

**Person – Organization Value Incongruence and Psychological
Contract: Contract Types and Perception of Violation**

by

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ABSTRACT

This study aimed to examine whether a) there is a relationship between (in)congruence of individual and organizational values and employees' psychological contract type and perceptions of contract violation; b) breach mediates the relationship between incongruence and violation; c) violation mediates the relationship between incongruence and turnover intentions. A total of 491 white collar employees (260 of which have tenure of less than 2 years and 231 of which have tenure of at least 4 years) from 39 different organizations participated in this research. Results supported the view that, as incongruence increased employees started reporting more violation, for people orientation (weakly supported) and risk taking values (fully supported). Value congruence was positively related to relational contracts. The relationship between incongruence and violation was not mediated by breach for people orientation (weakly supported) and for risk taking (fully supported). On the other hand, the relationship between congruence and violation was mediated by breach for people orientation (weakly supported) and for risk taking (fully supported). Violation also mediated the relationship between incongruence and turnover intention. Due to the fact that value incongruence can be associated with psychological contract violation perceptions and increased turnover intentions and also due to the necessity of keeping the high quality human capital in today's business world, hiring the applicants whose values are congruent with the organizational values should be given essential emphasis.

Key Words: Value (In)congruence, Psychological Contract Types, Psychological Contract Violation, Psychological Contract Breach, Turnover Intention

ÖZET

Bu çalışma a) bireysel ve kurumsal değerlerin uyuşup uyuşmaması ile psikolojik kontrat tipleri ve kontratın ihlali hissi arasında bir ilişki olup olmadığını b) uyuşmazlık ile ihlal hissi arasındaki ilişkiye ihlal algısının aracılık yapıp yapmadığını c) ihlal hissini uyuşmazlık ile işten ayrılma niyeti arasındaki ilişkiye aracılık edip etmediğini araştırmaktadır. Araştırmaya 39 farklı kurumdan 491 (260'ı kurumunda 2 sene veya daha az kıdemli, 231'i 4 seneden fazla kıdemli çalışanlar olmak üzere) beyaz yakalı çalışan katılmıştır. Sonuçlar bireysel ve kurumsal değerler ("insan odaklı olma" ve "risk alma" değerleri) arasındaki uyuşmazlığın çalışanların psikolojik kontrat ihlal hissindeki artışla pozitif bir ilişki olduğunu göstermiştir. Ayrıca değerlerin uyuşmasının ilişkisel kontrat tipiyle pozitif ilişkisi bulunmuştur. Kontratın ihlal edildiği algısı değer uyuşmazlığı ve ihlal hissi arasındaki ilişkiye aracılık etmediği bulunmuştur. Bu bulgu "insan odaklı olma" değeri için zayıf, "risk alma" değeri için tamamen desteklenmiştir. Öte yandan, kontratın ihlal edildiği algısının değer uyuşması ve ihlal hissi arasındaki ilişkiye aracılık ettiği bulunmuştur. Bu bulgu "insan odaklı olma" değeri için zayıf, "risk alma" değeri için tamamen desteklenmiştir. Sonuçlar, ayrıca, ihlal hissini değer uyuşmazlığı ile işten ayrılma niyeti arasındaki ilişkiye aracılık ettiğini de göstermiştir. Değer uyuşmazlığının çalışanların kontrat ihlali hissiyle ilişkilendirilmesi ve işten ayrılmalara varacak ciddi sonuçlar doğurması ve günümüz rekabet şartlarında en önemli unsur olan kaliteli insan gücünün korunabilmesi için işe alımlarda kurumsal değerlerle uyumlu kişilerin belirlenip tercih edilmesinin gerekliliğini göstermektedir.

Anahtar Sözcükler: Değer Uyuşmazlığı, Psikolojik Kontrat Tipleri, Kontrat İhlali Hissi, Kontrat İhlali Algısı, İşten Ayrılma Niyeti

To my whole family...

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ACRONYMS

<i>P-O</i>	Person- Organization
<i>PC</i>	Psychological Contract
<i>PCV</i>	Psychological Contract Violation
<i>PO</i>	People Orientation Value
<i>RT</i>	Risk Taking Value
<i>AtD</i>	Attention to Detail Value
<i>RO</i>	Reward Orientation Value
<i>PA</i>	Positive Affectivity
<i>NA</i>	Negative Affectivity
<i>SD</i>	Social Desirability

Chapter I

INTRODUCTION

This study seeks to answer the question whether (in)congruence between individual values and organizational values is related to employees' psychological contract type and their perceptions of contract violation. This is a question with important implications for firms' human resources practices, specifically recruitment processes. The second question of the study, is whether breach precedes violation and mediates the relationship between value incongruence and contract violation. Psychological contract perception has been suggested to follow perceptions of episodes of contract breach (Morrison & Robinson, 1997). However, in the case of value incongruence violation may be felt without occurrence of a contract breach episode. Finally, the third aim is to understand whether psychological contract violation mediates the relationship between value incongruence and turnover intentions. This last question is important for an assessment of possible costs of value incongruence and the ensuing psychological contract violation.

Psychological contract types and perceived violations by employees may have drastic results both for employees themselves and their organizations. The psychological contract

literature attests to the negative consequences of psychological contract violations, such as increased turnover and reduced work performance, organizational citizenship behavior, commitment and job satisfaction. (eg. Turnley, 1999; Turnley & Feldman, 1998; 1999; 2000; Robinson, 1995, Percy, 1998). However, there is a shortage of empirical research on the antecedents of psychological contract types and contract violations. This study aims to contribute to the literature by testing value (in)congruence as an antecedent to psychological contract type and violations.

Proposing that value incongruence is an antecedent of psychological contract type and violation is not straightforward. Previous theorizing by Rousseau (1995) suggests the role of specific events in psychological contract violations (PCV). According to her view, when there are no specific events that suggest the breach of previous promises and violation of an implicit contract, an employee would not perceive a violation of his or her psychological contract. On the other hand, the idea that value (in)congruence is somehow related to psychological contract violations, suggests there need not be a specific violation episode (i.e. breach) for violation to be felt. In a sense, initial differences between individual's values and organization's values influence individual's perceptions of violation. According to this view, employees, whose values are not congruent with their organization's may inherently be susceptible to perceive their psychological contract in violation regardless of any triggering event. This suggests that regardless of the effort organizations' put in fulfilling their implicit obligations, and in avoiding any contract breach, negative consequences associated with

violation can still be observed, if as argued here, the actual source of the problem is indeed value incongruence rather than any real contract violation episode. If that is the case, all efforts to decrease any kind of unfavorable practices may be in vain since the problem comes from an incongruence between values of the employee and employer rather than a real violation of the contract. Therefore, the source of the problem should be recognized before designing ways to avoid it. If value incongruence, as argued in this research, is related to employees' perception of violation, then at the time of recruitment value (in)congruence must be seriously taken into consideration to identify those who are likely to be a misfit to the organizational culture. This would require an assessment of individual's values and characteristics during recruitment process.

There are few studies examining the antecedents of psychological contract violations. In an unpublished dissertation Suazo (2003) recently suggested individual differences (affective disposition and equity sensitivity), relationships (perceived organizational support and leader-member exchange) in the workplace and demographic differences between subordinates and supervisors as the antecedents of psychological contract violation. Similarly, Raja, Johns and Ntalianis (2004) showed that personality is related to perception of breach, feeling of violation and one's contract type. In the only research testing whether there is a relationship between value (in)congruence and psychological contract violation Bocchino, Hartman and Foley (2003) showed a significant relationship between the two. However, the method they used has been extensively criticized in the literature (Edwards,

1994). In the present study a different method (i.e. polynomial regression) has been used to examine the effects of (in)congruence, as suggested in the literature (Edwards & Parry, 1993).

Value incongruence, which is usually studied as a kind of person- organization misfit, is argued to be an antecedent of psychological contract violation perceptions in this study because as Meglino, Ravlin & Adkins (1989) suggests, shared values lead to similar “cognitive processing”, meaning that the way people perceive and interpret things will be similar if they share the same values. When two parties have different understandings and interpretations of the same thing, the likelihood of contract violation will be higher (Dabos & Rousseau, 2004). Therefore, value incongruence may be a potential antecedent of psychological contract violation perceptions.

Importance of value (in)congruence as an antecedent of psychological contract violation perceptions, as mentioned above, raises questions about the onset of the psychological contract violation. When there is a misfit between organizational values and individual values, the employee may perceive even the regular practices and decisions of the employer as a violation of his/her values. A specific event that can be considered a breach episode is not required for violation to be felt. This argument suggests that previous conceptions of the relationship between contract breach and felt violation may not hold in the case of value

incongruence. Hence this study aims to test whether breach precedes violation and mediates value incongruence and violation.

The third aim of this study, as mentioned above, is to test whether psychological contract violation mediates the relationship between value incongruence and turnover intentions. The empirical literature on the consequences of person-organization value congruence have found relationships between “(in)congruence” and outcomes such as job satisfaction, organizational commitment, contextual performance and turnover intentions (eg. Verquer, Beehr & Wagner, 2003; O’reilly, Chatman & Caldwell, 1991; Saks & Ashforth, 2002; Lauver & Kristof-Brown, 2001; Rentsch & McEven, 2002; Van Vianen, 2000; Bryan, 2001; Lutrick, 2003; Shantz, 2003; Verquer, 2002; Tepeci, 2001; Sturm, 1999; Warren, 1997). Although the conceptualizations and measurement of value congruence differs in many of these studies, their findings converge.

The common finding in all of these studies can be summarized as follows; When value congruence ceases to exist, in other words in the case of value incongruence, job satisfaction, organizational commitment, contextual performance decreases whereas turnover intentions increase. One psychological explanation for these effects can be perceived violation of the psychological contract. That is, employees whose values do not fit or are incongruent with their organization’s values may perceive violation and in turn may start feeling less committed to organization’s mission and goals and increasingly consider leaving the

organization at the very first chance. As it is suggested by existing research, value congruence has significant effects on various work attitudes and employee intentions. It is argued here that at least some of this effect might operate through perceptions of violation.

Another issue in the psychological contract literature is the type of contract the employees perceive; relational, transactional and balanced. There are few studies that examined the antecedents of contract types (Raja et al, 2004). Relational contracts are long term oriented, and open ended. They are not only economic but also relational in nature (Rousseau, 1995). On the other hand, transactional contracts are short-term oriented, static with narrowly defined objective terms. These contracts are purely economic in nature with limited involvement by both parties and associated with low commitment. Balanced contracts are a hybrid of these two, with high member commitment and relation-based employment but terms of the contract are well specified and subject to change (Rousseau, 1995). This study also examines whether incongruence is related to one's contract type perception. Since the type of contract one owns will guide his/her behaviors it is worth examining this relationship.

In the next section the relevant literature and the hypotheses are presented

Chapter II

LITERATURE REVIEW

This chapter introduces the main constructs of the study and reviews the relevant literature for each. Following the detailed introductions of the constructs, theoretical links between these constructs are discussed, followed by the hypotheses.

2.1 Value Congruence as Person – Organization Fit

Value congruence is a form of person – organization fit. Hence, defining person – organization fit beforehand will enhance a better understanding of value congruence.

