

**THE IMPACT OF PSYCHOLOGICAL CAPITAL ON JOB PERFORMANCE AND  
CYNICISM: THE MODERATOR EFFECT OF CULTURAL TIGHTNESS-LOOSENESS<sup>1</sup>**

***PSİKOLOJİK SERMAYENİN İŞ PERFORMANSI VE SİNİZM ÜZERİNDEKİ ETKİLERİ:  
KÜLTÜREL SIKILIK-ESNEKLİĞİN DÜZENLEYİCİ ROLÜ***

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**ABSTRACT**

In this study, it is aimed to determine the impact of psychological capital, which brings a new perspective and a new breathe into empowering the development of the strengths of the employees, on job performance and cynicism, and the moderator effect of perceived cultural tightness-looseness within the organizational culture on the relationship between psychological capital & job performance, and psychological capital & cynicism, and also the interactions of all these variables among themselves.

In the study, quantitative method was used as a research approach; relational and causal screening was used as a research pattern. Data through questionnaires were collected by conveniency method from total of 393 employees working in various ministries and affiliated/related institutions, state and foundation universities, and private sector located in Ankara, İstanbul and İzmir. In the research, correlation, regression, one way ANOVA, and path analysis within the context of structural equation modeling were conducted by using various software.

The results obtained show that as the psychological capital of the employees increases the job performance increases as well, meanwhile cynicism decreases. During this process, there has been no sign of moderating effect of perceived cultural tightness-looseness within the organizational culture on the relationship between psychological capital & job performance, whereas there is a clear moderating effect of perceived cultural tightness-looseness on the relationship between psychological capital & cynicism.

**Key Words:** Psychological capital, cultural tightness-looseness, job performance, cynicism.

**ÖZ**

Bu çalışma ile işgörenlerin güçlü yönlerinin geliştirilmesinde değişik bir bakış açısı ve soluk getiren psikolojik sermayenin iş performansı ve sinizm üzerindeki etkileri ile örgüt kültürü içerisinde algılanan kültürel sıkılık-esnekliliğin söz konusu etkiler üzerindeki rolünü tespit etmek ve söz konusu değişkenlerin birbirleriyle olan etkileşimlerini ortaya çıkarmak amaçlanmıştır.

Çalışmada araştırma yaklaşımı olarak nicel yöntem, desen olarak ise ilişkisel ve nedensel tarama kullanılmıştır. Kolayda örneklem metodu ile çeşitli bakanlıklarla ve bakanlıkların bağlı/ilgili kuruluşları, devlet ve vakıf üniversiteleri ile özel sektörün Ankara, İstanbul ve İzmir bölgelerinde görev yapan toplam 393 çalışandan anket yöntemiyle veri toplanmıştır. Araştırmada çeşitli yazılımlar kullanılarak korelasyon, regresyon, tek yönlü varyans analizleri ile yapısal eşitlik modeli kapsamında yol analizi yapılmıştır.

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Çalışmadan elde edilen sonuçlar; işgörenlerin psikolojik sermayeleri arttıkça iş performansının arttığını, sinizmlerinin ise azaldığını; bu süreçte algılanan kültürel sıklık-esnekliğin, psikolojik sermaye-iş performansı ilişkisinde düzenleyici bir rolünün olmadığını, psikolojik sermaye-sinizm ilişkisinde ise düzenleyici bir rolünün olduğunu göstermiştir.

**Anahtar Kelimeler:** Psikolojik sermaye, kültürel sıklık-esneklik, iş performansı, sinizm.

## 1. INTRODUCTION

Human capital is universally shown as and most difficult source to imitate among all other resources by the resource-based approach (Barney, 1991; Luthans and Youssef, 2004). It can be argued that employees play a leading role in achieving organizational success, high efficiency and performance criteria. In recent years the psychological capital (PsyCap), because of its positive effects on the human resources and capital, has become very popular, and the related studies have been increasingly continued (Ardichvili, 2011). It is emphasized that theories and researches in positive psychology applied to the organizational domain are accepted as the resource of PsyCap (Cetin and Basim, 2012).

The main reason for the introduction of positive psychology can be stated as that traditional psychology is inadequate to meet the evolving and changing needs of healthy individuals. Positive organizational behavior, which introduces positive psychology to the organizational field, is a new approach aiming the development of people by emphasizing their strengths instead of their weaknesses (Seligman and Csikszentmihalyi, 2000; Seligman, 2002; Luthans, 2002b; Wright, 2003; Seligman et al., 2005). This new approach, supported by a specific theoretical framework and research, studies the strengths and psychological capacities of positively oriented human resources which can be measured, developed and managed effectively and positively to achieve individual and organizational success (Luthans, 2002a; 2002b; Luthans et al., 2007; Avey et al., 2010). As a result of studies psychological capital with its contribution to organizational output and multiplier/leverage effect is turned out to be a force that must be acquired, developed and managed in organizations of all levels, including the public and private sectors (Luthans and Youssef, 2007; Wright, 2003).

It is obvious that organizational culture has an unquestionably important and influential position on micro, meso and macro level organizational theories (Robert and Wasti, 2002). In the way of understanding culture and maximizing its effects (Wasti and Fis, 2010), the idea of benefiting from the dimensions that have not been over-emphasized before (Gelfand et al., 2006) continues to increase its importance every day. Although the use of values to understand cultural differences has dominated the cultural field, there is growing recognition that new perspectives such as cultural tightness-looseness (CTL), which examines the impact of social norms and sanctioning, are needed to supplement this approach (Gelfand et al., 2006). In this context, CTL is expected to affect employees' job performance and cynical attitudes and behaviors. The cynical attitudes and behaviors are basically the result of unappreciated performance, and end up with negative social and economic effects. The main motivation in choosing job performance and cynicism as the organizational outcome variables for this study is the fact that these two variables are frequently referred as opposite structures (Andersson and Bateman, 1997; Byrne and Hochwarter, 2008).

There have been a lot of researches to test hypotheses related to the link between PsyCap, synergistic expression of positive forces (Luthans, 2002a; 2002b; Luthans and Youssef, 2004; Luthans, Youssef and Avolio, 2007a), and employee attitudes, behaviors, and performance outcomes. The results showed significant positive relationships between PsyCap and job performance (Luthans et al., 2005; 2007; 2008a; 2008b; Youssef and Luthans, 2007; Avey et al., 2010; 2010b; 2011; Walumbwa et al., 2010; Peterson et al., 2011; Sun et al., 2012; Topaloglu and Ozer, 2014), and significant negative relationships between psychological cynicism (Avey et al., 2008b; 2010a; 2011; Karacaoglu and Ince, 2012). Although there are a lot of researches which examine these kinds of linear relations, it is seen that there is not enough research done at the point of what might be the regulatory variables in those linear relations. In this context, the starting point of this study is the question of whether PsyCap increases the job performance and reduces cynicism in any case, what might be the impact of the perceived CTL in these relations as a moderator. Although PsyCap has the potential to positively influence organizational outcome variables, the role/moderator effect of situational variables such as CTL has not yet been taken into account. Hence, with this study it is aimed to determine the impact of PsyCap on job performance and cynicism, and the moderator effect of perceived CTL within the organizational culture on the relationship between PsyCap & job performance, and PsyCap & cynicism. It is envisaged that the research will be carried out within a model which consists of PsyCap, job performance, cynicism, and the CTL dimension within the organization. The model is planned to be tested by data obtained from various level managers who work in a sample which is

appropriate to the context of the research. The introduction of this work is due to the idea that it can allow to manage a power that increases personal and organizational efficiency and performance. In this context, within the framework of various psychological situations within the organization; it is expected to present important findings and inform the researchers, organizational behavior theorists, organizational managers/practitioners and human resource specialists about what causes high job performance and cynicism, and what might be the moderator effect of perceived CTL.

