) and to assess common method bias (CMB). In SPSS PROCESS macro (Hayes, 2017), moderated mediation model is tested in three steps. First, the relationship between CCB and UPB is tested. In step 2, the mediating role of psychological entitlement is tested in the relation between CCB and UPB. In step 3, OI is added to the model as moderator between CCB and PE. Step 1 is tested in linear regression analysis. Step 2 is tested in model 4 and step 3 is probed in model 7 in process macro (Hayes, 2013). Indirect effects for mediation were assessed in bootstrapping (Hayes, 2013) with 5000 bootstrap samples.

The results of the study are divided into five sections including testing normality and reliability, confirmatory factor analyses (CFA), Pearson correlation and regression analysis applied for model testing.

3.2. Descriptive Statistics of the Study Variables

Table 3 shows skewness, kurtosis, number of items, minimum-maximum values of the study variables. The data are considered as normally distributed if skewness and kurtosis values are between -1.5 and +1.5 (Tabachnick & Fidell, 2013). These values are within the range of -1.5 and +1.5 for each scale hence normality can be assumed.

Table 3*Descriptive Statistics of the Scales*

Scales	Min	Max	Skewness	Kurtosis
Compulsory Citizenship Behavior	1	5	.18	-.93
Psychological Entitlement	1.22	7	.004	-.05
Unethical Pro-organizational Behavior	1	7	.69	-.36
Organizational Identification	1	5	-.20	-.09

3.3. Reliability Analysis of the Scales

Inter-item reliability analysis was performed to test consistency of the measurement tools. Cronbach's Alpha values above .70 regarded as acceptable (George & Mallery, 2003). In *Table 4*. Cronbach's Alpha coefficients indicate that all the scales show good reliability scores meeting the need of internal consistency requirements.

Table 4*Reliability of the Scales*

Scales	Cronbach's Alpha	Standardized Cronbach's Alpha
Compulsory Citizenship Behavior	.87	.88
Psychological Entitlement	.83	.83
Unethical Pro-organizational Behavior	.86	.86
Organizational Identification	.83	.83

3.4. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was performed in AMOS to determine discriminant and convergent validity of the scales based on chi square statistics (χ^2), GFI (Goodness of fit index), CFI (Comparative fit index) and RMSEA (root mean square error of approximation) (Hu & Bentler, 1998; Wang & Hsieh, 2014). In *Table 3.3*, a result of the CFA is presented. The results indicated that a four factor model of the measures fits the data better than the other 3 models ($\chi^2 (314) = 719.12, p < .001$,

CFI=.88, GFI=.84, RMSEA=.06). Four factor model indicated the lowest χ^2/df value indicating that this model is well-fitting model compared to others. Overall, four factor model including UPB, PE, CCB, OI indicated better fit values than the other models involving decreased number of factors generated by combining variables into one factor. Based on the standardized regression weights of the scales, the fifth item (reversed) in psychological entitlement measure and the fifth item in the unethical pro-organizational measure were excluded from the CFA due to having factor loadings lower than 0.2. These items were ‘‘ I do not necessarily deserve special treatment.’’ in PE scale and ‘‘ If my organization needed me to, I would withhold issuing a refund to a customer or client accidentally overcharged.’’ in UPB scale. To achieve more satisfactory fit values, in addition to excluded items, inter-item covariances were included of the scales based on modification indices as shown in *Table 5*. In table xxx model fit values represented after modifying the model with excluded items and covariances. In the four factor model, after excluding low-loaded items and including covariances, CFI and RMSEA values presented good fit values ($\chi^2(264)=555.22$, $p<.001$, CFI=.90, GFI=.87, RMSEA=.06 in the default model (Hair et al., 2010) as shown in *Table 6*.

Table 5

Results of Confirmatory Factor Analysis for Unethical Pro-organizational Behavior

Model	χ^2	df	χ^2/df	CFI	GFI	RMSEA
Four Factor Model	758.39	318	2.39	.87	.83	.07
Three Factor Model*	1053.16	272	3.87	.74	.73	.10
Two Factor Model**	1593.16	275	5.8	.57	.63	.13
One Factor Model	2058.28	275	7.49	.41	00.55	.15

* COCB and PE combined into one factor.

** PE and UPB combined into one factor

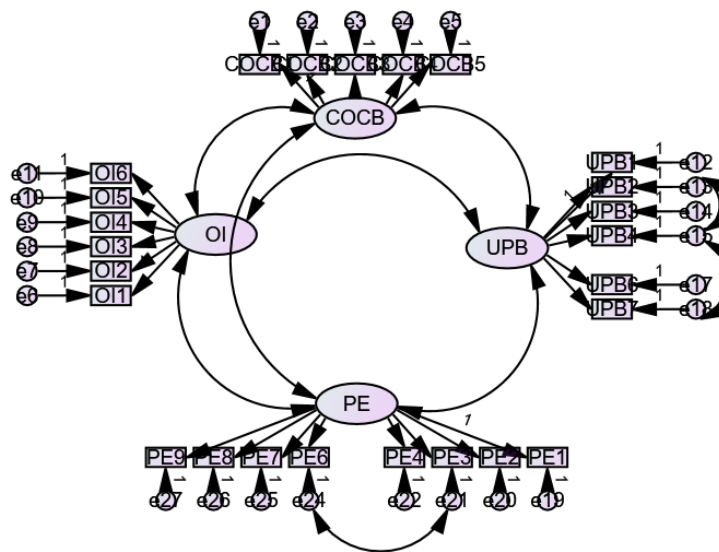
Table 6

Model fit values after modifications to CFA four factor model

Model	χ^2	df	χ^2/df	CFI	GFI	RMSEA
Default Model	580.46	266	2.18	.90	.86	.064
Independence Model	3530.4	300	11.77	.000	.35	.19

Figure 2

CFA Model of the Study Variables



3.5. Inter-Correlation of the Variables

Table 7. presents the results of the correlation analysis besides means and standard deviations. Based on Pearson Correlation analysis results, there were positive relationships between study variables. The variables were significantly related in the predicted direction. The strongest positive relationship is between UPB and PE ($r = .35$,

$p = .00$). Also, there is significant positive relationship between OI and UPB ($r = .320$, $p < .01$), between PE and CCB ($r = -.28$, $p < .01$), and between UPB and CCB ($r = .27$, $p < .01$).