Fit between person and environment, (P- E) has been the interest of many scientists (eg. Edwards, 1991; Edwards & Cooper, 1990; Edwards & Harrison, 1993; Kristof, 1996; Schneider, 1987). Person – Environment Fit Theory is based on two basic assumptions: 1) human behavior is a function of both person and its environment and 2) the person and the environment, should be compatible with each other (Kristof, 1996). P-E Fit can be defined as: “The compatibility between people and their environment that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar

fundamental characteristics, or (c) both.” (Kristof,1996). However, since the “environment” has a very broad meaning and “the compatibility between person and environment” definition fails to identify the specific aspect of the environment that compatibility is examined, different types of fit emerges under the umbrella construct of P-E Fit.

There have been many research regarding different types of P – E fit like the fit between person-organization (P – O) (O’Reilly, Chatman & Caldwell, 1991; Cable & Judge, 1996, 1997; Chatman, 1991; Kristof, 1996), person - job (P – J) (Edwards, 1991; Caldwell & O’Reilly, 1990; Kristof-Brown, 2000), person - group (P – G) (Werbel & Johnson, 2001; Kristof-Brown, Jansen & Colbert, 2002; Ferris, Youngblood & Yates, 1985), person - vocation (P – V) (Reeve & Heggestad, 2004; Feij, Van Der Velde, Taris & Taris, 1999) and person-supervisor (P – S) (Adkins, Russel & Werbel, 1994; Van Vianen, 2000).

Regardless of the type of P-E fit there are two basic conceptualizations of fit suggested in the literature (Kristof, 1996; Cable & Edwards, 2004). These are complimentary fit and supplementary fit. The former exists when a person’s or an organization’s characteristics provide what the other party wants. This complementary fit may be either in form of “need-supplies” fit where organizational supplies meet employees’ needs and demands or in form of “demands-abilities” fit where, this time, employee supplies meet organizational demands. The latter exists when personal characteristics (personality, individual values, personal goals, attitudes) and organizational characteristics (culture/Climate, values, goals, and norms) are

matched or similar to each other (Kristof, 1996). The implications of congruence versus incongruence differ across these fit conceptualizations. Complementary fit which has been given the most attention so far implies congruence between environmental demands and personal supplies (knowledge, ability and skills) and suggests that either the demands or the supplies are subject to more rapid change such as when a job is reorganized through enlargement or enrichment or the person is given job training. On the other hand in the case of supplementary fit congruence between overall philosophy and values of the environment and individual values are of concern, both of which are less subject to change and imply stability of “(mis)fit” over time once the relationship is started (Bowen, Ledford & Nathan, 1991).

In a business environment where technologies are increasingly getting sophisticated, product life cycles are getting shortened, markets are becoming more globalized and customer demands are changing continuously, many environmental requirements such as job demands become transitory. Therefore, in today’s business environment, it is more essential to emphasize supplementary rather complementary fit when hiring employees. (Bowen, Ledford & Nathan, 1991). Consistent with this argument this study focuses on the consequences of P-E supplementary fit and will examine the congruence between organizational values and personal preferences for those values, namely P-O fit.

Many of the P-O fit studies carried so far have operationalized P-O fit as value congruence (Chatman, 1991; O'Reilly et al., 1991; Meglino et al., 1989; Adkins et al., 1992; Judge & Bretz, 1992). It is an important and rather popular form of P-O fit because, as Chatman (1991) says, values are fundamental and they are relatively enduring beliefs and they shape preferences of a person regarding what is desirable and important. Values are also important in terms of representing the culture of the organization. As Parson (1951, cited in O'Reilly, Chatman & Caldwell, 1991) suggests that "culture emerges around values", which guide people's behaviors in return (Newstorm & Davis, 1993). Since this study operationalizes P-O fit as value congruence, from now on the term "value congruence" is used instead of P-O fit, for the purposes of specificity.

2.2 Psychological Contract

A psychological contract can be described as an informal exchange relationship between the employee and the employer that is made up of perceived obligations (Robinson, Kraatz & Rousseau, 1994). Rousseau (1995) asserts that psychological contracts are formed solely in the minds of individuals. It is an implicit and unwritten agreement that begins when undertaking terms of employment.

This implicit agreement draws a set of perceived obligations for both the employee and the employer, specifying what they can expect to give and receive in the relationship. Each individual possesses a unique psychological contract based upon his/her own understanding of the reciprocal obligations in the employment relationship between himself/herself and the organization (Turnley & Feldman, 2000). Dabos and Rousseau (2004) argue that preemployment factors (e.g. values, motives), on the job experiences (e.g. socialization practices) and broader societal context (e.g. norms) affects individual's understanding of the terms of the relationship. Similarly, MacNeil (1985) argues that interpretation of both past experience and current contact, insider information (information about other party given by another person who is/was in relation with other party) or individual's mind-set that takes some factors such as responsibility, good-will, fairness etc. as granted may be some causes of psychological contract beliefs. In both arguments (Dabos & Rousseau, 2004; MacNeil, 1985) although individual's understanding, belief or interpretation is determined by various social and individual factors, they are essentially subjective.

Rousseau (1990) operationalized psychological contract from the perspective of worker, Coyle – Shapiro (2002) from the perspective of employer and Dabos and Rousseau (2004) from the perspective of both (Hui, Lee & Rousseau, 2004). Since only the psychological

contract of the employee is in the interest of this research the study focuses on the employees' but not the organization's side¹ of the psychological contract.

2.2.1 Psychological Contract Types

As Rousseau (1995) stated there are four types of psychological contract; transactional, relational, balanced and transitional, which are categorized according to time-frame and tangibility basically.

Transactional contracts are associated with low member commitment, easy exit and high turnover, weak integration and identification with the organization. They are short-term oriented and the terms (the mutual obligations) in the contract are well specified and unambiguous. These contracts are mainly economic in nature (Janssens, Sels & Van den Brande, 2003). Workers under these contracts are much less willing to work overtime or self – sacrifice (Rousseau, 2004).

On the other hand, relational contracts are associated with high member commitment, high integration and identification with the organization and stability (Rousseau, 1995). The

¹ As Morrison and Robinson (1997) indicates an organization can not have a psychological contract of its own, but rather employees can have psychological contracts regarding the relationship between them and their organization.

duration of employment is long term oriented and terms in the contract (the mutual obligations) are not well specified, in other words, ambiguous. They are not only economic in nature but also social and emotional (Janssens, Sels & Van den Brande, 2003).

Disadvantage of this kind of contracts is high sensitivity of employees, which is partially offset by high commitment (Rousseau, 2004).

Balanced contract is somewhat between the two, where there is relationship-oriented employment, the duration of employment is long with high member commitment, high integration and identification with the organization but the terms in the contract are well specified and subject to change over time (Rousseau, 1995). Since the fourth one is not actually a type of contract that is intentionally formed by employer and employee but rather an unavoidable result of high ambiguity during transition periods, it won't be discussed here.

2.2.2 Psychological Contract Violation

Psychological contract violations occur when one party perceives that the other failed to fulfill one or more of its obligations (Rousseau, 1995). In other words, violation occurs when the implicit contract between the employer and the employee is broken. Morrison and Robinson (1997), however, defines violation as the emotional and affective state that results from the belief that one's organization could not meet the terms of the psychological contract

adequately. Violation, as they suggest, is a combination of disappointment emotions and anger emotions, like disappointment, frustration, distress, anger, resentment, bitterness, and indignation.

However, not all of the unfulfilled obligations or unmet expectations lead to the perception of PCV (Rousseau, 1995). PCV is not a simple noncompliance between parties. Since the contract terms are subjective and are “in the eye of the beholder”, this subjectivity will influence what is to be perceived as PCV. Rousseau (1995) suggests that there are 3 factors increasing the likelihood of perceiving discrepancies between actual and expected outcomes as PCV. These are; monitoring, perceived size of loss and relationship strength. The more the employee monitors the practices toward him/herself the more he/she is likely to observe discrepancies and perceive PCV. Larger discrepancies are more likely to be interpreted as PCV and finally, in problematic relationships, small discrepancies are more likely to be interpreted as PCV rather than small discrepancies in good relationships. When one of the parties do not see goodfaith in the actions of the violator, or when the violation is done voluntary, experience of violation increases.

PCVs reduce the predictability and trustworthiness of employer and hence weaken the bond between parties (Robinson & Rousseau, 1994). After all – as it is mentioned above – employee’s observations and experience with the employer is one of the factors, which

affects his beliefs that form the contract. Those negative effects result in increased tendency to leave the organization for the employee whose contract is violated since he/she loses faith in benefits from current relationship (Robinson & Rousseau, 1994). Another loss that comes with this increased tendency to leave is the inevitable reduction in sense of obligation, loyalty, in-role and extra-role performance (Robinson, 1996; Robinson et al., 1994; Robinson and Morrison, 1995). Moreover, Fisher & Baron (1982), Greenberg (1990), Robinson & Bennet (1995) suggests that in extreme cases of violation, employees may seek revenge or retaliation, engaging in sabotage, theft, or aggressive behavior.

2.2.3 Psychological Contract Breach

Morrison & Robinson (1997) draws a distinction between perceived psychological contract breach and psychological contract violation. Perceived contract breach occurs as a result of cognitive assessment, when one perceives that his/her organization failed in meeting its' promises compared to one's performance in fulfilling his/her own promises. They suggest that violation as an emotional reaction, is preceded by a cognitive activity that perceives some failure of organization in meeting its obligations.

Therefore, in this study the terms “breach” and violation” will be used according to this distinction.

2.3 Theoretical Relationship between value (in)congruence and psychological contract violation, breach and its types.

2.3.1 Value Incongruence and Psychological Contract Violation

In trying to construct the theoretical background of the relationship, if any, between value incongruence and PCV perception, it is important to note Rousseau’s definition of psychological contract here. Rousseau (1995) defines psychological contract as follows:

“The psychological contract in employment refers to the system of beliefs that an individual and his or her employer hold regarding the terms of their exchange agreement” and continues as; “These beliefs are shaped by preemployment factors (e. g., values, motives), on-the-job experiences (e. g., socialization practices), and broader societal context (e. g., norms).”

According to this definition, different values held by the employer and the organization will lead to different beliefs regarding the terms of their exchange relationship, namely the psychological contract. This in return may give rise to breach of psychological contract. The

wider the gap between the values held by two parties (value congruence in our context), the higher the gap between the beliefs of each party regarding the terms of contract would be.

Kluckhohn (1951 cited in Meglino, Ravlin & Adkins, 1989) stated that when employees have similar values their expectations from each other become clearer because they start predicting each other's behavior more accurately. This relationship between employees may be transferred into the relationship between employee and the organization. It may be concluded that when employees subscribe to similar values with their organizations they may predict the practices of the organization towards himself/herself better. Meglino, Ravlin & Adkins (1989) also stated that individuals who share similar values are also to share "certain aspects of cognitive processing", meaning that the way they perceive things will be similar. The opposite of this statement can also be thought to work as well. In other words, when the values of the employee and the organization are far from being similar, named as incongruence in this study, then the way they perceive and interpret events will also be different. Where the worker and employer hold very different notions on the meaning of the agreed terms, there may be failure in fulfilling reciprocal obligations and hence psychological contract violation can arise (Dabos & Rousseau, 2004).

Therefore, it is proposed that;

Hypothesis 1: When individual preferences for organizational values and their organizations' values are incongruent employee's tendency to perceive things as psychological contract violation will increase.

Hypothesis 1(a): As the strength of incongruence increases, the tendency of perceiving PCV will be higher when compared to low strength incongruence.

Accordingly the opposite may be hypothesized as well:

Hypothesis 1(b): As the strength of congruence increases, the tendency of perceiving PCV will be lower when compared to low strength congruence.