## **2. CONCEPTUAL FRAMEWORK**

### **2.1. Psychological Capital**

When the historical process of ensuring organizational success is monitored, it can be said that traditional, human and social capital can no longer be sufficient only by themselves. Here, the need for PsyCap, which emphasizes the human factor, comes forward (Youssef and Luthans, 2007). Luthans and his colleagues (2007a) emphasize that the PsyCap is the last ring of the historical process, and for this reason, in addition to its complementary effect, and it has a larger and more effective potential for traditional, human and social capital.

Within the historical process, the PsyCap, defined as developing the positive psychological state of the individual, is characterized with (Luthans and Youssef, 2004; Luthans et al., 2005; 2007);

- ✓ A belief or trust on one's own capabilities for accomplishing the specific tasks (self-efficacy),
- ✓ A purpose oriented state when a result has high value (optimism),
- ✓ A motivational state including one's determination of precious objectives and belief of getting over the impediments to reach these objectives (hope),
- ✓ A person's psychological capacity to rebound or bounce back from adversity, conflict, and failure (resilience).

Recent empirical studies reveal that the most important aspect of PsyCap is its openness to development (Luthans et al., 2006; Walumbwa et al., 2011) and it has a high performance structure (Avey et al., 2009a). In this context, the state-like strengths (situational nature) of the PsyCap, and therefore its openness to be improved by education constitutes its greatest competitive advantage (Luthans et al., 2006; 2008; 2010). PsyCap, which includes all of the dimensions of self-efficacy, optimism, hope and resilience from the positive psychological processes of individuals, has a synergistic structure beyond the holistic effects of those dimensions (Cetin and Varoglu, 2015).

#### **2.1.1. Self-Efficacy**

Self-efficacy, theoretically the most developed and most researched dimension of the PsyCap, is a concept that stands out in Bandura's (2001) Social Cognitive Theory (Ozkalp, 2009). Self-efficacy is one's confidence or belief about his/her abilities to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task and overcome the problems he/she is facing (Stajkovic & Luthans, 1998). Self-efficacy can be regarded as one of the most important aspects of an individual's strengths (Keles, 2011), but the notion of self-efficacy emphasizes the belief in one's own abilities, not one's competence.

#### **2.1.2. Optimism**

Optimism is a concept that can be evaluated as the power of positive thinking, and its roots stem from Seligman's theoretical discussions based on positive psychology (Luthans et al., 2008a). In this context, the optimists are people who maintain positive attitudes about they will be successful in the present and future, expect good things to happen to them; pessimists are people who expect bad things to happen to them (Peterson et al., 2011).

#### **2.1.3. Hope**

Hope is a positive motivational state based on an interactively derived sense of successful goal directed energy and planning to meet goals (Snyder, 2002). It is also possible to define the hope as a motivational state where one sets goals, and figures out how to overcome the obstacles and achieve the goals (Cetin and Basim, 2012). Organizational hope is a motivational state where organizational members try to achieve the purpose and goals of the organization, even when facing major challenges (Rego et al., 2010) and proactively identify alternative ways to overcome such challenges

#### 2.1.4. Resilience

Resilience is defined as one's ability to cope with situations under certain risks and adverse conditions, and a class of phenomena characterized by good outcomes in spite of serious threats to adaptation or development (Masten and Reed, 2002). Resilience can be defined also as a person's psychological capacity to rebound or bounce back from adversity, conflict, and failure (Luthans, 2002; Luthans et al., 2007). As can be seen, resilience is the strength of the individual against all the difficulties caused by high competition, changeable and unstable business environment.

#### 2.2. Job Performance

Employees' job performance is a key individual outcome in any sector, and ultimately it helps to improve the overall performance of the organizations (Kappagoda et al., 2014). It can be defined as the observed attitude of the employee towards the achievement of the objectives of the organization, in other words things that people actually do, actions they take, that contribute to the organization's objectives (Campbell et al., 1990; 1993). It is stated that employees' job performance does not only include attitudes written in job descriptions, but also the tasks not written in there (Campbell and Wiernik, 2015). It is assumed the organization's performance will be improved by the aggregation of the individual performances and improvements (Lam and Schaubroeck, 1999). There are many important reasons for measuring performance, such as; considerations of fairness, transparency, promotion, dismissal, reassignment, and compensation decisions which are constructed on legal basis (Campbell and Wiernik, 2015), giving feedbacks to improve development and behavior (DeNisi and Kluger, 2000), demonstrating the difference between regular and top performing employees (DuBois et al., 1993), changing and updating the performance criteria when necessary, and contribution to the achievement of the objectives of the organization (Campbell et al., 2015).

Factors that increase job performance are expressed as organizational justice, organizational culture and climate, job content and satisfaction, education opportunity, empowerment, motivation, creativity, promotion possibilities, financial returns, working environment, participation, managerial behaviors and leadership (Rich et al., 2010). These factors help to increase job performance by transferring occupation's physical, cognitive and emotional energy to jobs (Kahn, 1990).

##### 2.2.1. Relationship between Psychological Capital and Job Performance

Lots of researches have been conducted to reveal the relationship between PsyCap and job performance, and detected positive and significant correlations between them (Luthans et al., 2005; 2007; 2008a; 2008b; Youssef and Luthans, 2007; Avey et al., 2010; 2010b; 2011; Walumbwa et al., 2010; Peterson et al., 2011; Sun et al., 2012; Topaloglu and Ozer, 2014).

In a study on Chinese employees, Luthans et al. (2005) found that there is a positive and significant relationship between the performance of PsyCap and the dimensions of PsyCap. Another study conducted separately in manufacturing and service sector samples, Luthans et al., (2007) found a significant and positive correlation between PsyCap and job performance. Similar result was found by Youssef and Luthans (2007), where they found that there is a significant relationship between resilience and rated performance of the Chinese workers. In a research conducted on a manufacturing firm's employees, results showed that employees' PsyCap is positively related to their performance (Luthans et al., 2008a). In a study on Chinese employees, Luthans et al. (2008b) found that PsyCap has a mediating effect on job performance. In a research conducted by Avey et al., (2010), it has been found that there is significant relationships between PsyCap and employee well-being, where employees have high levels of well-being achieve high performance. In another study, Avey et al., (2010b) found that there is a positive and significant relationship between PsyCap and supervisor rated employees' job performance. Walumbwa et al. (2010) found that leader PsyCap is positively related to their followers' performance. Another study conducted by Peterson et al., (2011) provided the first longitudinal evidence to support the malleable nature of PsyCap and its relationship with employee performance. A meta-analysis conducted by Avey et al., (2011) supports that PsyCap is significantly and strongly related to subjective and objective job performance. According to results of another study PsyCap is positively related to job performance (Luthans et al., 2007). Topaloglu and Ozer (2014) detected the increasing effect of PsyCap on job performance can be further enhanced by the regulatory effect of authentic leadership.

Theory of Positive Emotions (Fredrickson, 2001), the theoretical foundation for PsyCap, states that positive emotions increase not only intellectual (e.g., problem solving and creativity), physical (e.g., coordination and coping with stress), and social (e.g., networks and friends) resources, but also increases psychological

resources as well (Cetin et al., 2013). In this context, it can be said that organizations can reach the goals that they determine and increase their job performance by using their PsyCap and human resources at full capacity.

As a result it can be argued that the positive emotions, thoughts and behaviors of the employees with high PsyCap may increase their job performance. In this framework, the following hypothesis has been established to discuss the interaction between employees' PsyCap and job performance.

*Hypothesis 1. Employees' PsyCap has a significant and positive impact on their job performance.*

### 2.3. Cynicism

Cynicism, has emerged as one of the most important organizational behavior outcome variables, can be defined as the state where individuals only observe their own interests, and therefore, they are adversaries to the other individuals (James, 2005). Cynicism, a detrimental employee attitude for organizations, is accepted as one of the main reasons for the reduction of efficiency and effectiveness (Bommer et al., 2005). In other words, cynicism emerges as an important threat to the success of organizations.

Organizational cynicism is an attitude characterized by negative beliefs about the organization, a negative emotional reaction, and behavior. (Dean et al., 1998; Wilkerson et al., 2008). According to the research conducted, the negative attitudes are directed towards organization, and based on a certain and great power, including cognitive, emotional and behavioral items (Andersson and Bateman, 1997; Dean et al., 1998).