Table 7

Means, Standard Deviations and Bivariate Correlations of the Study Variables

Variables	Mean	Std. Deviation	1	2	3
1. Compulsory Citizenship Behavior	2.73	1.12			
2. Psychological Entitlement	4.36	1.14	.276**		
3. Organizational Identification	3.18	.92	.170**	.236**	
4. Unethical Pro-organizational Behavior	2.52	1.31	.269**	.353**	.32**

** $p < .01$

3.6. The Main Effects of the Variables

The main effects of the focal predictor and the mediator were tested in linear regression analysis.. *Table 8.* shows the results of regression for CCB and UPB were indicated. CCB was a significant predictor and it explained a significant portion of the variance, $F(1, 286) = 22.25$, $p < .001$, $R^2 = .072$. UPB increased .314 for each score of CCB.

Table 8

Compulsory Citizenship Behavior Predicting Unethical Pro-organizational Behavior

Variable	b	95% CI	β	t	p
Constant	1.659	[1.27, 2.04]		34	.000
Compulsory Citizenship Behavior	0.31	[0.18, 0.44]	.27	14	.000

Note. R^2 adjusted = 0.69. CI = confidence interval for B.

Linear regression analysis was conducted to test the effect of PE on UPB (Table 3.8). PE emerged a significant predictor $F(1, 286) = 40.78, p < .001, R^2 = .125$ UPB increased .405 depending on each score of PE.

Table 9

Psychological Entitlement Predicting Unethical Pro-organizational Behavior

Variable	b	95% CI	β	t	p
Constant	0.75	[0.19, 1.31]		2.638	.009
Psychological Entitlement	0.40	[0.28, 0.52]	0.35	6.386	.000

Note. $R^2_{\text{adjusted}} = 0.12$. CI = confidence interval for B.

Linear regression analysis was conducted to determine effects of CCB on UPB (Table 9). CCB was a significant predictor $F(1, 286) = 23.5, p < .001, R^2 = .076$. PE increased .282 depending on each score of CCB.

Table 10

Compulsory Citizenship Behavior Predicting Psychological Entitlement

Variable	b	95% CI	β	t	p
Constant	3.59	[3.25, 3.92]		20.953	.000
Compulsory Citizenship Behavior	0.28	[0.16, 0.39]	0.27	4.847	.000

Note. $R^2_{\text{adjusted}} = 0.07$. CI = confidence interval for B

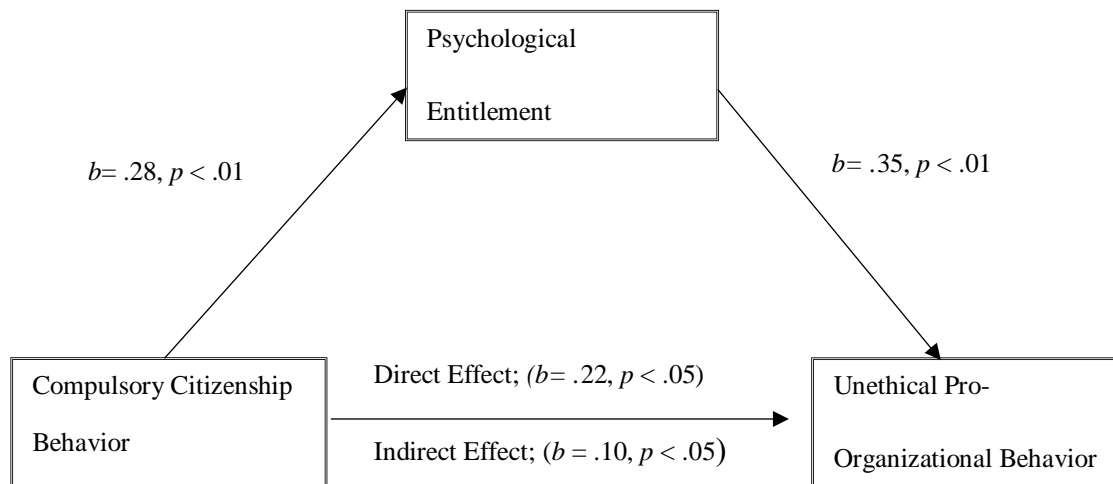
3.7. Mediating Effect of Psychological Entitlement on the relationship between Compulsory Citizenship Behavior and Unethical Pro-organizational Behavior Relationship

The Mediator role of PE on the relationship between CCB and UPB was tested. To test this mediation model, SPSS Process MACRO model 4 with 5000 bootstrapping samples was used. As indicated in the earlier analysis, total effect of CCB on UPB was significant $B = .31, t = 4.71, p < .001$. CCB was significantly related to PE, $B = .28, t =$

4.84, $p < .001$, and in turn, PE was significantly related with UPB, $B = .34$, $t = 5.34$, $p < .001$. The direct effect of CCB on PE was significant ($B = .22$, $t = 3.27$, $p < .05$), however, the magnitude of this effect was smaller as compared to the total effect ($z = 3.98$, $p < .001$) and the indirect effect of CCB on UPB via PE was significant ($B = .10$, $p < .05$, 95% CI [.05, .16]). Thus, it can be concluded that psychological entitlement partially mediated the relationship between compulsory citizenship behavior and unethical pro-organizational behavior.