2.3.2 Breach as the mediator between congruence and psychological contract violations

Consistent with this study, Morrison and Robinson (1997) proposed that people who carry divergent schemata (cultural distances) are more likely to feel violation because they are more likely to perceive breach in occasions where people with congruent values perceive no particular breach.

In contrast, one can argue that perceived breach is not a necessary condition for psychological contract violations, and value incongruence can be sufficient for violation to be felt. Supporting this argument, Morrison and Robinson (1997) suggest that sometimes it might be the case that people may feel intense frustration or anger in response to a perceived breach but may be “unaware of the cognitions” that lead to those feelings of violation.

On the other hand, we argue that a specific event that can be considered as a “breach episode” may not be necessary for violation to be felt in the case of value incongruence. When there is an incongruence between organizational values and individual values, the employee may perceive even the regular practices and decisions of the employer that are not related to the terms of his/her contract as a violation of his/her contract. This argument suggests that previous conceptions of the relationship between contract breach and felt violation may not hold in the case of value incongruence. In a sense, initial differences between individual’s values and organization’s values lead individuals to develop negative feelings toward their organization (i.e., violation) regardless of breach episodes.

Hypothesis 2(a): Psychological contract breach will not mediate the relationship between value congruence and psychological contract violation in case of incongruence.

However, for the relationship between congruence and violation, breach perception may be a necessity contrary to the incongruence case. As many research suggest (Kristof-Brown,

Zimmerman and Johnson, 2005; Verquer, Beehr and Wagner, 2003), congruent employees are more committed to their organizations. As Brockner, Tyler and Cooper-Schneider (1992) suggest committed employees more favorably interpret things related to their organization. Accordingly, it is not expected for a congruent employee to feel violation without real breach cognition. Therefore, it is hypothesized that:

Hypothesis 2(b): Psychological contract breach will mediate the relationship between value congruence and psychological contract violation in case of congruence.

2.3.3 Psychological contract violations as the mediator between value incongruence and turnover intention

As mentioned above, the third aim of this study is to investigate whether psychological contract violation mediates the relationship between value incongruence and turnover intentions. As previous research suggest (Baccili, 2003; Coyle-Shapiro and Kessler, 2000; Turnley and Feldman, 1999; Guest, 1998) employees experiencing contract violation become less committed to their organizations and have higher tendency to leave their organizations. On the other hand, previous research (Verquer, Beehr and Wagner, 2003;

Saks and Ashforth, 2002; Van Vianen, 2000) also suggest that value incongruence leads to increased turnover intentions with low commitment.

Therefore, following the first two hypotheses, we argue that value incongruence lead to turnover intentions because of perceived violations by the employees. Therefore the following hypothesis is suggested;

Hypothesis 3: Psychological contract violation will mediate the relationship between value incongruence and turnover intentions.

2.3.4 Value Congruence and Psychological Contract Types

The organizational identification, taking place in the definitions of psychological contracts above, implies the extent to which people identify themselves with the values, beliefs, and goals of the organization and also the extent to which people feel committed to the organization and feel a similarity between themselves and the organization they work for (Roueche & Roueche, 1996). It is also suggested that organizational identification is the core of organizational integration. Trice and Beyer (1993) indicate that the culture of an organization, through its values, beliefs and ideologies has a strong effect on integration process.

If value congruence is accepted as a kind of integration and identification with the organization where commitment and loyalty is high, in the case of value congruence employees would be more likely to describe their psychological contract in relational terms. Therefore it may be hypothesized that;

Hypothesis 4(a): Employees experiencing value congruence will tend to describe their psychological contract as balanced more than those who are not congruent.

Hypothesis 4(b): Employees experiencing value congruence will tend to describe their psychological contract as relational more than those who are not congruent.

In contrast, when there is incongruence between the personal and organizational values, the integration and identification with the organization will probably be weaker and employees would be more likely to describe the terms of their contract as short-term and narrow. Therefore, it is proposed that;

Hypothesis 4(c): People experiencing value incongruence will tend to describe their psychological contract as transactional contract more than those who are congruent.

2.4 Control Variables

2.4.1 Positive and Negative Affectivity

Positive And Negative Affectivity (PA and NA) are two main mood dimensions (Watson, Clark & Tellegen, 1988). Watson et al. (1988) stated that PA and NA can be associated with the personality factors of extraversion and neuroticism, respectively.

PA is the extent a person feels enthusiastic, active and alert (Watson et al., 1988). High values of PA correspond to an excited, joyful and enthusiastic person, while low values correspond to listlessness and apathy (Cropanzano et al., 1993). According to Watson et. Al. (1988), individuals who have high PA values are generally more satisfied and report the occurrence of pleasant events more frequently. On the other hand, individuals with low PA values are not necessarily negative but the likelihood of them reporting positive feelings is lower in comparison to high PA individuals.

NA is defined as individual's predisposition to experience aversive emotional states (Watson & Clark, 1984). NA is not a temporary trait and it affects individual's perception of the world around him/her (Watson & Clark, 1984). Individuals with high levels of NA are more likely to see the negative aspects of life and experience aversive emotional states. As a result, they experience more distress compared to low NA individuals.

Raja et al. (2004) has found that neuroticism is positively related to perceived breach whereas extraversion was not. Extraverts were found to be less likely to feel violation. Turnley (1999), similarly, suggested that people with high NA are likely to respond more negatively to perceived psychological contract violations.

2.4.2 Social Desirability

Nederhof (1985) defines social desirability (SD) as individuals' tendency to behave in a way that is favored by the norms and values of the society he/she is living in. That behavior could be a rejection of another behavior which is marked as "bad" or supporting things that are considered to be "good" by the society. In similar lines, Paulhus (2002) argued that SD is a kind of bias that reveals itself in individual's self-descriptions. Individuals with SD are likely to represent themselves in an overly-positive manner possibly to receive the approval of their social environment.

Due to these findings both positive and negative affectivity and social desirability are used as control variables in all hypotheses tested in the present study.

Chapter III

METHOD

3.1 Participants

A total of 491 white collar employees from 39 different organizations (87% of whom were private and the rest were public organizations) participated in this research. Two separate types of questionnaires were used to collect data: The first type of questionnaires (Appendix A1) was sent to 414 employees with an organizational tenure at most 2 years². 260 of these employees returned, 62.8% response rate, with an average of 6.6 questionnaires per organization. These employees answered questions about their psychological contract, preferences for organizational values, turnover intention, subjective fit, positive and negative affectivity, social desirability. The second type of questionnaires (Appendix A2) was sent to 382 employees in the same organizations but this time with an organizational tenure of at least four years. 231 employees returned the questionnaire, 60.47% response rate, with an

² This is based on the Schneider's (1987) ASA theory, with the assumption that newcomers are more likely to leave when their values are not congruent with those of the organization's.

average of 5.9 employees per organization. This second sample of employees provided data on organizational values.

Table 3.1 Table of participants of the two samples.

	Sample 1	Sample 2
N	260	231
Mean Age	26.61	35.96
Gender		
Male	57%	58%
Female	43%	42%
Education		
University Degree	63%	56%
Masters' Degree	13.60%	16.20%
Secondary Education	9.70%	16.20%
Other (primary education, Ph.D., etc.)	13.70%	11.60%
Mean Tenure (years)	1.61	9.25
Average number of employees participated from each organization	6.6	5.9
Total Response Rate	62.80%	60.47%

Table 3.1 provides information about participants' demographics and response rates for the two samples. Education levels, average number of participation, response rates and gender profile of the two samples were very similar. On the other hand, as expected, the

mean tenure of the first sample was 1.61 years which is essentially smaller than 9.25 years of the second sample. Mean age also differed accordingly between the two samples.

Forty-three percent of the first group was female. The mean age of the whole group was 26.61. Sixty-three percent of the group had university education, 13.6 % had a master's degree, 9.7 % had secondary education and the rest comprised of the people who got primary education, Ph.D. and other. The mean organizational tenure for the first group was 1.61 years.

Fourty-two percent of the second group was female. The mean age of the whole group was 35.96 with fifty-six percent of it having a university education, 16.2 % a master's degree, 16.2 % had secondary education and the rest comprised of the people who got primary education, Ph.D. and other. The mean organizational tenure for the second group was 9.25 years.

Table 3.2 Frequency table of the participated organizations' industries

Industries	Frequency	Percent (%)
Audit and consulting	3	7.69
Automotive	3	7.69
Banking and finance	4	10.26
Chemistry	5	12.82
Construction	1	2.56
Energy	3	7.69
Fair organizing	1	2.56
FMCG *	5	12.82
Information technology	3	7.69
Packing	2	5.13
Textile	4	10.26
Tourism	1	2.56
Transportation	3	7.69
Missing	1	2.56
Total	39	100

* fast-moving consumer goods

Organizations that participated in this research came from various sectors like; banking and finance, textiles, automobiles, fmcg, energy, chemistry, energy and tourism (see Table 3.2). 84.62 % of the organizations were private and 12.82 % were public.

Table 3.3 Frequency table of type of organizations

Type of Organization [†]		Frequency	Percent (%)
Holding organizations	0	26	66.67
	1	12	30.77
	Missing	1	2.56
	Total	39	100.00
Family organizations	0	26	66.67
	1	12	30.77
	Missing	1	2.56
	Total	39	100.00
Small and medium enterprises	0	33	84.62
	1	5	12.82
	Missing	1	2.56
	Total	39	100.00
Big enterprises	0	17	43.59
	1	21	53.85
	Missing	1	2.56
	Total	39	100.00
Multinational organizations	0	20	51.28
	1	18	46.15
	Missing	1	2.56
	Total	39	100.00
Other type of organizations	0	37	94.87
	1	1	2.56
	Missing	1	2.56
	Total	39	100.00

[†]. Types are not mutually exclusive.

Table 3.4 Descriptives Table for Organization Size and Age

	N	Min.	Max.	M	SD
Size of the organization (# of employees)	38	13	70000	3228.76	11390.51
Size of the organization (# of employees) [‡]	35	13	4500	934.09	1394.62
Age of the organization	38	3	140	37.29	28.36

[‡]. After two outliers (n=70000 and n=10000) and one missing data were omitted.

3.2 Procedure

A convenience sampling method was used to collect data. First a contact person was found from 54 organizations. Forty-six of these organizations accepted to participate and questionnaires were sent via mail to the contact person in each organization for distribution to various employees that fit the desired conditions³. After employees filled the questionnaires, they were requested to send them back in envelopes that are put in the questionnaires beforehand for privacy purposes. Inadequate number of or no questionnaires were returned from 7 of the 46 organizations. All subjects were informed that their participation is voluntary and that their answers will be held in strict confidence. Neither

³ For type 1 questionnaires required participants were those white-collar employees with an organizational tenure of at most 2 years and for type 2 questionnaires those white-collar employees with an organizational tenure of at least 4 years.

organizations' nor participants' names were asked in the questionnaires. The matching between employees and organizations was done through a special identification code.

3.2.1 Measures

Value Congruence: Organizational Culture Profile (OCP) (O'Reilly, Chatman & Caldwell, 1991) which is the most prominent measure in value congruence studies was used in this research to look at the match between personal values and organizational values. The original form of it is a 54-item scale with a Q-sorting system asking people to sort the items into 9 categories from most desired to least desired for themselves and from most typical to least typical for their organization. 8 dimensions were found out by O'Reilly et al. (1991) such as; people orientation, team orientation, risk taking, easy going, reward orientation, stability, aggression, attention to detail. The cronbach's alpha ranged from .84 to .90.