According to the cognitive dimension of organizational cynicism; employees believe that their organizations are betraying themselves with practices lacking justice, honesty and integrity (Ozgener et al., 2008). The affective dimension includes powerful emotional reactions against the organization such as contempt, disrespect, sadness, distress, anger, boredom and embarrassment (Dean et al., 1998; Brandes et al., 1999; Abraham, 2000). The behavioral dimension includes the humiliation of the organization such as harsh criticism, sarcastic interpretations and pessimistic estimates (Dean et al., 1998; Brandes et al., 2006).

Cynicism emerges due to individual and organizational reasons. Individual reasons are mostly the demographic variables such as age, gender, marital status, level of education (Mirvis and Kanter, 1991) and employment duration (James, 2005). Organizational reasons include many cognitive, emotional and behavioral factors such as psychological contract violations believed to exist between the employee and the organization (Abraham, 2000), low perception of organizational support (Fleming, 2005), organizational injustice (Ozgener et al., 2008), classical/old fashion business methods and values, very long working times, organizational policies including mobbing and mismanagement (Cartwright and Holmes, 2006), ineffective leadership and lack of respect for employees (Cole et al., 2006), organizational downsizing, restructuring and recruitment of employees (Abraham, 2000), low organizational performance (Andersson and Bateman, 1997) and unsuccessful organizational change initiatives (Ferres and Connel, 2004)

A lot of research conducted before has revealed that cynicism can be experienced in both public and private sector organizations. It is stated that the main reason for cynicism in the public organizations is their structural bureaucratic characteristics (Albrecht, 2002). The basis of the cynicism in the private sector is that although high ethical employees, from the top to the bottom of the hierarchy, make extraordinary efforts to contribute to the organizations, they do not get anything in return, hence it causes an increase in mutual hostility and insecurity (Kanter and Mirvis, 1989; James, 2005).

It has been determined that employees with high level of cynicism show a decrease in organizational commitment, an increase in intention to leave work (Dean et al., 1998; Abraham, 2000), a decrease in perceived organizational support (Byrne and Hochwarter, 2008), an increase in insecurity (Eaton, 2000), a decrease in creativity and productivity (Kanter and Mirvis, 1989), and a decrease in morale (Premeaux and Mondy, 1986).

The theoretical foundations of organizational cynicism include the theory of expectation (Vroom, 1964), the theory of attribution (Kelley, 1972), attitude theory (Triandis, 1971), social exchange theory (Blau, 1964), affective events theory (Weiss and Cropanzano, 1996), and social motivation theory (Weiner, 1976).

#### 2.3.1. Relationship between Psychological Capital and Cynicism

Lots of researches have been conducted to reveal the relationship between PsyCap and cynicism, one of the important organizational outcomes which leads to inefficiency at the organizational level, and negative and

significant correlations between them were detected (Avey et al., 2008b; 2010a; 2011; Karacaoglu and Ince, 2012).

A study about employees at different levels in various US organizations, conducted by Avey, Wernsing and Luthans (2008b), found that there is a significant and negative relationship between PsyCap and cynicism. In another study conducted on 336 employees at different levels of various US organizations, PsyCap was found to have a significant and negative effect on organizational cynicism (Avey et al., 2010a). A meta-analysis conducted by Avey, Reichard, Luthans and Mhatre (2011), supports that PsyCap is significantly and negatively related to cynicism which includes 51 different studies and 12,567 employees in total. Karacaoglu and Ince (2012) found that there is a significant and negative relationship between PsyCap and organizational cynicism with the research conducted by 300 people working in manufacturing industry enterprises in Kayseri province.

Theory of Positive Emotions (Fredrickson, 2001), the theoretical foundation for PsyCap, states that positive emotions increase not only intellectual (e.g., problem solving and creativity), physical (e.g., coordination and coping with stress), and social (e.g., networks and friends) resources, but also increases psychological resources (e.g., psychological well-being and happiness) as well (Cetin et al., 2013). In this sense, it can be said that using PsyCap and human resources at full capacity provides great advantageous to organizations that plan to reach their goals and decrease their cynicism.

As a result it can be argued that the positive emotions, thoughts and behaviors of the employees with high PsyCap may decrease their cynicism. In this framework, the following hypothesis has been established to discuss the interaction between employees' PsyCap and cynicism.

*Hypothesis 2: Employees' PsyCap has a significant and negative impact on their cynicism.*

## **2.4. Cultural Dynamics**

### **2.4.1. Culture and Organizational Culture**

When the concept of culture is examined, it is seen that there are about two hundred different definitions of it, and that many of these definitions are based on the fact that they express a broad sense of everything about human beings (Soeters et al., 2006). Hofstede, who is known for his in-depth studies on culture, expresses culture as “mental programming” and “intelligent software”, emphasizes the fact that the mentioned software has been coded in a certain social environment since the early ages, and as a result those emotions, thoughts and behaviors are formed (Hofstede et al., 2010).

Culture, specific to every society, manifests itself in organizations that develop under the influence of that culture as well. It is believed that point of intersection of culture and organization is “organizational culture” (Smircich, 1983). Every organization under the influence of social cultures has its own characteristics that distinguish itself from other organizations.

In literature, it is suggested that such characteristics, in other words, the organization-specific identity or organizational culture, have an important place among the factors that improve the sustainability and organizational performance (Schein, 2009). Therefore organizational culture is a fundamental assumption that holds the organization together, strengthens the bonds, and reflects the beliefs and values of the individuals within the organization (Cameron, 2008).

The dimensions of social culture that Hofstede has shown as a result of his work overlap conceptually with organizational culture sub-dimensions; within this framework, it is evaluated that the dimensions of social culture used in social and individual research can also be used at the organizational level (Wasti and Fis, 2010). Cultural dimensions, which are ambiguity avoidance, power distance, individualism-collectivism, and masculinity-femininity (Hofstede et al., 2002; 2010), have value-based appearance which neglect of constraints of the environment (Gelfand et al., 2006). Lately, there has been growing skepticism that values can fully explain cultural differences in behavior (Gelfand et al., 2006). As a result, there is growing recognition that new perspectives are needed to supplement the value-based approach, which ends up with a multilevel theory of CTL (Gelfand et al., 2006; Pelto, 1968; Triandis, 1989). For this reason, in this study, it is aimed to examine the important effects and reflections of CTL on PsyCap and its successors with a different point of view.

### 2.4.2. Cultural Tightness-Looseness

The most important milestone in the dimension of CTL is questioning of the influence of norms and rules on behavior, which is basically different from the value-based approach that dominates the organizational culture literature (Gelfand et al., 2006). In the context of organizational culture, if the researcher makes his/her analysis by only focusing on individual variables such as values and ignoring the effects of situational norms and rules, it causes unaccountable skepticism. Focusing only on values and ignoring the influence of larger social structures such as norms, rules, social networks and the environment on behaviors cause miscalculation (Wasti and Fis, 2010). Gelfand and her colleagues (2006) put forward a proposal that the dimension of CTL emerged as a reaction to the existing value-based approaches. This situation reminds the long lasting debate about the role of personality and the environment/situationality in determining behavior (Gelfand et al., 2006). Likewise, Wasti and Fis (2010) stated that most of the research and studies in the field of culture ignore the situational norms and constraints.

Since there have been almost no research attention and discussions of CTL, to address this problem, Gelfand and her colleagues (2006: 1226) defined CTL as the “strength of social norms and the degree of sanctioning” available in a given society. The strength of social norms mean how clear and pervasive norms are within societies, and the strength of sanctioning means how much tolerance there is for deviance from norms within societies (Chan et al., 1996).