Figure 3

Mediation Analysis with Outcome Variable: Organizational Commitment



3.8. Moderating Effect of Organizational Identification on the relationship between CCB and PE

To test moderating effect of organizational identification on the relationship between compulsory citizenship behavior and psychological entitlement, moderation analysis was conducted in SPSS Process MAKRO model 1 with 5000 bootstrapping samples. *Table 11* summarizes the results. Organizational identification had a positive and significant main effect on psychological entitlement $b = .24$, $t(288) = 3.46$, $p < .001$. Compulsory citizenship behavior had positive and significant main effect on

psychological entitlement $b=.24, t(288) = 4.15, p < .001$. The interaction term (CCB x OI) had a significant effect on psychological entitlement $b=.12, t(288) = 1.10, p < .05, R^2 = .35, \Delta R^2 = .12, F(1, 288) = 3.98, p < .05$. *Figure 4* displays the interaction effect. Simple slope effect analysis indicated that the effect of CCB was not significant on psychological entitlement at low levels of organizational identification ($b=.13, t(288) = 1.65, p = .10$), it was significant for moderate ($b=.24, t(288) = 4.15, p < .001$) and high level organizational identification ($b=.34, t(288) = 4.57, p < .001$). As compulsory citizenship behavior and organizational identification increased, psychological entitlement increased. Also, it can be inferred that employees with higher organizational identification and compulsory citizenship behavior are more likely to feel psychologically entitled than those with low and moderate organizational identification. For low identifiers, the effect of CCB on PE was not significant and there was weakest increase in psychological entitlement among differing levels of compulsory citizenship behavior.

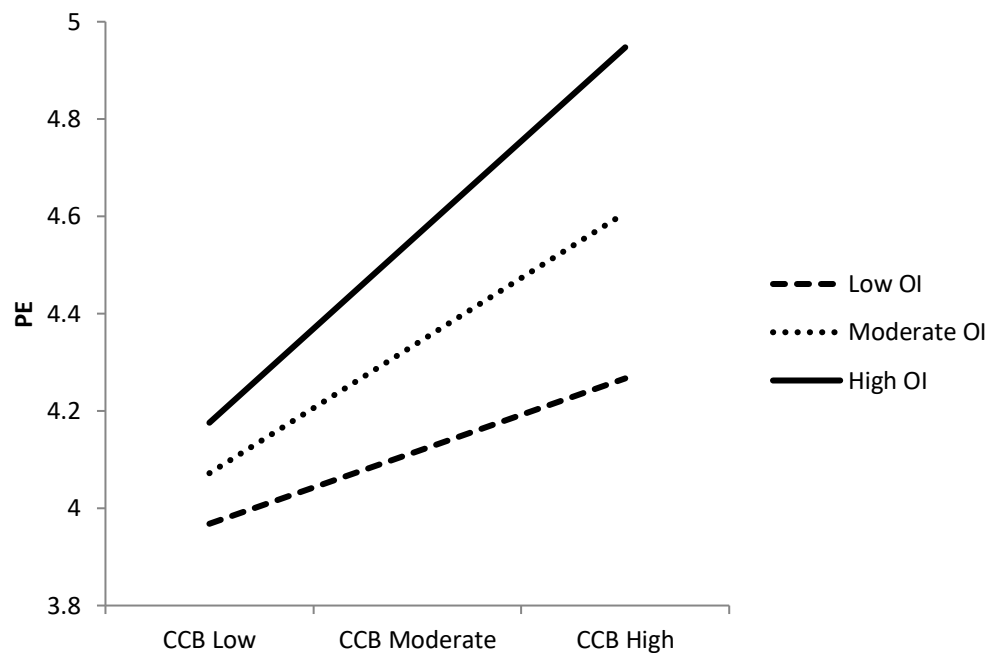
Table 11

Moderating Effect of OI on CCB - PE Relationship

Predictors	b	t	p	95% CI
CCB	.24	4.15	.00	[.13, .35]
OI	.24	3.45	.00	[.10, .38]
CCB x OI	.12	1	.04	[.002, .23]

Figure 4

Moderating Effect of OI on the Relationship between CCB and PE (High OI: + 1 SD; Moderate OI: mean; Low OI: - 1 SD)



3.9. Moderated Mediation Model: Moderating Effect of Organizational Identification on the Mediating Effect of Psychological Entitlement for the CCB- UPB Relationship

Moderated mediation model was tested to examine whether psychological entitlement mediates the interaction effect of organizational identification and compulsory citizenship behavior on the relationship between compulsory citizenship behavior and unethical pro-organizational behavior. For this analysis, SPSS Process MACRO model 7 was used. Although the index of moderated mediation was not significant $p = .40$ (95% CI = $-.00; .09$), psychological entitlement was a partial mediator of and the moderation effect was significant for mean and high levels of organizational identification. Conditional mediation analysis indicated that the effect was stronger and significant for high level of organizational identification compared to weaker but still significant at mean level of OI. For low levels of organizational identification, conditional effect was not significant as confidence intervals include zero presented in

table 3.12 (Hayes, 2015). Based on analysis findings, moderated mediation effect was not found.