In this study four dimensions were found after factor analysis such as: people orientation, risk taking, attention to detail, and reward orientation (Appendix B Table 6.1) Cronbach alpha values were found as .64, .63, .62 and .57, respectively. The low level of coefficient alphas were expected since the measurement used a forced choice methodology. Forced choice is preferred in order to catch variability among data. The dimensions were valid both

for individual and organizational level. The items constituting the dimensions were similar to those of O'Reilly et al (1991) with a few exceptions.

The first factor found was people orientation. It included 11 items. The minus loaded items were reverse coded before the mean was calculated. When the factor is considered as a continuum, if one end of it is people orientation the other can be thought of as performance orientation. In this study people orientation side was preferred to be used.

The second factor was found as risk taking. It included 10 items. The positive loaded items were reverse coded before the mean was calculated. The positive loaded items like “developing friends at work”, “being team oriented” or “security of employment” are included in the risk taking factor because these are assumed to play role in decreasing risk in the environment.

The third factor was attention to detail. It included 4 items. The only positive loaded item “not being constrained by many rules” was reverse coded before the mean was calculated.

The fourth factor was reward orientation. It included 4 items. The only negative loaded item “being careful” was reverse coded before mean was calculated. This item seems not to be directly related to the reward orientation factor. However, it might be interpreted in such a

way that people tend to be more careful in order to achieve reward. That's why it was not eliminated from the measure.

Factor loadings, eigen values, variances, rotation information and all the dropped items are presented in the Appendix B (Table 6.1).

The organizational level values were estimated through aggregating (taking the mean) the answers of the second group of employees (organizational tenure ≥ 4 years) within each organization. The aggregated value represents the value of that organization.

Prior to aggregation, measures of interrater agreement $r_{wg}(j)$ (James, Demaree and Wolf, 1984) were calculated for each organization and each value. In order to be able to aggregate the data this measure should be above .70 cutoff point. The $r_{wg}(j)$ provides a measure of agreement for each organization and identifies whether or not employees in an organization show agreement in reporting the values of their organization (Klein & Kozlowski, 1999). The formula for the measure is as follows (James et al., 1984);

$$r_{wg}(j) = \frac{J [1 - (\overline{s^2}_{xj} / \sigma^2_{EU})]}{J [1 - (\overline{s^2}_{xj} / \sigma^2_{EU})] + (\overline{s^2}_{xj} / \sigma^2_{EU})}$$

where $r_{wg(j)}$ is the within-group interrater reliability for organizations' aggregated mean scores based on J parallel items, s_{xj}^2 is the mean of observed variances on the J items, and $\sigma_{EU}^2 = (A^2 - 1)/12$, where EU refers to an expected error (E) variance based on a uniform (U) distribution and A corresponds to the number of alternatives in the response scale for X_j which is presumed to vary from 1 to A (James et al., 1984).

Mean $r_{wg(j)}$ for organizational values were; .88 for people orientation (for all organizations $r_{wg(j)}$ was greater than .70), .90 for risk taking (for all organizations $r_{wg(j)}$ was greater than .70), .71 for attention to detail (only for 8 organizations $r_{wg(j)}$ was between .645 and .698. They are accepted as marginally satisfactory and were not eliminated from the data) and .77 for reward orientation (only for one organization $r_{wg(j)}$ was .655. Since it was accepted marginally satisfactory, it was not eliminated from the data. Three organizations had $r_{wg(j)}$ of greater than 1, which was meaningless, hence eliminated from the data), all of which were above the recommended cutoff point of .70 and suggest that organizational members were in agreement in their assessment of organizational values. All interrater agreement values represented the average of agreement from 39 organizations.

Table 3.5 Table of interrater agreement and interrater reliability indicators

	interrater agreement rwg(j)*	ICC(1)	ICC(2)*
People Orientation	0.88	0.25	0.66
Risk Taking	0.90	0.19	0.59
Attention to Detail	0.71	0.23	0.63
Reward Orientation [†]	0.77	0.10	0.39

*. Recommended cutoff point is .70

†. Eliminated from the analysis due to ICC(1) value of .10 and ICC(2) value of .39

To assess interrater reliability intraclass correlation coefficients (ICCs) (Bartko, 1976): ICC (1) and ICC (2) were calculated. ICC (1) indicates the amount of variance in the individuals' score that is due to organizational membership. ICC (2) indicates the reliability of organizational means. In other words, it indicates how much organizations' means differ from each other. ICC (2) values over .70 are considered acceptable levels of reliability. ICC (1) and ICC (2) statistics were as follows: ICC(1) = .25, ICC(2) = .66 for people orientation; ICC(1) = .19, ICC(2) = .59 for risk taking; ICC(1) = .23, ICC(2) = .63 for attention to detail; ICC(1) = .10, ICC(2) = .39 for reward orientation. Since reward orientation as an organizational value did not achieve even marginal levels of interrater reliability it was not used in further analysis.

The aggregated organizational level values were presented as Agg_PO (i.e. aggregated organizational value for people orientation), Agg_RT, Agg_AtD and Agg_RO and individual values as PO, RT, AtD and RO

Following the factor analysis results of O'Reilly, Chatman and Caldwell (1991), the number of items was reduced from 54 to 40 in this research for subjects to handle the scale easily. Other reasons for doing this modification was preventing fatigue and saving time as much as possible. Procedure of elimination was done such that items with loadings under 0.40 were not included in the questionnaires of this study. O'Reilly et al also eliminated these items in their factor analysis. A paper-pencil based version of the Q-sort method was applied, which was suggested as an alternative to regular Q-sort method (Barber and Wesson, 1998). This paper and pencil version has been successfully used in prior research (Bayazit, 2003).

Psychological Contract Type: To measure psychological contract type, Rousseau's (2000) Psychological Contract Inventory (PCI) was used. The one that was used in this research is the version used in Hui, Lee & Rousseau (2004). There are 10 items for relational contract, 10 for transactional contract and 15 for balanced contract (Appendix B, Table 6.2). It was a 6 point scale (1= Strongly disagree, 6= Strongly agree). In the original version of the scale the cronbach's alpa were found to be .92, .85 and .63 respectively. The cronbach's alpha found in this research were .86, .89 and .73 for balanced, relational and transactional contract respectively. The items dropped are presented in the Appendix B Table 6.2.

Perceived contract violation: A modified version of the scale developed by Robinson and Morrison (2000) and used by Raja, Johns & Ntalianis (2004) was used to measure perceived contract violation. The original scale consisted of 4 items on a 5-point scale (1= almost not at

all, 5= almost always) with a cronbach's alpha of .92. In this study 4 more items were added (Appendix B Table 6.3) to the original version of the scale from the Rousseau's (1995) description of contract violation. The scale questioned how frequently the respondents feel violated by their organization. Statements were such as; *I feel great anger toward my organization*. After the factor analysis one item was dropped (Appendix B Table 6.3). The ultimate version of the scale consisted of 7 items and had a Cronbach's alpha of .93.

Breach: A 5-item measure (Robinson and Morrison, 2000; cited in Raja, U., Johns, G. & Ntalianis, F., 2004) (Cronbach's $\alpha = .92$) with a 5-point Likert-type scale (1=strongly disagree and 5=strongly agree) was used. The cronbach's alpha found in this study was .89. The statements were such as; *Almost all the promises made by my employer during recruitment have been kept so far (reverse coded)*. (Appendix B Table 6.4)

Turnover intention: A 3-item scale (Cronbach's $\alpha = .84$) was used to measure turnover intention with a 5-point Likert-type scale ranging from "very much likely" to "not likely at all". A sample item was; *"How is it likely that you leave your job and start looking for another in the coming year?"* (Appendix B Table 6.5)

Social Desirability Index: The 7 item short form of the Marlowe and Crowne Social Desirability scale was used to measure the tendency to give socially desirable answers in questionnaires (Crowne & Marlowe, 1960). The scale consisted of true- false statements

asking respondents to mark “true” if they agree with the statement and “false” if they don’t. The number of socially desired answers given to those statements was taken for analysis. The statements were such as; “I sometimes like gossiping”. (Appendix B Table 6.7)

Positive and Negative Affectivity (PANAS): To measure positive and negative affectivity of the participants Watson, Clark and Tellegen’s (1988) 20-item scale (PANAS) with a 5-point scale ranging from 1 (very slightly or not at all) to 5 (extremely) was used. The PANAS consisted of 10 adjectives that represent negative affect and 10 adjectives that represent positive affect (Appendix B Table 6.8), asking respondents the extent to which they felt those emotions in their daily lives. The cronbach’s alpha of the original scale ranged from .83 to .90 for positive affectivity and from .85 to .90 for negative affectivity. In this study, cronbach’s alpha was found as .77 for positive affectivity and .80 for negative affectivity. The scale was consisted of adjectives like afraid, ashamed, attentive or enthusiastic.

3.2.2 Statistical Analyses

A polynomial regression analysis was preferred in this study although many congruence studies, so far, have relied on single-index measures like difference scores or profile similarity indices. Such single-index measures were criticized for their conceptual ambiguity,

low reliability, discarded information and unrealistically restrictive constraints (Edwards, 1993; Edwards & Parry, 1993). Polynomial regression analyses, on the other hand, incorporates person and organization ratings separately (Edwards & Parry, 1993). Through a three-dimensional surface graph analysis (SGA) (where x = individual values, y =organizational values and z =outcome variable), a clear view of the congruence relationship can be seen (Edwards, 1993). The surface graph shows how outcome variable (z) changes according to where individual (x) and organizational (y) values stand as pairs on the XY plane (IO plane in this study).

The value congruence was analyzed for three different values (people orientation, risk taking and reward orientation) separately rather than a single congruence analysis of all the values together, as is the case in the original study of O'Reilly and Chatman (1991).

In this study it was anticipated that any incongruence would result in higher negative outcomes than would congruence. Therefore, the appropriate regression equation was quadratic (Kristof-Brown & Stevens, 2001). The general quadratic polynomial regression equation was as follows;

$$Z = b_0 + b_1 I + b_2 O + b_3 I^2 + b_4 (I*O) + b_5 O^2 + e$$

Where; Z = outcome (e.g. psychological contract violation perception), I= Individual preferences for organizational values and O= Organizational values (Aggregated values).

Before the analyses were conducted, to avoid multicollinearity that arises from the higher order terms (I^2 and O^2), I and O variables (individual and organizational values) were mean-centered so that the covariances between I and I^2 , O and O^2 , I and I*O and finally O and I*O become nearly zero (Aiken & West, 1991, pp.35). Centering is strongly recommended in polynomial regression (Cohen, Cohen, West & Aiken, 2003, pp.201-204) (see Appendix C Table 7.1a and 7.1b for an example of collinearity diagnostics after centering was done).

From the centered I and O variables, I^2 , I*O and O^2 variables were created. O variables, as mentioned before, were aggregated organizational values. Later each individual value (I) is matched with its organizational value (O), such that the values of those individuals working in the same organization were matched with the same organizational value. Table 3.6 illustrates this matching procedure.