Historically, when we look at the development of the CTL dimension, it seems that it is brought up first time in the field of anthropology. Pelto (1968) was the first researcher to speculate on, discuss and define the CTL concept. In the study by Pelto (1968), the differences between tight and loose societies were examined and it was shown that traditional societies showed a wide range of differences in terms of defining social norms and meeting these norms, and according to him;

- ✓ Tight cultures are defined as cultures in which norms are expressed very clearly and unambiguously, society is strongly formal, disciplined, and orderly, where deviation from norms and rules is not tolerated, and severe sanctions are taken against who deviates,
- ✓ Loose cultures are defined as cultures in which norms are expressed not clearly, society is informal, and there is a lack of discipline and order, where deviation from norms and rules is tolerated, and the society tends to be tolerant to deviant behaviors and values.

Population density, kinship systems and economic systems have been cited as the determinants of the CTL dimension (Pelto, 1968). According to the studies in the sociology literature, the dimension of CTL is examined from the social roles perspective (Boldt, 1978; Boldt and Roberts, 1979). In tight cultural societies, standards for behavior are pervasive and are imposed and received, in other words, the society forces its members to accept the role designed for them (Boldt, 1978). Since the role of the individual has already been established in the tight societies in this context, individuals have no other chance than to accept such roles. In loose cultural societies, standards for behavior are pervasive and are proposed and interpreted rather than being imposed and received, hence role preferences are favored rather than societally judged (Boldt and Roberts, 1979).

Psychological literature, on the other hand, states that the CTL is an important dimension, and is related to other cultural dimensions, but it is a completely distinct form other dimension of culture (Triandis, 1989) and explains the relationship of this dimension to psychology. According to Berry (1966), one of the first scientists working on this subject, the individuals in culturally tight societies show a low level of psychological differentiation. By psychological differentiation, the ability of individuals to distinguish themselves from other individuals in society is emphasized, in other words it is the sense of separate identity of the persons (Witkin and Berry, 1975). In this context Triandis (1989) brought up homogeneity concept. In homogeneous cultures people agree on norms and values, whereas heterogeneous societies consist of people with dissimilar norms and values (Triandis, 1989). This approach is also supported by Gelfand, Nishii and Raver (2006). Culturally tight societies dictate norms and rules to individuals, and do not tolerate any deviant behavior from these norms and rules, and therefore individuals begin to resemble each other over time and become weakened in their sense of being able to distinguish themselves from others (Berry, 1966). In culturally loose societies, it is emphasized that the psychological differentiation of individuals is higher (Witkin and Berry, 1975).

CTL is shown to be distinct from other constructs, and it complements rather than contradict avoidance of uncertainty, power distance, and individualism-collectivism (Triandis, 1989; 2004). In order to be considered

as a separate cultural dimension on its own, CTL has to be separated from other existing cultural dimensions (Chan et al., 1996). Research conducted by Gelfand and her colleagues (2011) in 33 countries with 7.293 participants confirmed that the CTL dimension is different from and complementary to other cultural dimensions. According to the research made by Gelfand et al. (2011), Turkey has taken place in the rankings as the seventh country with the most stringent culture among the data collected in 33 countries. When you consider organizational culture does not differ much from social culture and that organizations in tight communities are influenced by social norms (Gerhart, 2008) it can be easily understood that examining the organizations of Turkey in the context of CTL, at least as important as the other cultural dimensions, may increase the value of the analysis carried out and the weight given to studies on the subject.

If we turn to the definition of CTL made by Gelfand and her colleagues (2006), they refer CTL as the strength of social norms and the degree of sanctioning within societies. Culture consists of the unwritten rules of the social game and described norms as standards of behavior that exist within a society (Hofstede et al., 2010). Norm is a clear and guiding rule and standard that refers to what is ethically right and indicate the choices made by the majority (Robbins and Judge, 2012). The strength of social norms mean how clear and pervasive norms are within societies, and the strength of sanctioning means how much tolerance and/or punishment there is for deviance from norms within societies (Wasti and Fis, 2010). Tight societies have many clear and explicitly defined norms, the severe sanctions against deviations from norms, excessive control, and the adaptation to the social environment, and the intense necessity of accountability cause increasing degree of similarity of people in the society while reducing differentiation; hence the social/collective self comes into scene as a leading player (Gelfand et al., 2006). The restrictive socialization process in tight societies begins with the family and continues with the school and other social circles, and enforces the individual's compliance with rules and regulations (Wasti and Fis, 2010). Individuals in this kind of societies are more similar and mainly focus on their own attitudes and behaviors in terms of fitting the norms, and on the other hand they can react to the violation of norms and rules by other individuals in society. In culturally loose societies, people are used to people being different, i.e., social differentiation is more, there are no pre-determined norms for many social situations, and there is a wide tolerance for norms from deviations, and less necessity of accountability is felt, hence the individual self comes into scene as a leading player (Chan et al., 1996). The individual focuses on getting the ideal self as a guide because he/she believes that success and reaching the goal are more important than making mistakes (Wasti and Fis, 2010). Individuals in this kind of societies are more different from each other and neither they focus on their own or others' attitudes and behaviors in terms of fitting the norms, nor react to the violation of norms and rules by individuals in society.

When the dimension of CTL is considered at organizational level, it is stated that tight versus loose organizational cultures are influenced by features of the organizational context, like risk, age, and ownership, etc. (Gelfand et al., 2006). Since organizations in tight cultures have greater order, efficiency, stability (less flexibility), opposition to change, high control, long and heavy socialization processes, high accountability, alignment, and sanctioning (Gelfand et al., 2006; Wasti and Fis, 2010), advanced performance monitoring and evaluation systems (Aiello and Kolb, 1995; Martin and Freeman, 2003); employees usually stay away from deviant behaviors, otherwise they may encounter severe punishments, especially the ones who do not provide adequate contribution to organizational goals (Kobayashi, 1998). By contrast, organizations in loose societies generally have less order, more flexibility, light socialization processes, less accountability, alignment, and sanctioning, wide range of participation in decisions, justice in the distribution of power and information; yet greater innovation and more tolerance for organizational change; which brings up higher levels of organizational creativity and innovation (Gelfand et al., 2006; Wasti and Fis, 2010).

In this context, employees who work in culturally tight organizations shape their behavior in the framework of organizational norms and rules, and acceptance by managers and colleagues (Gelfand et al., 2006; Ustun, 2015; Wasti and Fis, 2010). Whereas, employees in culturally loose organizations shape their behavior on the basis of personal success and satisfaction, mutual trust and benefit, not on social acceptance (Chan et al., 1996; Gelfand et al., 2006; Ustun, 2015; Wasti and Fis, 2010).

#### **2.4.3. The Moderator Effect of CTL on the Relationship between Psychological Capital & Job Performance**

Up to this point it has been revealed that those who are able to use their positive powers more effectively than other employees in the organization can influence their organizational outcomes more positively, in this context, there is a significant and positive relationship between PsyCap and job performance. However, it seems that the issue of what moderating variables might be in this relationship is not yet sufficiently

clarified. It is foreseen that the perceived CTL within the organization by the employees can be an important moderating factor in the impact of PsyCap on job performance. Although it has a large share in the organizational success, there has been no study detected in the literature review that investigating how perceived CTL affects the relationship between PsyCap and job performance. The reason for this can be expressed as the CTL is a relatively new concept and it has not been sufficiently examined in organizational culture literature, except for a few studies (Wasti and Fis, 2010).

Cultural tightness, because of its top-down effect, brings up practices that limit the range of acceptable behavior and facilitate order and predictability, sanctions and control measures, less flexibility, organizational standards, and greater accountability with tight norms, compliance with the norms, avoiding deviations from norms and ensuring compliance education and relatively restrictive socialization processes (Gelfand et al., 2006; Wasti and Fis, 2010). Advanced performance monitoring and evaluation systems (Aiello and Kolb, 1995; Martin and Freeman, 2003) are used to assess behavior and performance of employees in culturally tight organizations, and there is always punishment of employees who do not provide sufficient contribution to organizational goals (Kobayashi, 1998). This naturally negatively affects the criteria of technical competence, communication ability, initiative-perseverance-effort, avoidance from anti-production behavior, managerial (hierarchical) leadership, hierarchical management performance, leadership and management performance within the team. It can be stated that the adverse effects of the mentioned subject matter on the employees can manifest itself as deviant organizational behavior outcome variables, particularly in the form of impaired performance with reduced efficiency and effectiveness.