Table 12

Indirect Effects at Different Levels of Organizational Identification

	Level	Conditional Indirect Effect	Boot SE	LL (95% CI)	UL (95% CI)
Organizational Identification (OI)	Low	.14	.08	-.03	.29
	Moderate	.24	.06	.13	.35
	High	.35	.08	.20	.49

CHAPTER 4

DISCUSSION

In this chapter, findings of the study will be summarized and evaluated based on the literature. In addition, potential theoretical and organizational implications are discussed. Also, limitations of the study and recommendations of future directions will be discussed. In more general, importance and critical findings of the study indicated in this section with potential shortcomings to provide a unique perspective for upcoming studies. The aim of the study was to elucidate and reflect the importance of compulsory citizenship behavior both for organizational and individual outcomes including psychological entitlement and unethical pro-organizational behavior. Psychological entitlement acts as a mediating mechanism on the relationship between compulsory citizenship behavior and unethical pro-organizational behavior in which indicating adverse outcomes both for employees and organizations. Besides, an individual difference variable, organizational identification, was used to determine whether level of organizational identification affects strength or direction of the relationship between compulsory citizenship behavior and unethical pro-organizational behavior.

4.1. Major Findings: CCP and UPB relationship

Initially, study results showed that compulsory citizenship behavior is positively associated with psychological entitlement. It provides an insight into the experience of those employees who perform citizenship behavior under external pressures such as abusive supervision, market/organization pressure or becoming an organizational norm due to competitive organizational environment, are more likely to feel psychologically entitled. In short, compulsory acts beyond formal requirements of the job on the benefit of the company make people exaggerate their self-importance and inflated sense of self-deservingness. Although there are not much study examining the link between compulsory citizenship behavior and psychological entitlement, the relationship between the two corresponds with the literature on social exchange perspectives (Blau, 1964). In particular, employees may forcefully perform citizenship behavior and if these

extra role behaviors are not rewarded, they are more likely to feel psychologically entitled based on social exchange perspective. In the study of Yam, Klotz, He & Reynolds' (2017), external and internal motivation towards organizational citizenship behavior were examined. The findings of the study showed that the relationship between organizational citizenship behavior and psychological entitlement is positive and significant when external motivation towards organizational citizenship behavior is high as compared to when external motivation is low.

It is important to note that in the literature researchers have examined the reverse of this relationship, using psychological entitlement as a predictor of organizational citizenship behavior. Based on social exchange perspective, motivation to obtain rewards reciprocating with efforts or costs, individuals are forced to put more efforts beyond their job requirements and that pressure may turn into a sense of entitlement, characterized by constant social comparisons with others. Employees who are high in psychological entitlement (Naumann et al., 2002) are more demanding towards their organizations due to their exaggerated sense of self-deservingness and more likely to react negatively if their expectations are not met by their organizations. On the other hand, studies examining psychological entitlement as a predictor of OCB found that psychological entitlement affects OCB positively when employees' job involvement high compared to low-involvement condition (Schwarz, 2021). Moreover, lower levels of OCB can be associated with extreme levels of psychological entitlement, motivated by revenge (Szalkowska et al., 2015). Further employees with higher levels of psychological entitlement are more likely to perform lessened levels of organizational citizenship behavior when they experience transgressions in psychological contract in the organizations (Priesemuth & Taylor, 2016).

4.2. Psychological entitlement – UPB relationship

Another research question that the current study intended to answer focused on the link between psychological entitlement and unethical pro-organizational behavior. The results of the study showed that psychological entitlement was positively associated with unethical pro-organizational behavior. In other words, as entitlement increased

unethical pro-organizational behavior increased as well. Unethical pro-organization behavior indicates that PE can be related with behaviors that can have negative consequences for the organization in more complex and less detectable forms. Previous studies in literature put emphasis on more self-serving aspects of how psychological entitlement leads employees to engage in unethical behavior (Zitek, 2010; Campbell, 2004). For example, highly entitled individuals are more likely to collect undeserved money for themselves (Zitek, 2010) and take more amount of candy for themselves even when they were aware that those candies were separated for children (Campbell, 2004). Additionally, a study found that individuals high on entitlement are failing to accept and follow instructions and rules (Zitek & Jordan, 2017). Moreover, more recent study found that highly entitled individuals are less likely to conform restrictions and safety guidelines compared to lower sense of psychological entitlement during COVID-19 pandemic (Li, 2021). These studies indicate that psychologically entitled individuals believe that they deserve special treatment and privileges more than others, and additionally they individuals are less concerned about being socially accepted, hence they are less likely to follow rules or instructions as they perceive them as unfair impositions (Zitek & Jordan, 2017). As a contribution to the literature, linking PE and UPB introduces a further dimension of negative organizational consequence. While counter-productive behavior and rule breaking are behaviors that imply punishable wrong-doings, UPB, at least in the surface, seems to benefit the organization while it also carries risks of loss of organizational reputation.

Psychological entitlement is also associated with several outcomes in the workplace including counterproductive and unethical behavior (e.g., Harvey and Harris 2010; Loi et al., 2020; Neville & Fisk, 2019). A sense of entitlement supports status and power-seeking motivation to gain social rank in the social hierarchies (Lange, Redford, & Crusius, 2017). Although entitled individuals have achievement and status motivation, they can have little moral concern about the means to achieve power (Bishop & Lane 2002). Therefore, they are more likely to use short cuts to attain the goals to be successful at the workplace and these goals they intended to accomplish for success sometimes beneficial to organizations' success as well as in the unethical pro-

organizational behavior (Lee et al., 2017; Effelsberg et al. 2014). Thus, entitled employees may have status concerns that lead them to engage in UPB to benefit the organization and based on status-seeking perception they also may think that they should be the leaders based on their effort perceptions distorted by psychological entitlement.