Table 3.6 Illustration table of matching individual and organizational level variables

Organization ID	Individual ID	I	O	I ²	I*O	O ²
1	1	1.214	0.121	1.474	0.147	0.015
1	2	0.304	0.121	0.093	0.037	0.015
1	3	0.494	0.121	0.244	0.060	0.015
1	4	1.304	0.121	1.701	0.158	0.015
1	5	-0.346	0.121	0.120	-0.042	0.015
2	6	0.854	-0.309	0.730	-0.264	0.095
2	7	0.764	-0.309	0.584	-0.236	0.095
2	8	0.124	-0.309	0.015	-0.038	0.095
2	9	0.854	-0.309	0.730	-0.264	0.095
2	10	0.944	-0.309	0.891	-0.292	0.095
2	11	0.404	-0.309	0.163	-0.125	0.095
2	12	0.854	-0.309	0.730	-0.264	0.095
3	13	-1.326	0.744	1.758	-0.986	0.553
3	14	0.034	0.744	0.001	0.025	0.553
3	15	-0.746	0.744	0.556	-0.555	0.553
3	16	0.124	0.744	0.015	0.092	0.553
3	17	-0.696	0.744	0.484	-0.517	0.553
4	18	-2.786	0.336	7.761	-0.937	0.113
4	19	-1.236	0.336	1.527	-0.415	0.113
4	20	-0.056	0.336	0.003	-0.019	0.113
4	21	0.214	0.336	0.046	0.072	0.113
4	22	0.214	0.336	0.046	0.072	0.113
4	23	-1.326	0.336	1.758	-0.446	0.113
4	24	0.944	0.336	0.891	0.317	0.113
4	25	1.054	0.336	1.111	0.354	0.113
4	26	0.124	0.336	0.015	0.042	0.113
4	27	0.584	0.336	0.341	0.196	0.113

In polynomial regression analyses, the variance explained by the set of predictors (R^2) and the surface graph created by the polynomial regression coefficients were used to test hypotheses rather than interpreting the specific regression coefficients (Edwards, 1994).

The surface graphs were drawn and interpreted only for those equations which gave significant R^2 suggesting a relationship between (in)congruence and the outcome variable.

3.2.2.1 Use of Control Variables

Prior to the polynomial regression analyses, Positive Affectivity (PA), Negative (NA) and Social Desirability (SD) of respondents were controlled for each predicted outcome⁴.

$$Y = b_0 + b_1SD + b_2NA + b_3PA + e_1$$

The e_1 (residual) represents the unexplained variance after Y is regressed over PA, NA and SD. Therefore, the residuals of these regressions were used as the predicted variable for the analysis of value congruence in the rest of all regressions, like as follows;

$$e_1 = b_0 + b_1 P + b_2 O + b_3 P^2 + b_4 (P*O) + b_5 O^2 + e_2$$

where e_1 represents the residual violation perception and contract types.

⁴ The regression models of each are presented in Tables 4.3 and 4.4 in the next chapter.

3.2.2.2 Mediation Analyses

The test of the mediations hypotheses 2a and 2b is done by analyzing the curvature figures in table 4.5. These hypotheses could not be tested by looking at the R^2 because R^2 gives the total variance explained by both congruent and incongruents. When data is divided into two as those who are congruent and who are not, the sample size decreases and hence power decreases. Therefore, analyzing the curvature figures was preferred in testing the hypotheses 2a and 2b.

To test the mediation hypothesis 3 first the relationships between the antecedent (value congruence) and the mediator is tested. Next, the relationship between the mediator and the dependent variable is shown. Third, the relationship between the antecedent (value congruence) and the dependent variable is tested without the mediator. Finally, to see the mediation, the relationship between the antecedent and the dependent variable is tested after controlling for the effects of mediator on the dependent variable. Mediator variables were controlled for using the method described in the previous section (see section 3.2.2.1). Mediation hypothesis tests are carried out only for those values whose congruence accounted for significant variance in psychological contract violation (see Table 4.5).

Chapter IV

RESULTS

4.1 Descriptive Statistics

Table 4.2 provides descriptives and correlations of study variables for the first sample (N≈258). Data on aggregated organizational values are provided by the second sample. As expected, social desirability as well as positive affectivity was significantly negatively related with perceived violation whereas negative affectivity was significantly positively related to perceived violation.

Age, gender and education were not related to violation, breach and contract type (except balanced contract with age and transactional contract with education). Turnover intentions were significantly positively related with violation and breach.

Descriptive statistics and correlations for all variables are reported in the table below.

Table 4.1 Descriptives and Correlations Table for Individual Variables

	M	SD	N	1	2	3	4	5	6	7	8	9	10
1 Age	27.14	4.88	257										
2 Gender [†]	1.43	0.50	258	-0.09									
3 Education	4.78	0.84	256	0.09	0.14								
4 Organizational Tenure	1.62	1.82	256	0.37	-0.01	-0.09							
5 Departmental Tenure	1.48	1.52	255	0.37	-0.01	-0.04	0.88						
6 Work Experience	4.25	4.81	254	0.84	-0.11	-0.09	0.34	0.31					
7 Social Desirability	4.86	1.54	258	0.05	0.11	-0.07	0.13	0.11	0.14				
8 Turnover Intention	7.58	3.19	258	-0.03	0.08	0.11	-0.01	0.02	-0.02	-0.18			
9 Violation	2.03	0.88	258	-0.04	0.09	0.11	0.06	0.09	-0.03	-0.23	0.72		
10 Breach	2.61	0.90	258	0.04	-0.01	0.00	0.09	0.12	0.03	-0.19	0.52	0.60	
11 Positive Affectivity	3.91	0.61	258	0.11	0.09	-0.02	0.09	0.05	0.11	0.30	-0.26	-0.31	-0.21
12 Negative Affectivity	2.14	0.59	258	-0.16	0.12	0.01	-0.09	-0.09	-0.11	-0.21	0.15	0.32	0.21
13 Balanced Contract	3.91	0.90	258	-0.16	0.02	0.03	-0.08	-0.12	-0.17	0.11	-0.47	-0.44	-0.50
14 Relational Contract	3.49	0.98	258	-0.06	-0.06	0.06	-0.06	-0.06	-0.07	0.12	-0.53	-0.56	-0.60
15 Transactional Contract	2.92	0.89	258	0.00	0.03	-0.20	0.08	0.07	0.03	0.03	0.31	0.32	0.31
16 I_people_orientation	6.15	0.75	252	-0.13	0.16	-0.04	-0.02	-0.05	-0.11	-0.04	0.17	0.21	0.10
17 I_risk_taking	4.99	0.82	253	0.02	-0.04	0.02	-0.01	-0.03	0.06	0.04	0.04	0.03	-0.01
18 I_attention_to_detail	4.08	0.94	252	0.03	-0.11	-0.19	0.07	0.10	0.05	0.05	-0.12	-0.10	-0.08
19 I_reward_orientation	6.38	1.12	252	-0.13	0.10	0.23	-0.12	-0.05	-0.14	-0.07	0.09	0.11	0.10
20 Agg_people_orientation	4.62	0.69	250	-0.03	0.02	-0.13	0.02	0.03	0.00	-0.01	-0.07	-0.11	-0.10
21 Agg_risk_taking	4.96	0.64	250	-0.12	-0.08	-0.36	0.05	0.02	-0.02	0.07	-0.05	-0.11	-0.11
22 Agg_attention_to_detail	5.53	0.86	250	0.21	-0.04	0.30	0.11	0.10	0.05	-0.02	0.04	0.08	0.05
23 Agg_reward_orientation	4.29	0.63	250	-0.18	-0.13	-0.21	-0.23	-0.24	-0.09	-0.18	-0.01	-0.05	-0.08

Note: $r \geq .163$.Correlation is significant at the 0.01 level (2-tailed), $.125 \leq r < .163$.Correlation is significant at the 0.05 level (2-tailed) (N=250).

[†].Gender coding is as follows: male=1 female=2

[‡]. "I" denotes individual value and "Agg" denotes organizational value.

Table 4.1 Continued

	11	12	13	14	15	16	17	18	19	20	21	22
12 Negative Affectivity	-0.11											
13 Balanced Contract	0.27	-0.10										
14 Relational Contract	0.27	-0.12	0.57									
15 Transactional Contract	-0.13	0.10	-0.32	-0.36								
16 I_people_orientation	-0.18	0.10	-0.14	-0.15	0.09							
17 I_risk_taking	0.03	-0.05	0.02	-0.06	-0.03	0.02						
18 I_attention_to_detail	0.07	-0.06	0.08	0.00	0.06	-0.17	0.04					
19 I_reward_orientation	0.00	-0.04	-0.01	-0.07	-0.06	-0.17	-0.25	-0.29				
20 Agg_people_orientation	0.12	0.07	-0.01	0.23	-0.02	-0.13	-0.01	-0.01	-0.04			
21 Agg_risk_taking	0.22	-0.05	0.05	0.14	0.08	-0.08	0.04	0.14	-0.14	0.43		
22 Agg_attention_to_detail	-0.16	-0.05	-0.02	-0.05	-0.08	0.00	-0.04	-0.04	0.08	-0.47	-0.60	
23 Agg_reward_orientation	-0.08	0.10	0.24	0.09	0.03	-0.06	-0.04	0.13	-0.08	0.16	0.30	-0.40

Note: $r \geq .163$.Correlation is significant at the 0.01 level (2-tailed), $.125 \leq r < .163$.Correlation is significant at the 0.05 level (2-tailed) for N=250

†.Gender coding is as follows: male=1 female=2

‡. "I" denotes individual value and "Agg" denotes organizational value.

Table 4.2 Descriptives and Correlations Table for "Organizational Values" Respondants

	M	SD	N	1	2	3	4	5
1 Age	35.96	7.84	228					
2 Gender [†]	1.42	0.49	231	-0.18				
3 Education	4.70	1.01	228	-0.08	-0.04			
4 Organizational Tenure [‡]	9.25	6.06	230	0.72	-0.16	-0.13		
5 Departmental Tenure	6.94	5.11	229	0.61	-0.19	-0.15	0.71	
6 Work Experience	13.20	7.84	230	0.85	-0.16	-0.22	0.74	0.59

Note: $r \geq .18$. Correlation is significant at the .01 level (2-tailed) (N=228)

$.13 \leq r < .18$. Correlation is significant at the .05 level (2-tailed) (N=228)

[†]. Gender coding is as follows: male=1, female=2

[‡]. 9 participants were with a tenure of between 3.5 and 3.83, 5 were between 2.16 and 2.66 and 3 were between .66 and 1.08. These violate the condition of having an at least 4 years of organizational tenure for the second sample. However, in order not to lose data the records of these participants were not eliminated from the analyses.

4.2 Hypotheses Testing

For each value in focus (people orientation, risk taking and attention to detail) four residual outcomes (residual psychological contract violation, residual balanced contract, residual relational contract and residual transactional contract) were analyzed using the polynomial regression method. Tables 4.3 and 4.4 present the regression results of outcome variables when regressed over control variables, breach and violation. The unexplained variance of predicted variables after these regressions are then used as the residual outcome variable in the rest of the analyses. All other analyses are done with these residual outcome variables.

Table 4.5 presents the results of the quadratic polynomial regression analyses which is used to test hypotheses. The columns labeled as P_{b1} , O_{b2} , P^2_{b3} , PO_{b4} , O^2_{b5} present the unstandardized regression coefficients for equations with all predictors entered simultaneously. The column labeled R^2 presents the squared multiple correlation coefficient for the whole model. The columns α_1 and α_3 presents the slope of the surface along $O=-I$ and $O=I$ respectively, whereas α_2 and α_4 presents the curvature of the surface along $O=-I$ and $O=I$ respectively.

Table 4.3 Results from regression of outcome variables over control variables (PA, NA and SD).