Cultural looseness, because of its bottom-up effect, brings up relatively more flexible norms and lower regulatory strength, a more positive approach and a lower threat of sanctions to deviations from these norms, more openness to new experiences and innovator cognitive styles, lower accountability with loose norms, lower accessibility of normative requirements, and a greater promotion focus (Gelfand et al., 2006; Wasti and Fis, 2010). It can be stated that the positive effects of the mentioned subject matter on the employees can manifest itself as positive organizational behavior outcome variables, in particular in the form of higher performance with increased efficiency and effectiveness.

There may be different factors which mediate or moderate the level of the positive relation observed in the effect of the PsyCap on job performance. In the light of the information presented above, we can easily propose that one of them may be the perceived CTL in the organization. Because the theoretical debates lead us to believe in that in order to achieve high performance and success, PsyCap needs to have some ties with the perceived CTL within a given organization. In other words, it can be emphasized that the strong influence of PsyCap levels on job performance can be enhanced by the more flexible perceptions of CTL within a given organization. This statement suggests that in order to reach the desired organizational outcomes not only employ people with high PsyCap but also create a culturally loose environment as well. In this context, it can be argued that the tight societies and organizations affect negatively the factors that increase the performance, whereas the loose societies and organizations affect positively. In this framework, to discuss the moderator effect of perceived CTL within the organizational culture on the relationship between PsyCap & job performance, and also the interactions of all these variables among themselves; the following hypotheses were developed.

***Hypothesis 3a/b:** Perceived cultural tightness/looseness has a negative/positive moderator effect on the relationship between PsyCap & job performance. Namely, when the perceived cultural tightness/looseness is high, the PsyCap's impact on job performance is also diminishing/increasing.*

#### **2.4.4. The Moderator Effect of CTL on the Relationship between Psychological Capital & Cynicism**

Up to this point it has been revealed that those who are able to use their positive powers more effectively than other employees in the organization can avoid or help mitigate the impact of negative organizational outcomes, in this respect, there is a significant and negative relationship between PsyCap and cynicism. In the light of the current cultural literature there seems to be a paucity of research on CTL and its effect on the relationship between PsyCap and cynicism. The reason for this can be expressed again as the CTL is a relatively new concept and it has not been sufficiently examined in organizational culture literature (Wasti and Fis, 2010).

When the factors leading to cynicism are examined, it can be argued that many of the mentioned factors are due to the characteristics of tight society and organizations. Because cultural tightness, as mentioned in previous chapters, brings up strict norms, high pressure, restriction, sanction and control to provide

compliance with the norms and avoiding deviations from norms (Gelfand et al., 2006). While individuals in society and organizations that exhibit such characteristics focus on their compliance with the norms of attitudes and behaviors, on the one hand they may react to other individuals who violate those norms and rules. Particularly, in such work environments, employees are expected to take more care of their own interests, not to trust other colleagues, and consequently create certain and negative cognitive, emotional and behavioral attitudes against their organizations (Andersson and Bateman, 1997; Dean et al., 1998; Wilkerson et al., 2008). This naturally leads to a decrease in the organizational commitment of the employees, alienation in work, an increase in intentions to leave work and absenteeism, an increase in distrust of governance, a decrease in creativity and productivity, and a decrease in morale.

Cultural looseness, because of its bottom-up effect, brings up relatively more loose norms, a more positive approach and a lower threat of sanctions to deviations from these norms, more openness to new experiences and innovator cognitive styles, lower accountability, and easier to get personal initiatives (Gelfand et al., 2006). Individuals in culturally loose society and organizations do not focus on whether their own attitudes and behaviors comply with norms or not. Similarly, they do not respond to the violation of norms and rules by other individuals as well. It can be stated that the positive effects of the mentioned subject matter on the employees can manifest itself as positive organizational behavior outcome variables, particularly in the form of lower cynicism.

There may be different factors which mediate or moderate the level of the positive relation observed in the effect of the PsyCap on the cynicism. In the light of the information presented above, we can easily propose that one of them may be the perceived CTL in the organization. Because the theoretical debates lead us to believe in that in order to avoid cynicism, PsyCap needs to have some ties with the perceived CTL within a given organization. In other words, it can be emphasized that the strong influence of PsyCap levels on cynicism can be enhanced by the more flexible perceptions of CTL within a given organization. This statement suggests that in order to reach the desired organizational outcomes not only employ people with high PsyCap but also create a culturally loose environment as well. Thereby, it can be argued that the tight societies and organizations affect negatively the factors that decrease cynicism, whereas the loose societies and organizations affect positively. In this framework, to discuss the moderator effect of perceived CTL within the organizational culture on the relationship between PsyCap & cynicism, and also the interactions of all these variables among themselves; the following hypotheses were developed.

**Hypothesis 4a/b:** *Perceived cultural tightness/looseness has a negative/positive moderator effect on the relationship between PsyCap & cynicism. Namely, when the perceived cultural tightness/ looseness is high, the PsyCap's impact on cynicism is also diminishing/increasing.*

### 3. RESEARCH DESIGN AND METHOD

#### 3.1. Research Model

A model has been established and tested for realizing the objectives of this research and discussing its outcomes in the light of the data obtained from employees and managers working at various levels in the public and private sectors in a sample. The research model in which the developed hypotheses are tested is shown in Fig.1.

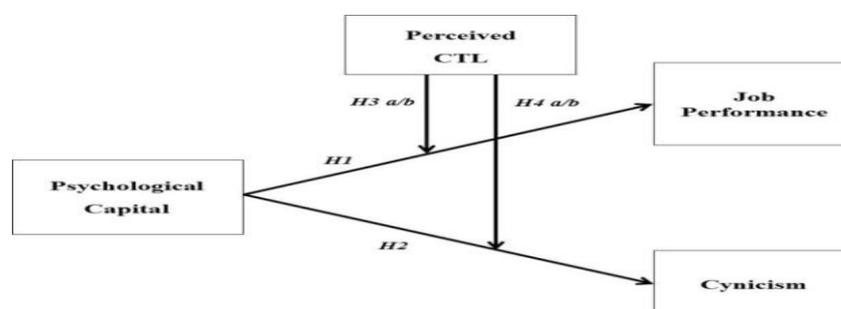


Figure 1. Research Model and Hypotheses

#### 3.2. Sample

In the study, quantitative method was used as a research approach; relational and causal screening was used as a research pattern. Data through questionnaires were collected by convenience method from total of 393

employees working in various ministries and affiliated/related institutions, state and foundation universities, and private sector located in Ankara, İstanbul and Izmir. The demographic profile of the sample included 267 males and 126 females, and aged between 22 to 60 years with the average of 38.16 (SD, 7.7). The participants had 1 to 35 years of tenure in their present organization with the average of 12.9 (SD, 7.9). 1.5% of the participants have high school, 2% associate, 27.5% university, 40% masters and 28.5% doctoral degree. As come to the positions in the institution, it is composed of 62% lower, 32% middle and 6% upper tier managers.

### 3.3. Measuring Instruments

In the study, a two-page questionnaire consisting of 5 sections and total of 48 questions were used.

**CTL:** The scale developed by Gelfand et al. (2011) and adapted to Turkish by Ozeren (2011) consists of 6 items and is evaluated with a 6-point Likert-type scale. After omitting one item, the Cronbach's Alpha coefficient found for this scale was .784 for the reliability.

**PsyCap:** The scale developed by Luthans et al. (2007) and adapted to Turkish by Cetin and Basim (2012) is composed of 24 items and is evaluated with 6-point Likert-type scale. After omitting three items, the Cronbach's Alpha coefficient found for this scale was .854 for the reliability.

**Job Performance:** The scale developed by Hodges (2010) and adapted to Turkish by Topaloglu and Ozer (2014) consists of 5 items and is evaluated with a 9-point Likert-type scale. The Cronbach's Alpha coefficient found for this scale was .835 for the reliability.