Furthermore, psychologically entitled individuals are more likely to disambiguate morality of their actions via moral rationalization due to biased attributions (Tsang, 2002; De Cremer et al., 2009). In parallel, moral disengagement was found to mediate the relationship between psychological entitlement and unethical pro-organizational behavior (Lee et al., 2019). Lastly, psychological entitlement was also found to mediate the relationship between creativity and dishonest behavior (Vincent & Kouchaki, 2016). As creativity also associated with uniqueness and specialness, it is no surprise that it breeds psychological entitlement to produce morally questionable behavior. Similarly, individuals scoring high on entitlement subscale of the Narcissistic Personality Inventory scored low on social responsibility (Watson & Morris, 1991). Thus, psychologically entitled individuals have great desire to receive more than others even their actual effort is low and they are more likely to involve in or create situations that they deserve more than others (Huseman, Hatfield, & Miles, 1987). Thus, it is a mechanism to morally rationalize unethical behavior in favor of self or organization. Apart from the other perspectives focusing on input of the employees in social exchange or self- determined goals, the link between psychological entitlement and unethical pro-organizational behavior may depend on perceptions of morality. In other words, employees may have justify their future immoral behavior either based on previous good deeds or ambiguating the immorality of the targeted behavior. Thus, more studies needed to examine moral mechanism behind the proposed relationship.

4.3. Moderated-mediation model

The current study also showed positive relationship between compulsory citizenship behavior and unethical pro-organizational behavior. Citizenship behavior includes acts benefiting the organization and its employees beyond the job requirements

and when it becomes compulsory, it hijacks employee's good will and causes losing its voluntary base (Gadot, 2006). As employees forced to do extra work that is not self-determined, their need for autonomy is not satisfied and they may feel increased pressure, emotional exhaustion and also experience alienation from the job (Ryan & Deci, 2000; Liang et al., 2022). Based on moral licensing theory (Miller & Effron, 2010; Monin & Miller, 2001), employees may establish their moral credits or credentials based on their past behavior which allows themselves to act unethically in future. Based on their previous good deeds for the organization, they may either disambiguate or purify future unethical behavior (moral credentials path) or offset/justify future unethical behavior without changing meaning of the wrongdoings (moral credits path) (Miller & Effron, 2010). Similarly, employees engaging in CCB may perceive themselves as acting in a moral way and this self-construal may license their future unethical behavior via moral credentials or moral credits pathway. In a similar vein, employees may feel depleted due to performing extra work compulsorily due to conservation of resources theory (Hobfoll, 1989; Liu, Chow & Huang, 2019). As CCB behavior indicates heavy workload requiring physical, emotional and cognitive resources, they have lesser resources to invest their formal job tasks (Vigoda-Gadot, 2006) which in turn causes employees to be depleted, drained and experience burnout (Vigoda-Gadot, 2007; Bolino et al., 2015; Bolino & Turnley 2005). Furthermore, depleted individuals have poor self-control capacity that makes vulnerable them to behave dishonestly, cheating behavior and take ethical risks more (Gino et al., 2011; Mead et al., 2009; Baumeister et al., 1998; Gailliot et al., 2012). Thus, depletion of the self-control resources may make employees vulnerable to unethical and deceptive acts.

Organizational identification was also added to the mediation model to show that highly identified employees performing CCB are more likely to be psychologically entitled. When employees strongly identify with their organization, they may use their citizenship acts executed for external motivation as a baseline leading them to overestimate self-importance and perceiving themselves as vital for the effective functioning of the organization. The results supported the role of organizational identification as a moderator in the relationship between CCB and PE. Accordingly,

CCB predicted PE among those employees who moderately and strongly identified with their organizations, but not for those whose identification was low.

In line with the literature examining OI both as an antecedent of PE and UPB (Naseer et al., 2015; Umphress et al., 2010), the present study also contributed to the literature by examining CCB as an antecedent of UPB and PE. According to the study, when highly identified employees pursue citizenship behavior not for intrinsic motivation but rather external pressure are likely to overestimate their efforts and self-importance for the organization resulting in seeking special treatment and distorted perception of deservingness.

This present study's unique contribution to literature is revealing the boundary conditions when good behavior benefitting both organization and employees may turn into unethical behavior. The current study is also crucial in terms of emphasizing malevolent side of OI and citizenship behaviors generally considered as positive (Blader et al., 2017). By revealing the boundary conditions of citizenship behavior turning into destructive behavior in the organizations, the study offers an insight to current literature stating co-occurrence of citizenship behaviors and deviant behavior (Spector & Fox, 2010; Dalal, 2005). The negative consequences of OI and OCB is still in nascent stage (Chen et al., 2016). Thus, more empirical research needed to deal with optimistic bias of the literature towards OCB and OI (Naseer et al., 2019; Brown et al., 2017). This study offers an understanding to dark side of these concepts enlightening the antecedents and boundary conditions leading to destructive consequences for organizations.

Moderated mediation model can be interpreted as there is partial mediation of PE on the relationship between CCB and UPB. Thus, it can be inferred that the hypothesis indicating employees who engaged in citizenship behavior compulsorily are likely to be entitled was confirmed. Moreover, CCB is an also critical condition leading to UPB. Although moderated mediation model was not confirmed, there was significant moderating effect of OI at moderate and high levels. Employees who moderately or highly identified with the organization are more likely to be psychologically entitled which in turn leading to UPB. Thus, darker side of OI and OCB leading employees to

behave unethically were presented in the current study. The study is timely contribution to the literature as it reveals the paradoxical nature of the desired organizational conditions including OI and OCB generally considered as positive and enhanced by managerial policies.