Predicted Variable	Predictor Variables	B	SE	t.	sign.	R²	df	F	sign.
Violation Perception	(Constant)	2.959	.474	6.242	.000	0.182	(245,3)	18.148	.000
	Positive Affectivity	-.396	.099	-3.990	.000				
	Negative Affectivity	.390	.094	4.157	.000				
	Social Desirability	-.046	.036	-1.281	.201				
Balanced Contract	(Constant)	2.350	.512	4.587	.000	0.078	(245,3)	6.894	.000
	Positive Affectivity	.445	.107	4.143	.000				
	Negative Affectivity	-.064	.101	-.631	.529				
	Social Desirability	-.012	.039	-.317	.751				
Relational Contract	(Constant)	1.708	.549	3.113	.002	0.092	(245,3)	8.299	.000
	Positive Affectivity	.513	.115	4.465	.000				
	Negative Affectivity	-.091	.108	-.836	.404				
	Social Desirability	-.011	.042	-.255	.799				
Transactional Contract	(Constant)	3.607	.520	6.944	.000	.040	(245,3)	3.372	.019
	Positive Affectivity	-.302	.109	-2.776	.006				
	Negative Affectivity	.105	.103	1.025	.306				
	Social Desirability	.057	.039	1.453	.148				

Table 4.4 Results from regression of outcome variables over control variables (PA, NA, SD) and mediator variables (Breach and Violation).

Predicted Variable	Predictor Variables	B	SE	t.	sign.	R²	df	F	sign.
Breach	Constant	4.092	.495	8.266	.000	.103	(245,3)	9.411	.000
	Positive Affectivity	-.413	.104	-3.981	.000				
	Negative Affectivity	.146	.098	1.493	.137				
	Social Desirability	-.034	.037	-.894	.372				
Violation Perception	Constant	.704	.439	1.602	.110	.453	(244,4)	50.477	.000
	Positive Affectivity	-.169	.084	-2.010	.046				
	Negative Affectivity	.309	.077	4.007	.000				
	Social Desirability	-.028	.029	-.934	.351				
	Breach	.551	.050	10.992	.000				
Turnover	Constant	12.974	1.790	7.249	.000	.103	(245,3)	9.395	.000
	Positive Affectivity	-1.475	.375	-3.935	.000				
	Negative Affectivity	.506	.354	1.431	.154				
	Social Desirability	-.139	.136	-1.026	.306				
Turnover	Constant	5.191	1.385	3.747	.000	.538	(244,4)	71.154	.000
	Positive Affectivity	-.433	.278	-1.557	.121				
	Negative Affectivity	-.519	.263	-1.970	.050				
	Social Desirability	-.018	.098	-.185	.853				
	Psychological Contract	2.630	.173	15.168	.000				
	Violation								

Table 4.5 Results From Polynomial Regressions of Outcomes on Personal Values and Organizational Values.

Residual Predicted Variables	<i>B</i>					<i>R</i> ²	<i>p</i>	Along <i>O</i> = - <i>I</i> line		Along <i>O</i> = <i>I</i> line	
	<i>P</i> _{b1}	<i>O</i> _{b2}	<i>P</i> ² _{b3}	<i>PO</i> _{b4}	<i>O</i> ² _{b5}			Slope <i>α</i> ₁	Curvature <i>α</i> ₂	Slope <i>α</i> ₃	Curvature <i>α</i> ₄
For People Orientation Value:											
Psychological Contract Violation (PCV)	0.08	-0.28*	-0.06	-0.20†	0.03	0.109*	.000	0.36**	0.18	-0.21†	-0.23
Balanced Contract	-0.03	-0.07	0.20*	0.03	0.01	0.048*	.033	0.05	0.18	-0.10	0.24
Relational Contract	0.10	0.27*	0.29*	0.22†	-0.22*	0.153*	.000	-0.18†	-0.16	0.37*	0.29
Transactional Contract	0.03	0.00	-0.07	0.01	-0.02	0.009	.836	0.03	-0.10	0.04	-0.08
Breach	-0.06	-0.23*	-0.13†	-0.13	0.01	0.054*	.018	0.17†	0.02	-0.29*	-0.25
PCV (Breach Controlled)	0.11†	-0.16*	0.012	-0.129	0.025	0.070**	.000	0.27**	0.17†	-0.05	-0.09
Turnover Intention	0.04	-0.63*	-0.58*	-0.17	0.39	0.067*	.005	0.67†	-0.02	-0.60	-0.35
Turnover Intention (PCV controlled)	-0.16	0.12	-0.43*	0.37	0.307	0.048*	0.035	-0.28	-0.49	-0.05	0.24
For Risk Taking Value:											
Psychological Contract Violation (PCV)	0.08	-0.19*	-0.02	-0.37*	0.13	0.085*	.001	0.27*	0.48*	-0.10	-0.26†
Balanced Contract	0.01	-0.07	0.02	0.12	0.19	0.017	.511	0.08	0.09	-0.06	0.33*
Relational Contract	-0.08	0.13	0.00	0.31*	-0.11	0.042†	.060	-0.22†	-0.42*	0.05	0.21
Transactional Contract	-0.04	0.08	-0.01	-0.12	0.05	0.012	.703	-0.12	0.16	0.03	-0.09
Breach	0.01†	-0.11	0.05	-0.19	-0.07	0.024	.313	0.11	0.18	-0.10	-0.21
PCV (Breach Controlled)	0.08	-0.13*	-0.05	-0.27**	0.17*	0.078**	.001	0.21*	0.38*	-0.05	-0.15
Turnover Intention	0.29	-0.12	0.06	-1.29**	-0.06	0.055*	.016	0.42	1.28*	0.17	-1.30*
Turnover Intention (PCV controlled)	0.07	0.37	0.12	-0.31	-0.41	0.021	.398	-0.30	0.02	0.44	-0.60

Note: †. $p < .10$, *. $p < .05$, **. $p < .001$

α_1 (calculated by $b_1 - b_2$ where b_1 and b_2 are the coefficients of the first two terms of the regression equation) and α_3 (calculated by $b_1 + b_2$ where b_1 and b_2 are the coefficients of the first two terms of the regression equation) represent the slope of the surface graph along the lines of $O = -I$ and $O = I$, respectively. α_2 (calculated by $b_3 - b_4 + b_5$ where b_3, b_4, b_5 are the coefficients of the third, fourth and fifth terms of the regression equation) and α_4 (calculated by $b_3 + b_4 + b_5$ where b_3, b_4, b_5 are the coefficients of the third, fourth and fifth terms of the regression equation) represent the curvature of the surface graph along the lines of $O = -I$ and $O = I$, respectively. The significance tests of slopes and curvatures were done by Wald-coefficients test with the econometrics software package EViews 3.1 (QMS – Quantitative Micro Software, Irvine, Cal./U.S.A)

For each significant equation model given in Table 4.5, a surface plot is drawn for further interpretation (see Figures below). The following graph can be given as an example of expected surface graph for hypothesis 1 for “people orientation” value, where violation perception increases as one moves from origin to the right and left side on the surface along the misfit line ($O = -I$) and decreases as one moves from origin to the front and back corner on the surface along the fit line ($O = I$).

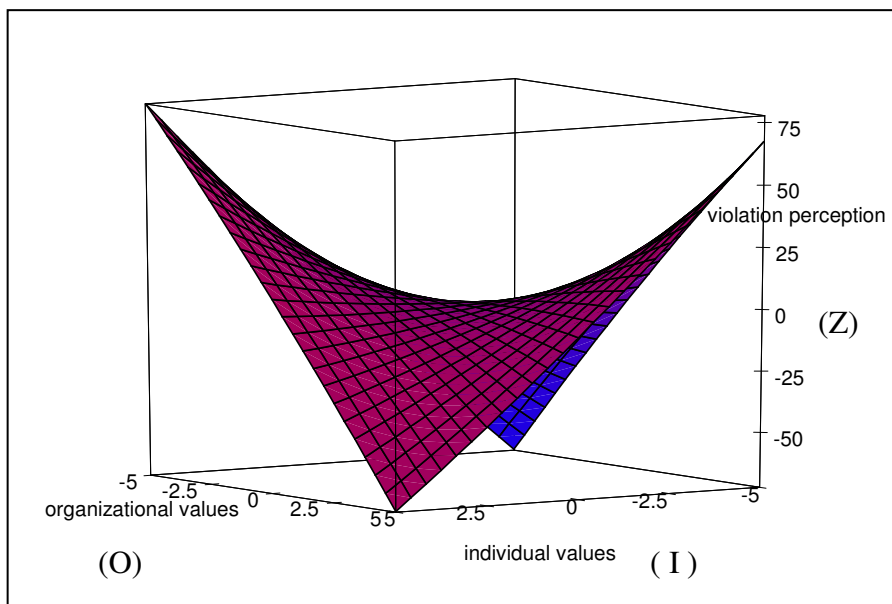


Figure 4.0 An example of the expected surface graph for the relation between congruence and violation perception

To have a better understanding, the slope and curvature of each surface along two critical lines are estimated. The first critical line is $O = -I$ which represents the line of perfect disagreement. This line runs from the far left to the far right corner of each graph. Through this line, from left to right, strength of organizational values relatively¹ increase where individual values decrease relatively. The second critical line is $O = I$ which represents the line of perfect agreement. This line runs from the back to the front corner of each graph. Through this line, from back to the front, the values of both the organization and the individual increase. However, the strength of congruence increases as one goes from the origin to the extremes of the $O = I$ line (e.g. $P(5, 5)$ and $P(-5, -5)$), meaning they both value or devalue the same thing. Similarly the strength of incongruence increases as one goes from the origin to the extremes of the $O = -I$ line (e.g. $P(-5, 5)$ and $P(5, -5)$), meaning when one values something relatively, but the other does not. On the other hand, a positive sign on the curvature yields an upward U shape (convex) whereas a negative sign yields a downward U shape (concave) curvature.

¹ Compared to the sample average (of the individuals or the organizations) on that value

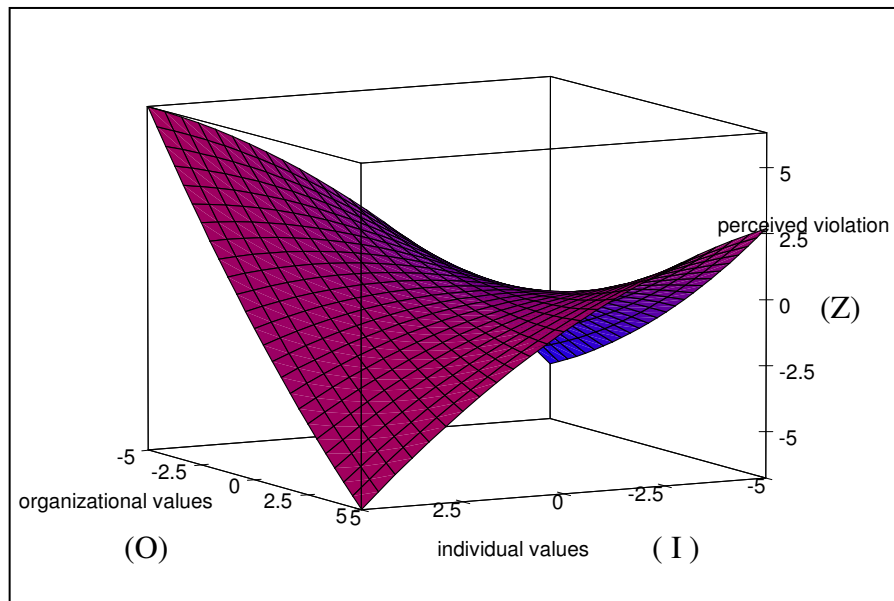


Figure 4.1 The relationship between value (in)congruence and violation perception for “people orientation” value

The figure 4.1 presents the surface graph for hypothesis 1, 1a and 1b for “people orientation” value. The regression model F-test was significant ($F(5,243) = 5.926, p < .05$) and the R^2 shows that the model explains 10.9 % of variance in violation (see table 4.5). Since the model was significant the surface graph analyses was done for further examination.