**Cynicism:** The scale developed by Brandes et al. (1999) and adapted to Turkish by Karacaoglu and Ince (2012) is composed of 13 items and evaluated with a 5-point Likert-type scale. The Cronbach's Alpha coefficient found for this scale was .925 for the reliability.

Information on validity of the scales (Meyers et al., 2013) is presented in Table 1.

Table 1. Information on Scale Validity

Scale	$\Delta\chi^2/df$	NFI	GFI	CFI	RMSEA
CTL	0.921	0.995	0.995	1.000	0.000
PsyCap	2.884	0.905	0.890	0.910	0.065
Job Perf.	1.378	0.996	0.997	0.999	0.031
Cynicism	2.397	0.966	0.971	0.980	0.060

In the research, correlation, regression, one way ANOVA, and path analysis within the context of structural equation modeling were conducted by using SPSS-20.0, PROCESS (SPSS-Macro 2.16.3) and AMOS-21.0. PROCESS is developed by Hayes (2012; 2013).

### 3.4. Descriptive Statistics

Descriptive statistics related to research variables are given in Table 2.

Table 2. Descriptive Statistics about Variables

Variables	N	Min	Max	Mean	SD
PsyCap	393	1	6	4.79	0.83
CTL *	393	1	6	4.60	0.97
Job Performance	393	2	9	7.18	1.035
Cynicism	393	1	6	2.07	0.97

(\*) The high degree of CTL points to cultural tightness

### 3.5. Relationship among Variables

The results of the correlation analysis performed in order to reveal the relations between the variables in the study are shown in Table 3.

Table 3. Findings Related to Correlation Analysis between Variables

Variables	PsyCap	Job Performance	Cynicism	CTL
PsyCap	1			
Job Performance	0.526** (p = 0.000)	1		
Cynicism	-0.188** (p = 0.000)	-0.193** (p = 0.000)	1	
CTL	0.111* (p = 0.028)	0.080 (p = 0.114)	-0.228** (p = 0.000)	1

\* p<0.05; \*\* p<0.01

According to the findings given in Table 3;

- ✓ There is a positive and high relationship between PsyCap and job performance ( $r = 0.526$ ), and it is significant at 99% confidence level ( $p < 0.01$ ),
- ✓ There is a negative and moderate relationship between PsyCap and cynicism ( $r = -0.188$ ) and it is significant at 99% confidence level ( $p < 0.01$ ),
- ✓ There is a positive and moderate relationship between PsyCap and CTL ( $r = 0.111$ ) and is significant at 95% confidence level ( $p < 0.05$ ),
- ✓ The relationship between CTL and business performance is not significant,
- ✓ There is a negative and moderate relationship between CTL and cynicism ( $r = -0.228$ ) and it is significant at 99% confidence level ( $p < 0.01$ ).

In addition to these findings, regression analysis was applied to the data obtained in order to determine the impact of PsyCap on job performance and cynicism. The results of the analysis are shown in Table 4.

Table 4. Impact of PsyCap on Job Performance & Cynicism

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
PsyCap	0.237	0.019	<b>0.526</b>	12.219	<b>0.000</b>
<b>Dependent Variable: Job Performance</b>					
R = 0.526		Adjusted R <sup>2</sup> = 0.274		F = 149.296	
				p = <b>0.000</b>	
PsyCap	-0.200	0.053	<b>-0.188</b>	-3.776	<b>0.000</b>
<b>Dependent Variable: Cynicism</b>					
R = 0.188		Adjusted R <sup>2</sup> = 0.033		F = 14.259	
				p = <b>0.000</b>	

Here, R represents the correlation between the dependent variable and the independent variable; R<sup>2</sup>, the coefficient of determination, expresses percentage of the dependent variance explained by the independent variable; F is the result of the ANOVA test to see if the regression model is meaningful and the level of significance corresponding to the obtained F value assists in determining whether the created model is appropriate or not (Altunisik et al., 2010). When the results of regression analysis are examined, it is seen that PsyCap explains 27.4% ( $F = 149.296$ ,  $p < 0.01$ ) of the variance on job performance, and 3.3% of the change on cynicism ( $F = 14.259$ ,  $p < 0.01$ ).

The existence of a positive and high level of relationship between PsyCap and job performance coincides with the findings of many other researches made up to this point (Luthans et al., 2005; 2007; 208a; 2008b; Youssef and Luthans, 2007; Avey et al., 2010; 2010b; 2011; Walumbwa et al., 2010; Peterson et al., 2011; Sun et al., 2012; Topaloglu and Ozer, 2014). In this context, Hypothesis 1 is supported, which suggests that positive emotions, thoughts and behaviors, i.e., employees with high PsyCap increase their job performance.

The existence of a negative and moderate relationship between PsyCap and cynicism overlaps with the findings of many studies conducted on this subject (Avey et al., 2008b; 2010a; 2011; Karacaoglu and Ince, 2012). In this context, Hypothesis 2, which promotes that employees with high PsyCap reduce the negative effects of cynicism, is supported.

### 3.6. Hierarchical Regression Analysis Findings regarding The Moderator Effect of CTL on the Relationship between Psychological Capital & Job Performance

The variable that affects the direction and/or power of the relationship between the dependent and the independent variable is called the moderator variable (Baron and Kenny, 1986). To examine the existence of the moderating effect, changes in R<sup>2</sup> and partial F values are examined at each stage starting with independent variable and continuing with moderator and interaction variables [(Independent Variable) X (Moderator Variable)] in the hierarchical regression analysis (Schwab, 2005, Tabachnick and Fidell, 2013; Meyers et al., 2013).

Table 5 shows the results of the hierarchical regression analysis done in PROCESS. First, let's take a look at the row int\_1 [(PsyCap) X (CTL)]. To be able to talk about the presence of the moderating effect, the value of p in this row must be significant, and there must not be zero between the Lower Level Confidence Interval (LLCI) value and the Upper Level Confidence Interval (ULCI) value (MacKinnon et al., 2004; Fairchild and

MacKinnon, 2009). The value of p is 0.167, which is greater than 0.05 (insignificant), and the inclusion of a zero value between LLCI (-0.0604) and ULCI (0.3487) indicates that perceived CTL does not affect employees' job performance as a moderating variable.

Table 5. Hierarchical Regression Analysis (PROCESS) of Moderating Effect of Perceived CTL on the Relationship between PsyCap & Job Performance

<b>Model = 1</b>		<b>Y = iPoa (Dependent Variable: Job Performance)</b>						
		<b>X = PSoa (Independent Variable: PsyCap)</b>						
		<b>M = KSEoa (Moderator: CTL)</b>						
	<b>R</b>	<b>R<sup>2</sup></b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>	
<b>iPoa</b>	0.5348	0.2860	0.4677	51.9332	3.0000	389.0000	<b>0.000</b>	
<b>Model 1</b>		<b>Coefficient</b>	<b>Std. Error</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>	
<b>Constant</b>		7.1766	0.0347	206.8375	0.0000	7.1083	7.2448	
<b>KSEoa</b>		0.0335	0.0492	0.6818	0.4957	-0.0632	0.1302	
<b>PSoa</b>		0.9389	0.0768	12.2325	0.0000	0.7880	1.0898	
<b>int_1</b>		0.1442	0.1040	1.3856	<b>0.1667</b>	<b>-0.0604</b>	<b>0.3487</b>	
<b>int_1 = PSoa X KSEoa</b>			<b>R<sup>2</sup>-chng</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>	
<b>int_1</b>			0.0035	1.9198	1.0000	389.0000	<b>1.667</b>	
<b>Conditional Effect</b>	<b>KSEoa</b>	<b>Effect</b>	<b>Std. Error</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>	
		-0.7085	0.8367	0.1058	7.9080	0.0000	0.6287	1.0447
		0.0000	0.9389	0.0768	12.2325	0.0000	0.7880	1.0898
	0.7085	1.0410	0.1070	9.7271	0.0000	0.8306	1.2514	
<b>iPoa</b>		<b>PSoa</b>						
		<b>low (-0.4529)</b>		<b>med (0.0000)</b>	<b>high (+0.4529)</b>			
<b>KSEoa</b>	<b>high</b>	6.7289		7.2003	7.6718			
	<b>med (0.0000)</b>	6.7514		7.1766	7.6018			
	<b>low (-0.7085)</b>	6.7739		7.1528	7.5318			

Hypotheses 3a and 3b have not been supported in the context of hierarchical regression analysis done in the PROCESS regarding the moderator role of perceived CTL in the impact of PsyCap on job performance. Although the PsyCap has the potential to influence organizational outcomes positively, it is necessary to consider and actively question the role of situational variables in the interaction. Even the theoretical discussions in the previous chapters lead us to believe that the perceived CTL has a moderating effect on the relationship between PsyCap and job performance, hypotheses 3a and 3b were not supported. As the reason why these hypotheses are not supported can be stated as the CTL dimension is a relatively new concept for cultural literature (Wasti and Fis, 2010), and there is a clear difference between the cultural characteristics of the North American culture where the dimension of CTL is put forward and the Turkish culture.