4.4. Implications for Practice

The study has valuable implications for practice. First, the study sheds some light on the dark side of organizational identification, a construct which is commonly considered as a desirable psychological state among employees. However, organizational identification enhances the negative consequences of CCB on employees engaging in extra-role activities with external motivation to feel psychologically entitled. This finding is contrary to practitioners' general expectation that unethical behaviors are unlikely to be exhibited by individuals who strongly identify with the organization. Although OCB is highly encouraged by managers in the organizations with different inducements, they should be careful about its boosting effect on entitlement for employees in order not to go beyond ethical boundaries. They should also be transparent on reward or performance evaluation system to prevent exaggerated expectations or desire of getting special treatment of the employees. Apart from that, they should create organizational climate that both employees and managers should be rigid on rule breaking. Managers or supervisors should act as a role model to inhibit unethical behavior even for the sake of the company. The organizations' values and mission should place strong focus on honesty and organizational justice to discourage such behaviors. As CCB puts pressure on employees by putting extra work to them, organizational policies should either try to stop CCB or try to change extrinsic value of the motivation into more intrinsic. Intrinsically motivated citizenship behavior should be encouraged for reducing the need for extrinsic rewards enforcing psychological entitlement. Lastly, ethical leadership can be useful for imposing a role model for employees declaring the support of organizational ethical code of conduct.

4.5. Limitations of the Study and Recommendations for Future Research

Although the present study makes important theoretical and practical contributions, it also has a few limitations. First of all, this study focuses on UPB from the perspective of the actors but it can be examined from different perceptions to eliminate self-serving bias such as asking supervisors to rate unethical behavior. Multi source data collection method is also useful as single source data may subject to common method bias. Although Harman's single factor test and common latent factor technique indicated that the present study is free from CMB, multi-source approach or using time lagged data could be an alternative to reduce it.

Another limitation of this research is not differentiating types of OCB. Different forms of citizenship behavior may have different effects on employees' unethical behavior. In particular, OCB can take many forms based on target group (interpersonal vs. organizational OCB), orientation of the behavior (promotive vs protective OCB) or other stypes of OCB (e.g. sportsmanship, civic virtue, compliance) (Podsakoff et al., 2000; Van Dyne et al., 1994; Illies et al., 2007). Thus, differentiating the type of the OCB may enables researchers to identify more specific consequences.

Thirdly, this study did not control for variables such as organizational justice or equity sensitivity. These variables may foster experiencing psychological entitlement o future studies should use control variables to explain the link between PE and UPB.

Lastly, measuring PE with the current scale may be problematic as the scale e Campbell et al. (2004) was constructed to measure entitlement as trait. As the current study focus on entitlement as state rather than trait, future studies should measure entitlement as state by instructing participants to focus on their feelings 'at present'. However, previous researchers was also used this scale to measure the construct as state (Lange et al., 2019; Zitek et al., 2010).

Lastly, future studies may focus on using different experimental design by manipulating citizenship behavior. It will be also fruitful research area to examine the relationship between CCB and UPB with moral licensing theory via mediating mechanisms of moral credits and moral credentials. Apart from that, studies may also

examine the effects of CCB on UPB based on conservation of resources theory. As self-depletion causes loss of resources, it may be interesting to investigate burnout, work-family conflict, turnover intentions and CWB as outcome variables arise from this relationship. Furthermore, future studies may examine generalizability of this relationship across different cultures. Individualistic and collectivistic countries may differ in their level of psychological entitlement so it is important to replicate study for different cultural contexts.

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APPENDICES

APPENDIX A- Informed Consent Form

Dear participant,

The aim of this research is to investigate the effects of the thoughts, attitudes and perceptions of the employees towards their job and their organizations. This research was conducted by Istanbul Bilgi University Organizational Psychology Graduate Program Student Cemre ınar under the supervision of Assist. Prof. Gergely Czukur. In the study, you will be asked to answer the relevant survey questions.

This research is carried out for a scientific purpose. The collected data will be used for publication purposes and the confidentiality of participant information is kept as a basis. You will not be asked to provide any personally identifiable information, including your name.

The total duration of the study is approximately 15 minutes.

Participation in this research is completely voluntary. If you participate, you have the right to leave the study without giving any reason at any stage of the study; in this case, all data collected from you up to that point will be excluded. You can direct your questions about the research to us at the end of the study via the e-mail addresses mentioned below.

If you want to get more information about the study, you can reach the researcher at cemre.cinar@bilgiedu.net.

Assist. Prof. Gergely Czukur: gergely.czukur@bilgi.edu.tr

Cemre ınar: cemre.cinar@bilgiedu.net

Thank you in advance for your time and attention to the research.

I have read and understood the statement stating the purpose and content of the above study and to participate in the research,

I accept

I do not accept

APPENDIX B- Bilgilendirilmiş Onam Formu

Değerli katılımcı,

Bu araştırmanın amacı, çalışanların işlerine ve çalıştıkları kurumlara yönelik düşünce, tutum ve algılarını araştırmaktır. Bu araştırma, İstanbul Bilgi Üniversitesi Örgütsel Psikoloji Yüksek Lisans Programı Öğrencisi Cemre Çınar tarafından Dr. Öğr. Üyesi Gergely Czukur danışmanlığında yürütülmektedir. Çalışmada sizden ilgili anket sorularını yanıtlamanız istenecektir.

Bu araştırma bilimsel bir amaçla yapılmaktadır. Toplanan veriler yayın amaçlı kullanılacak olup, katılımcı bilgilerinin gizliliği esas alınmaktadır. Adınız da dahil olmak üzere kişisel olarak tanımlanabilir herhangi bir bilgi vermeniz istenmeyecektir.

Çalışmanın toplam süresi yaklaşık 15 dakikadır.

Bu araştırmaya katılım tamamen gönüllüdür. Eğer katılırsanız, çalışmanın herhangi bir aşamasında herhangi bir sebep göstermeksizin çalışmadan ayrılma hakkına sahipsiniz; bu durumda, o ana kadar sizden toplanan tüm veriler hariç tutulacaktır. Araştırmanın sonunda bize araştırma ile ilgili sorularınızı aşağıda belirtilen e-posta adreslerinden iletebilirsiniz.

Çalışma hakkında daha fazla bilgi almak isterseniz araştırmacıya cemre.cinar@bilgiedu.net adresinden ulaşabilirsiniz.