The surface graph clearly shows that violation perception is constantly lower everywhere along the $O = I$ line (perfect agreement line) when compared to any point (except some area

around the point where $O=I$ crosses $O=I$, which is the area of indifference) along the $O=I$ (perfect disagreement line).

In hypothesis 1, it was predicted that a) PCV would be lower when individual and organizational values (people orientation) are congruent and b) PCV would be higher when values (people orientation) of two are not congruent. Support for the predicted congruence relationship would come by a) a positive curvature along $O=I$ line, meaning a convex shape b) a negative curvature along $O=I$ line, meaning a concave shape. Table 4.5 reports that the curvature along $O=I$ is positive (.18, ns.) and along $O=I$ is negative (-.23, ns.). Though the signs of the curvatures were in the predicted direction, they were not significant, failing to support hypothesis 1 for “people orientation” value. The significant positive slope along $O=I$ (.36, $p<.05$) indicates that PCV perception is higher when individual relatively values “people orientation” while organization does not in comparison to the situation where organization relatively values “people orientation” but the individual does not. The significant negative slope along $O=I$ (-.21, $p<.10$), on the other hand, indicates PCV perception is lower when both individual and organizational values for “people orientation” are above their sample mean in comparison to the situation where they are both below their sample mean.

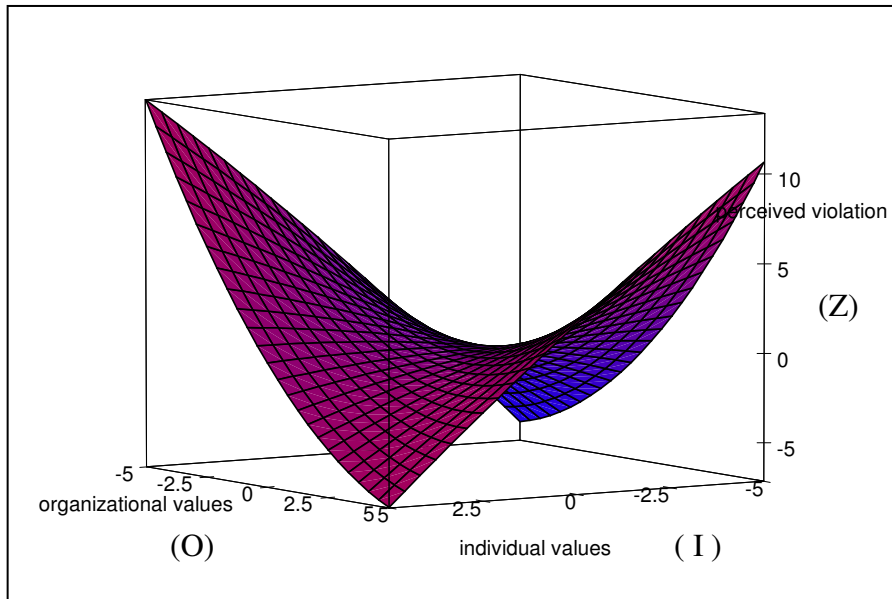


Figure 4.2 The relationship between value (in)congruence and violation perception for “risk taking” value

Figure 4.2 presents the surface graph of hypothesis 1, 1a and 1b for “risk taking” value. The regression model F-test was significant ($F(5, 243) = 4.5, p < .05$) and the R^2 shows that the model explains 8.5 % of variance in violation (see table 4.5).

The surface graph clearly shows that violation perception is constantly lower everywhere along the $O=I$ line when compared to any point (except some area around the point where $O=I$ crosses $O=-I$, which is the area of indifference) along the $O=-I$. This finding seems to

support hypothesis 1 for “risk taking” value. However, further examination is required to reach a clear result.

In the hypothesis, it was predicted that a) PCV would be lower when individual and organizational values (risk taking) are congruent and b) PCV would be higher when values (risk taking) of the two are not congruent. Support for the predicted congruence relationship would come by a) a positive curvature along $O = - I$ line, meaning a convex shape b) a negative curvature along $O = I$ line, meaning a concave shape. Table 4.5 shows that the curvature along $O = - I$ is positive (.48, $p < .05$.) and along $O = I$ is negative (-.26, $p < .10$). Since the signs of the curvatures were in the predicted direction and significant hypothesis 1 is supported for “risk taking” value. In other words, it means that as incongruence increases from origin to the left corner and from origin to the right corner (through $O = - I$ line), violation perception increases.

The significant positive slope along $O = - I$ (.27, $p < .05$) indicates that PCV perception is higher when individual values for “risk taking” are above their sample mean while organizational values are below their sample mean in comparison to the situation where organization values for “risk taking” are above the sample mean but the individual values are below the mean. This finding supports hypothesis 1a for “risk taking” value. However, an interesting relationship is also found such that; the strength of incongruence is associated

with more PCV perception when individual values for “risk taking” are above the sample mean while organizational’s are below in comparison to the opposite situation. The insignificant negative slope along $O = I$ (-.10, ns.), on the other hand, indicates PCV perception does not differ between the situations where individual and organizational “risk taking” values are both above the mean and where they are both below the mean.

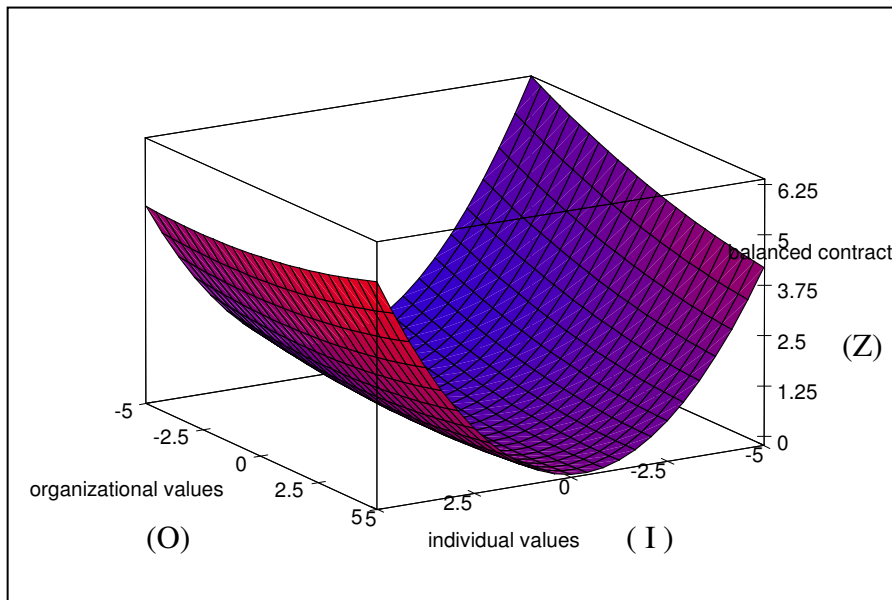


Figure 4.3 The relationship between value (in)congruence and balanced contract for “people orientation” value

The figure 4.3 presents the surface graph of hypothesis 4a for “people orientation” value. The regression model F-test was significant ($F(5, 243) = 2.469, p < .05$) and the R^2 shows that the model explains 4.8 % of variance in balanced contract (see table 4.5).

The surface graph clearly shows that balanced contract reporting does not differ along the lines of $O = I$ and $O = -I$. This finding seems to reject hypothesis 4a for “people orientation” value.

The curvature along the $O = -I$ line is positive (0.18, n.s.¹) which gives a slight convex shape to the surface with a slight positive slope (0.05, n.s.) at the origin. These two indicate that the surface is flat along this line. The surface with its appearance (although not significant) indicates that as incongruence increases from origin to the left corner and from origin to the right corner (as the values of the individual and organization move away from their sample mean along the $O = -I$ line), balanced contract perception increases, which is totally contradictory to hypothesis 4a for “people orientation” values.

The curvature along the $O = I$ line on the other hand, is positive (0.24, n.s.) again referring to a slight convex shape with a negative slope (-0.10, n.s.). This shows that the surface was again flat along the $O = I$ line. The surface with its appearance (although not significant)

¹ n.s. refers to “not significant”.

indicates that as congruence increases from back corner to the front along the fit line (as the values of the individual and organization move away from their sample mean along the $O=I$ line) balanced contract perception first decreases and after the origin it starts increasing which fails to support hypothesis 4a for people orientation" value. The surface graph showed that there is no differentiation for balanced contract perception between those who are congruent and those who are not. The finding indicates that balanced contract perception is not related to the values discussed in this research.

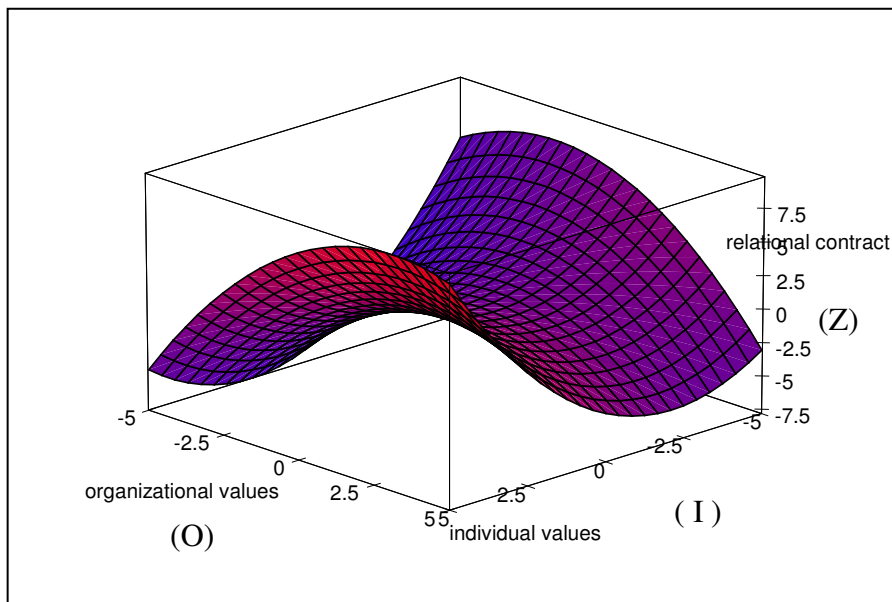


Figure 4.4 The relationship between value (in)congruence and relational contract for “people orientation” value

Figure 4.4 presents the surface graph of hypothesis 4b for people orientation value. The regression model F-test was significant ($F(5, 243) = 8.788, p < .001$) and the R^2 shows that the model explains 15.3 % of variance in relational contract (see table 4.5).

The surface graph clearly shows that relational contract perception is constantly higher everywhere along the $O=I$ line (perfect agreement line) when compared to any point (except some area around the point where $O=-I$ crosses $O=I$, which is the area of indifference) along the $O=-I$ (perfect disagreement line). This finding seems to support hypothesis 4b for “people orientation” value. However it needs further examination.