### 3.7. Hierarchical Regression Analysis Findings regarding The Moderator Effect of CTL on the Relationship between Psychological Capital & Cynicism

Table 6 shows the results of the hierarchical regression analysis done in PROCESS. First thing to do is again take a look at the row int\_1 [(PsyCap) X (CTL)]. The value of p is 0.050 (significant), and the exclusion of a zero value between LLCI (-0.1650) and ULCI (-0.1086) indicates that perceived CTL affects employees' cynicism as a moderating variable. The fact that the effect is significant causes to take a look at the situational effect at the bottom of the table. Situational influence refers to the determination of the effects of perceived CTL. In this context, the effect of CTL is calculated at three positions; the average value (0.0000), the cultural looseness side which is one standard deviation below the average (-0.7085), and the cultural tightness side which is one standard deviation above the average (+0.7085). Accordingly, p values are significant for all three positions, and zero is not included between LLCI and ULCI values. These results show that perceived cultural looseness and cultural tightness both has a moderating effect on the relationship between PsyCap and cynicism.

Table 6. Hierarchical Regression Analysis (PROCESS) of Moderating Effect of Perceived CTL on the Relationship between PsyCap & Cynicism

<b>Model = 1</b>		<b>Y = iPoa (Dependent Variable: Cynicism)</b>					
		<b>X = PSoa (Independent Variable: PsyCap)</b>					
		<b>M = KSEoa (Moderator: CTL)</b>					
	<b>R</b>	<b>R<sup>2</sup></b>	<b>MSE</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
<b>OSoa</b>	0.3530	0.1246	0.4331	18.4624	3.0000	389.0000	<b>0.000</b>
<b>Model 1</b>		<b>Coefficien</b>	<b>Std. Error</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>		2.0652	0.0334	61.8553	0.0000	1.9996	2.1309
<b>KSEoa</b>		-0.1874	0.0473	-3.9612	0.0001	-0.2805	-0.0944
<b>PSoa</b>		-0.4298	0.0739	-5.8191	0.0000	-0.5750	-0.2846

int 1		0.0318	0.1001	0.3176	<b>0.0500</b>	<b>-0.1650</b>	<b>-0.1086</b>
int 1 = PSoa X KSEoa			<b>R<sup>2</sup>-chng</b>	<b>F</b>	<b>df1</b>	<b>df2</b>	<b>p</b>
int 1			0.0002	0.1008	1.0000	389.0000	<b>0.0500</b>
Conditional Effect	KSEoa	Effect	Std. Error	t	p	LLCI	ULCI
	-0.7085	-0.4073	0.1030	-3.9546	0.0001	-0.6097	-0.2048
	0.0000	-0.429	0.0739	-5.8191	0.0000	-0.5750	-0.2846
	0.7085	-0.4523	0.1018	-4.4423	0.0000	-0.6525	-0.2521
OSoa		PSoa					
		low (-0.4529)		med (0.0000)		high (+0.4529)	
KSEoa	high	1.6169		1.7324		1.8480	
	med	2.1599		2.0652		1.9706	
	low (-	2.6029		2.2980		1.9932	

The graphical representation of the moderating effect of perceived CTL in the impact of PsyCap on cynicism within the scope of the obtained data is presented in Figure 2.

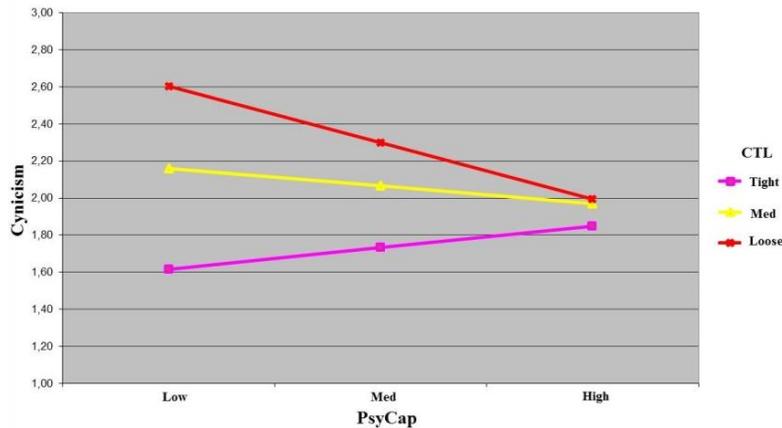


Figure 2. Moderating Effect of Perceived CTL on the Relationship between PsyCap & Cynicism

As seen in Figure 2, cynicism is rapidly losing its influence as the PsyCap and the perception of cultural looseness increase. In the case of perceived tightness, cynicism is rapidly increasing its influence even the PsyCap is high. At the point where the PsyCap is the weakest, the change in the level of perceived cultural tightness creates a change in cynicism. In the case of perceived tightness, even high PsyCap does not help to mitigate the effect of cynicism. As a result, hypotheses 4a and 4b have been supported in the context of hierarchical regression analysis done in the PROCESS regarding the moderator role of perceived CTL in the impact of PsyCap on cynicism.

### 3.8. Structural Equation Model and Path Analysis of the Research

Correlation and regression analyses performed above show linear relationships among dependent, independent, and moderating variables. However, the Structural Equation Model (SEM) should be established so that all variables in the research model can be explained more clearly both linearly and indirectly. SEM is a multivariate statistical method based on a certain theory to define variables in a causal and relational model, which helps to understand the hypotheses and used to confirm harmony of the correspondence of the data of the theoretically established model (Byrne, 2001). In order to test whether the SEM shown in Figure 3 is working properly, a Path Analysis (PA) was performed.

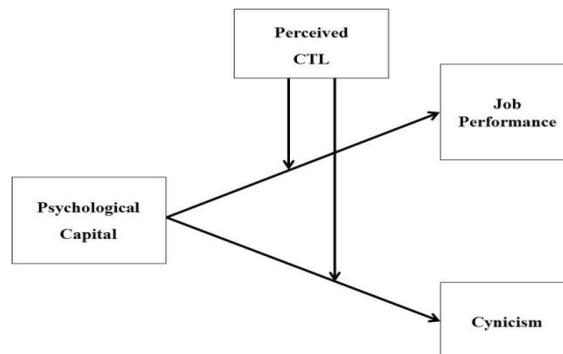


Figure 3. Structural Equation Model of the Research

PA is the structural modeling technique used to examine the statistical relationships between variables in the SEM, its main objective is to test whether the data confirms the SEM or not (Raykov and Marcoulides, 2006). The model is tested with latent variables, but in terms of simplicity the results are presented with only observed variables. The PA of the model is shown in Figure 4.