Gergely Czukur: gergely.czukur@bilgi.edu.tr

Cemre Çınar: cemre.cinar@bilgiedu.net

Araştırmaya ayıracağınız zaman ve ilgi için şimdiden teşekkür ederiz.

Yukarıdaki çalışmanın amacını ve içeriğini belirten açıklamayı okudum ve anladım ve araştırmaya katılmayı,

kabul ediyorum

kabul etmiyorum

APPENDIX C- Demographics

Could you please tell about yourself?

1. Age:

Below 25 26-35 36-45 46-55 56+

2. How would you describe your gender?

Female Male Other, please specify Prefer not to say

3. Education status (What is the highest degree or level of education you have completed?)

Primary school High school Undergraduate Graduate

4. How do you describe your income level?

Below 3000 TL 3000- 6000 TL 6000- 10.000 TL 10.000 TL and above

5. Your department at work:.....

6. The sector you worked in.....

7. How many years have you been working in this organization? () 0-1
() 2-5 () 5-10 () 10+
8. How many years have you been working in total? () 0-1 () 2-5. () 5-10
() 10+
9. Do you have a managerial position? () Yes () No

APPENDIX D- Demografik Bilgi Formu

Lütfen kendinizden bahseder misiniz?

1. Yaş:

25 ve altı 26-35 36-45 46-55 56 ve üstü

2. Cinsiyet:

Kadın Erkek Diğer Belirtmek istemiyorum

3. Eğitim Durumu (Tamamladığınız en yüksek derece veya eğitim seviyesi nedir?)

İlköğretim Lise Lisans Lisansüstü

4. Gelir düzeyinizi nasıl tanımlarsınız?

3000 TL ve altı 3000- 6000 TL 6000- 10.000 TL 10.000 TL ve üstü

5. İşinizde departmanınız:.....

6. Çalıştığınız sektör:.....

7. Mevcut işinizde kaç yıldır çalışıyorsunuz?

0-1 2-5 5-10 10+

8. Toplamda kaç yıldır çalışıyorsunuz?

0-1 2-5 5-10 10+

9. İşinizde yönetici pozisyonunuz var mı?

Evet Hayır

APPENDIX E- Unethical Pro-organizational Behavior Scale

This is questionnaire about how your agreement of your willingness to perform UPB, It ranging from 1(strongly disagree) to 7 (strongly agree). Please match the number about your willingness.		Strong disagreement	Moderate disagreement	Slight disagreement	Neither agreement nor disagreement	Slight agreement	Moderate agreement	Strong agreement
1	If it would help my organization, I would misrepresent the truth to make my organization look good.	1	2	3	4	5	6	7
2	If it would help my organization, I would exaggerate the truth about my company's products or services to customers and clients	1	2	3	4	5	6	7
3	If it would benefit my organization, I would withhold negative information about my company or its products from customers and clients.	1	2	3	4	5	6	7
4	If my organization needed me to, I would give a good recommendation on the behalf of an incompetent employee in the hope that the person will become another organization's problem instead of my own.	1	2	3	4	5	6	7
5	If my organization needed me to, I would withhold issuing a refund to a customer or client accidentally overcharged.	1	2	3	4	5	6	7
6	I needed, I would conceal information from the public that could be damaging to my organization.	1	2	3	4	5	6	7
7	I would do whatever it takes to help my organization.	1	2	3	4	5	6	7

APPENDIX F- Örgüt Yanlısı Ahlaki Olmayan Davranış Ölçeği

Örgüt yanlısı etik olmayan davranışlar ifadeleri (Kaynak:Umphress EE, Bingham JB ve Mitchell MS (2010)"Unethical Behavior in the Name of the Company: The Moderating Effect of Organizational Identification and Positive Reciprocity Beliefs on Unethical Pro-Organizational Behavior" Journal of Applide Psychology,vol.95, No.4 769-780)	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum	Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
1.Çalıştığım işletmeye yararı olacaksa, işletmeyi iyi göstermek için gerçekleri saptırırım.						
2.Çalıştığım işletmeye faydası olacaksa, müşteriler ve alıcılar nezdinde işletmenin ürün ve hizmetleri hakkında gerçekleri abartarak anlatırım.						
3.Çalıştığım işletmenin menfaatine olacaksa, işletme ya da ürün/ hizmetleri hakkında müşteriler ve alıcılardan olumsuz bilgileri saklarım.						
4.Çalıştığım işletme talep ederse, işletmemde problem yaratmasındansa başka bir işletmenin sorunu haline gelmesi ümidiyle yeteneksiz bir çalışan için iyi bir referans verebilirim.						
5.Çalıştığım işletmenin ihtiyaç duyması halinde, bir alıcı veya müşteriden yanlışlıkla alınan fazla parayı geri vermekten sakınırım.						
6.Çalıştığım işletme açısından zararlı olabilecek olan bilgiyi gerekirse kamuoyundan saklarım.						
7.Çalıştığım işletmeye katkısı olacaksa ne olursa olsun yaparım.						