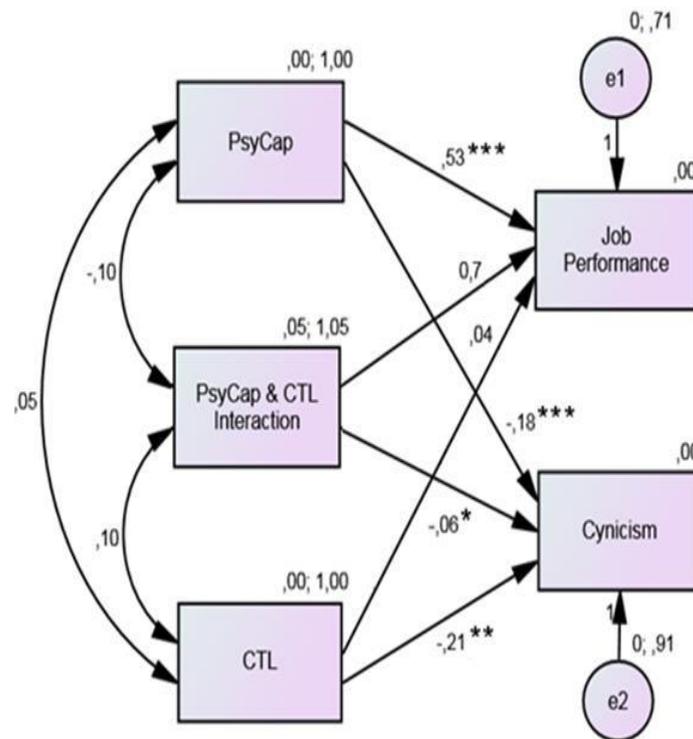


Figure 4. Path Analysis of Research Model

The goodness values of the research model are presented in Table 7, which are within acceptable limits (Meyers et al., 2013). Hence, this model fit the observed data very well.

Table 7. Conformance Goodness Values of the Research Model

Structural Equation Model	$\Delta\chi^2/df$	NFI	GFI	CFI	RMSEA
	3.718	0.979	0.980	0.984	0.080

The values of the interrelationships between the variables and regression weights of the research model are presented in Table 8. In this context, the results show that Hypotheses 1, 2, 3a, 3b, 4a and 4b correspond to the results of analyses performed in previous sections.

Table 8. Regression Weights of the Research Model

Tested Path	Estimate	Std.Error	Critical Proportion	Regression Weight	p
Job Performance ← PsyCap	0.530	0.043	12.327	0.530	***
Job Performance ← CTL	0.045	0.043	1.039	0.450	0.299
Job Performance ← (PsyCap) X (CTL)	0.071	0.042	1.675	0.072	0.094
Cynicism ← PsyCap	-0.182	0.049	-3.749	-0.182	***
Cynicism ← CTL	-0.213	0.049	-4.379	-0.213	**
Cynicism ← (PsyCap) X (CTL)	-0.059	0.048	-1.234	-0.060	*

\* p<0.05; \*\* p<0.01; \*\*\* p<0.001

#### 4. CONCLUSION AND RECOMMENDATIONS

In this study, the impact of PsyCap, which brings a new perspective and a new breathe into empowering the development of the strengths of the employees, on job performance and cynicism, and the moderator effect of perceived cultural tightness-looseness within the organizational culture on the relationship between PsyCap & job performance, and PsyCap & cynicism, and also the interactions of all these variables among themselves are questioned. This study differs from other studies, because it has for the first time addressed the PsyCap together with CTL.

It is expected to provide significant expansions to researchers, organizational behavior theorists and organizational managers/practitioners and human resources specialists in perceiving and explaining the impact of PsyCap on job performance and cynicism, and the moderator effect of perceived CTL on the relationship between PsyCap and two important organizational outcomes such as job performance and cynicism, and also the interactions of all these variables among themselves.

In this context, it is evaluated that this study will contribute to the literature of organizational behavior since it has for the first time has taken PsyCap and CTL into consideration simultaneously, and has discussed that employees show different behaviors and attitudes due to influence by the organizational and working environment in which they are involved.

Within the scope of the research, the main motivation to choose PsyCap, CTL, job performance and cynicism variables is as follows;

- ✓ Human capital is shown as the most valuable, unique and the most difficult source to be imitated universally among all other resources by the resource-based approach,
- ✓ In recent years, the positive effect on human resources and capital, makes PsyCap very popular,
- ✓ PsyCap, because of its contribution to organizational outputs and the multiplier/leverage effect, is a force that must be acquired, developed and managed in organizations across all parts of the society including the public and private sectors,
- ✓ The fact that PsyCap and CTL are not studied in a study together to date,
- ✓ The fact that CTL questions the influence of norms and rules on behavior, which is basically different from the value-based approach that dominates the literature of organizational culture,
- ✓ In the literature, job performance and cynical attitudes/behaviors are frequently mentioned as opposite structures,
- ✓ Whether PsyCap has an effect that increases job performance and reduces cynicism in every situation or not, and the role of perceived CTL in these relations.

The theoretical discussions within the scope of the study showed that every employee in the organization was directly influenced by organizational culture, values, and beliefs. In this context, the existence of studies reveals that if the organizational culture supports employees' PsyCap, it will facilitate accessing to goals set and it can help to establish a link among CTL, PsyCap, job performance, and cynicism.

According to the findings of the research;

- ✓ There is a positive relationship between PsyCap and job performance ( $r = 0.526$ ), and it is significant at 99% confidence level ( $p < 0.01$ ), as the PsyCap of the employees increases their job performance increases (H1 supported),
- ✓ There is a negative relationship between PsyCap and cynicism ( $r = -0.188$ ,  $p < 0.01$ ), as the PsyCap of the employees increases their cynicism decreases (H2 supported),
- ✓ The perceived CTL does not have a moderating role on the relationship between PsyCap & job performance (H3a and H3b rejected),
- ✓ The perceived CTL has a moderating role on the relationship between PsyCap & cynicism (while perceived cultural tightness enhances cynicism, perceived cultural flexibility reduces cynicism) (H4a and 4b supported).

In terms of organizational behavior and theoretical contributions the results obtained have shown that PsyCap, because of its contribution to organizational outputs and the multiplier/leverage effect, is a force that must be acquired, developed and managed in every organization including the public and private sectors (Luthans and Youssef, 2007; Wright, 2003). Since PsyCap is taken into consideration for the first time with CTL, which questions the influence of norms and rules on behavior, i.e., is basically different from the value-based approach that dominates the literature of organizational culture (Gelfand et al., 2006), this study has provided different perspective from previous researches. Additionally, by examining the dynamics of a sample in Turkey, appropriate to the research context, this study has constituted steps to sail new horizons in this regard.

In terms of variables examined; considering that the role of situational variables should also be addressed and carefully examined the CTL dimension has been included in the research model as a moderating variable. Although the PsyCap has the potential to influence organizational outcomes positively, it is necessary to consider and actively question the role of situational variables in the interaction. Even the theoretical discussions in the previous chapters lead us to believe that the perceived CTL has a moderating effect on the relationship between PsyCap and job performance, the result does not concur with this. But, the perceived CTL has a moderating effect on the relationship between PsyCap and cynicism as expected. The CTL dimension is a relatively new concept for cultural literature (Wasti and Fis, 2010), and there is a clear difference between the cultural characteristics of the North American culture where the dimension of CTL is put forward and the Turkish culture. It is evaluated that the CTL dimension provides a valid structure within the context of the individual perceptions of the employees, and hence offers important expansions to the fact that the CTL theoretically can be addressed more frequently and its effects can be explored in depth. In this context, it can be said that this empirical research is in the direction of hope and encouragement in terms of the results achieved.

In terms of managerial application contributions; this study has revealed that PsyCap and CTL have great effect on organizational outcomes, and there is a need for the utilization of the aforementioned variables in order to achieve organizational goals and superior performance with individual and organizational success within the scope of resource-based approach. Thereby, it may be advisable for managers to take measures to strengthen and develop the PsyCap of their employees, and to create a culturally loose/flexible climate within the organization, in order to achieve their goals and achieve their sustainable development. Because, in this study it is shown that PsyCap and dimension of CTL are not the elements that can be ignored in terms of organizational and managerial practices.

Besides these findings, there are some limitations of this study. In this context, participant characteristics and social likeness limitations should be considered in evaluating the results. It will be possible to obtain more generalizable results given quantitatively and qualitatively different sample groups. Above all, the support of such relational studies through qualitative research can provide important frameworks for putting forward new suggestions and explaining causality.

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