APPENDIX G - Psychological Entitlement Scale

Please respond to the following items using the number that best reflects your own beliefs. Please use the following 7-point scale:		Strong disagreement	Moderate disagreement	Slight disagreement	Neither agreement nor disagreement	Slight agreement	Moderate agreement	Strong agreement
1	I honestly feel I'm just more deserving than others	1	2	3	4	5	6	7
2	Great things should come to me.	1	2	3	4	5	6	7
3	If I were on the Titanic, I would deserve to be on the <i>first</i> lifeboat!	1	2	3	4	5	6	7
4	I demand the best because I'm worth it.	1	2	3	4	5	6	7
5	I do not necessarily deserve special treatment.	1	2	3	4	5	6	7
6	I deserve more things in my life.	1	2	3	4	5	6	7
7	People like me deserve an extra break now and then.	1	2	3	4	5	6	7
8	Things should go my way.	1	2	3	4	5	6	7
9	I feel entitled to more of everything.	1	2	3	4	5	6	7

APPENDIX H- Psikolojik Ayrıcalık Ölçeği

Lütfen aşağıdaki ifadeleri okuduktan sonra kendinizi değerlendirip sizin için en uygun seçeneğin karşısına çarpı (X) işareti koyunuz.		Kesinlikle Katılmıyorum	Katılmıyorum	Bazen Katılmıyorum	Kararsızım	Bazen Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	Diğer insanlardan daha fazlasını hak ettiğimi düşünüyorum.	1	2	3	4	5	6	7
2	Önemli şeyler benim olmalı.	1	2	3	4	5	6	7
3	Eğer Titanikte olsaydım, ilk cankurtaran sandalında olmayı hak etmiş olurdum.	1	2	3	4	5	6	7
4	En iyiyi isterim çünkü buna layığım.	1	2	3	4	5	6	7
5	(İlişkilerimde) özel bir muamele görmem gerekmez.	1	2	3	4	5	6	7
6	Yaşamımda sahip olduklarımdan daha fazlasını hak ediyorum.	1	2	3	4	5	6	7
7	Benim gibi insanlar ara sıra fazladan bir şans hak eder.	1	2	3	4	5	6	7
8	İşler benim istediğim gibi gitmeli	1	2	3	4	5	6	7
9	Her şeyin daha fazlasını hak ettiğimi düşünüyorum.	1	2	3	4	5	6	7

APPENDIX I- Compulsory Citizenship Behavior Scale

Please indicate your level of agreement (1 = strongly disagree 5 = strongly agree) with the following statements.		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	The management in this organization puts pressure on employees to engage in extra-role work activities beyond their formal job tasks.	1	2	3	4	5
2	There is social pressure in this organization to work extra hours.	1	2	3	4	5
3	I feel that I am expected to invest more effort in this job than I want to and beyond my formal job requirements.	1	2	3	4	5
4	I feel that I am forced to help other employees beyond my formal obligations and even when I am short on time or energy.	1	2	3	4	5
5	I feel that I am forced to assist my supervisor against my will and beyond my formal job obligations.	1	2	3	4	5

APPENDIX J- Zorunlu Örgütsel Vatandaşlık Davranışı Ölçeği

Zorunlu Vatandaşlık Davranışı Ölçeği	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Çalıştığım yerdeki yöneticiler, çalışanlarına resmi görevlerinin dışında ekstra faaliyetlerde bulunmaları için baskı uygular.	1	2	3	4	5
Çalıştığım yerde herhangi bir baskı olmadan, normal çalışmam gereken sürelerin dışında ekstra sürelerde çalışmak için sosyal bir baskı vardır.	1	2	3	4	5
Görevimi yaparken, resmi işlerimin dışında ekstra çaba harcamam için bir beklenti olduğumu hissediyorum.	1	2	3	4	5
Yeterli zamanım ya da enerjim olmadığında bile, kendi işlerimin dışında benden diğer çalışanların işlerine de yardımcı olmam konusunda bir baskı olduğumu hissediyorum.	1	2	3	4	5
İsteğim olmamasına karşın, normal yapmam gereken işlerin dışında, amirime yardım etmem konusunda üzerimde bir baskı olduğumu hissediyorum.	1	2	3	4	5

APPENDIX K - Organizational Identification Scale

The following questions ask about **your relationship with your organization**. Circle a number against each statement, to indicate the extent to which you agree or disagree with that statement by using the following scale.

	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. When someone criticizes my organization, it feels like a personal insult.	1	2	3	4	5
2. When I talk about my organization to others, I usually say "we" rather than "they"	1	2	3	4	5
3. My organization's successes are my successes.	1	2	3	4	5
4. When someone praises my organization, it feels like a personal compliment.	1	2	3	4	5
5. If a story in a local newspaper criticized my organization, I would feel embarrassed.	1	2	3	4	5
6. I am very interested in what others think about my organization	1	2	3	4	5

APPENDIX L- Örgütsel Özdeşleşme Ölçeği

	KESİNLİKLE KATILMIYORUM	KATILMIYORUM	NE KATILYORUM NE KATILMIYORUM	KATILYORUM	KESİNLİKLE KATILYORUM
<p>(1) : Kesinlikle Katılmıyorum (2) : Katılmıyorum (3) : Ne Katılıyorum Ne Katılmıyorum (4): Katılıyorum (5): Kesinlikle Katılıyorum</p> <p>Lütfen çalıştığınız işyeri ile ilgili aşağıdaki ifadelerin her birine katılım düzeyinizi belirtmek için kutucuklardan birini seçiniz.</p>					
1. Biri örgütü eleştirdiği zaman, bu bana kişisel bir saldırı gibi gelir.	(1)	(2)	(3)	(4)	(5)
2. Diğerlerinin örgüt hakkında ne düşündüğüyle çok ilgiliyim.	(1)	(2)	(3)	(4)	(5)
3. Bu örgütten bahsederken, genellikle “onlar” yerine “biz” derim.	(1)	(2)	(3)	(4)	(5)
4. Bu örgütün başarıları benim başarılarımdır.	(1)	(2)	(3)	(4)	(5)
5. Biri bu örgütü övdüğü zaman, bu bana kişisel bir iltifat gibi gelir.	(1)	(2)	(3)	(4)	(5)
6. Basındaki bir söylem örgütü eleştirecek olsa, bundan utanç duyarım.	(1)	(2)	(3)	(4)	(5)

ETHICS BOARD APPROVAL

Ethics Board Approval is available in the printed version of this dissertation.