The curvature along the $O=-I$ line is negative (-0.16, n.s.) which gives a slight concave shape to the surface with a negative slope (-0.18, $p < .10$) at the origin. These two results indicate that the surface is flat along $O=-I$ line. Although relational contract perception increases through the incongruence line ($O=-I$) from left to the right, until $P(0,0)$ and starts decreasing after $P(0,0)$, the insignificant curvatures indicate that there is no essential relationship, meaning relational contract perception does not differ significantly as strength of incongruence decreases or increases (as values of both parties move away from their sample mean along the $O=-I$ line).

The curvature along the O=I line on the other hand, is positive (0.29, n.s.) referring to a slight convex shape with a significant positive slope (0.37, $p < .05$). Although insignificant, the graph shows that as the strength of congruence increases relatively relational contract perception also increases. The positive slope indicates that relational contract perception is higher in situations where both individual and the organizational “people orientation” values are above their sample means in comparison to the situation where they are both below the mean. Although the slopes of the curvatures were in the predicted direction they fail to support hypothesis 4b for people orientation value because of insignificant values.

Figure 4.5 presents the surface graph of hypothesis 4b for “risk taking” value. The regression model F-test was significant ($F(5, 243) = 2.157, p < .10$) and the R^2 shows that the model explains 4.2 % of variance in relational contract (Table 4.5).

The surface graph clearly shows that relational contract perception is constantly higher everywhere along the O= I line (perfect agreement line) when compared to any point (except some area around the point where O=-I crosses O= I, which is the area of indifference) along the O= - I (perfect disagreement line). This finding seems to support hypothesis 4b for “risk taking” value. However further examination is required.

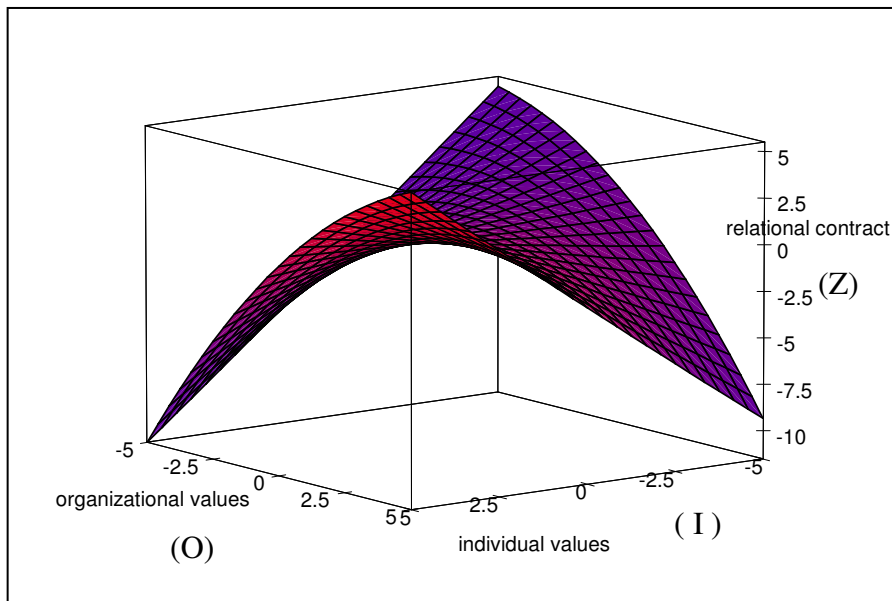


Figure 4.5 The relationship between value (in)congruence and relational contract for “risk taking” value

In the hypothesis, it was predicted that a) relational contract perception would be higher when individual and organizational values (risk taking) are congruent and b) Relational contract perception would be lower when values (risk taking) of the two are incongruent (one of them has a value above the sample mean and the other below the sample mean). Support for the predicted congruence relationship would come by a) a negative curvature along $O = -I$ line, meaning a concave shape b) a positive curvature along $O = I$ line, meaning a convex shape. Table 4.5 reports that the curvature along $O = -I$ is negative ($-.42, p < .05$.) and along $O = I$ is positive ($.21, n.s$). Since the signs of the curvatures were in the predicted direction and

significant along $O = - I$ line hypothesis 4b is supported for “risk taking” value. In other words, it means that as incongruence (when one party has a value above the sample mean and the other below the sample mean) decreases from left corner to the origin and from right corner to the origin (as values of the both parties move away from the mean along the $O = -I$ line), relational contract perception increases. However, along the $O = I$ line, since the curvature is not significant, though in the predicted direction, it may be concluded that relational contract perception does not differ significantly as strength of congruence increases to the both extremes, from origin to the back corner and from origin to the front corner. The insignificant slope of .05 also supports this last finding.

On the other hand, the significant negative slope along $O = - I$ (-.22, $p < .10$) indicates that relational contract perception is higher when organization values “risk taking” relatively more than the individual in comparison to the situation where individual values it relatively more than the organization. This is an interesting and meaningful finding such that, individuals tend to perceive less relational contract when the organizational values are below the mean where individual values are above in comparison to just the opposite.

Since the regression model F-test equation for transactional contract was not significant for any value, hypothesis 4c is not supported.

4.2.1 Mediation Analyses

4.2.1.1 Breach as the mediator between Value (in)congruence and Psychological Contract Violation Perception

As suggested by hypothesis 2a breach would not mediate the relationship between incongruence and violation and by hypothesis 2b breach would mediate the relationship between congruence and violation.

For people orientation value, the curvature of the relationship between incongruence (examining along the $O = -I$ line) and violation was .18 (n.s). After breach is controlled, this figure became .17 ($p < .10$). Although the curvature values were not significant, it is very obvious that the curvature figure nearly did not change at all. This shows that for employees to feel violation breach is not necessary. Because of the insignificance of curvatures, it may be concluded that hypothesis 2a is weakly supported for “people orientation” value.

Again for the same value, the curvature figure for the relationship between congruence (examining along the $O = I$ line) and violation was -.23 (n.s). This figure drops to -.09 (n.s) after breach was controlled. Though the curvatures were not significant the drop of the curvature figure indicates that breach mediates the relationship between congruence and

violation. Due to the insignificant curvatures, it can only be concluded that there is weak support for hypothesis 2b for “people orientation” value.

Hypotheses 2a and 2b are also tested for the “risk taking value”. The curvature of the relationship between incongruence (examined along the line of O= -I line) and violation was .48 ($p < .05$). After breach controlled the curvature dropped to .38 ($p < .05$) but still significant. This shows that breach does not mediate the relationship between incongruence and violation, meaning that incongruent employees may feel violation even without perceiving a breach, and hence hypothesis 2a was fully supported for “risk taking” value.

On the other hand, the curvature of the relationship between congruence and violation, was $-.26$ ($p < .10$). After breach was controlled the curvature dropped to $-.15$ (n.s). These numbers clearly show that for congruent employees to feel violation breach is a necessity. Without perceiving a breach they do not feel violation. This finding fully supported hypothesis 2b for “risk taking” value.

4.2.1.2 Psychological Contract Violation Perception as a mediator between Value (In)congruence and Turnover Intention

As previously shown in table 4.5 the relationship between value congruence (people orientation) and PCV is significant ($F(5,243) = 5.9, p < .001$) with value congruence

explaining 11% variance in PCV. However, the surface graph failed to support the relationship due to the insignificant curvatures (Table 4.5, Figure 4.1).

On the other hand, PCV explains 39.5% of variance in turnover intentions ($F(1, 247) = 162.7, p < .001$). Value congruence (people orientation) is also related to turnover intentions ($F(5, 243) = 3.5, p < .05$) explaining 6.7% variance. When PCV is controlled for, value congruence is still significantly related to turnover intentions ($F(5, 243) = 2.4, p < .05$) and explains 4.8% of the left over variance (after the variance PCV explains in turnover intentions is taken out). The variance explained by value congruence in turnover intentions dropped from 6.7% to 4.8% after PCV is used as a control variable¹.

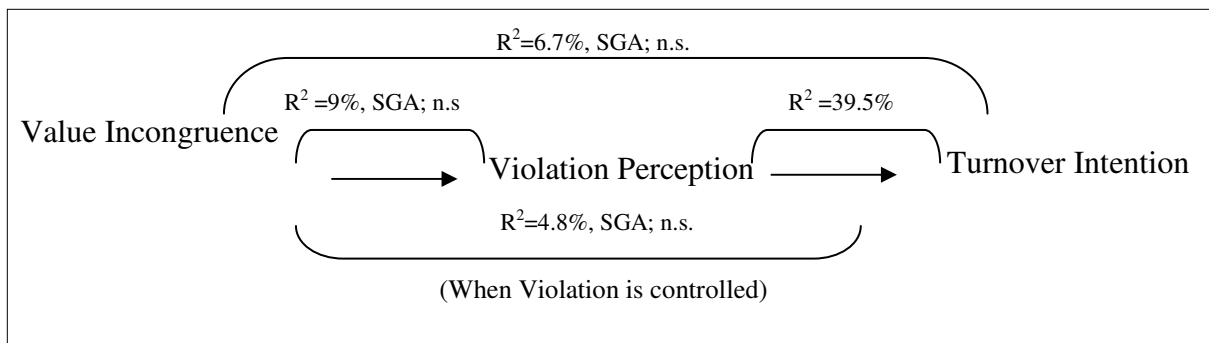


Figure 4.6 The relationship between value incongruence and turnover intention mediated by violation for “people orientation”

¹ “Turnover intention” was regressed over PA, NA, SD and violation. The unstandardized residual of this regression is then used as the predicted variable in analysis of value (in)congruence and turnover intention.

² Surface Graph Analysis

These mediation analysis could show that contract violation perception partially mediates the relationship between value congruence (people orientation value) and turnover intention. However the surface graph analyses of two relationships (shown below) fails to support mediation relationship due to insignificant curvatures (Table 4.5). Therefore, hypothesis 3 is not supported for people orientation value.

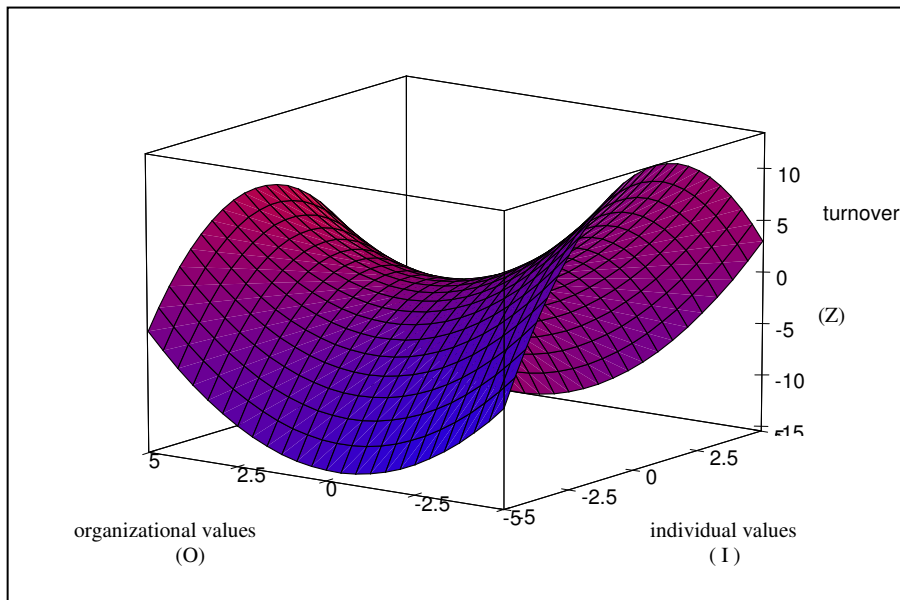


Figure 4.7 The relationship between value (in)congruence and turnover intention for “people orientation” value

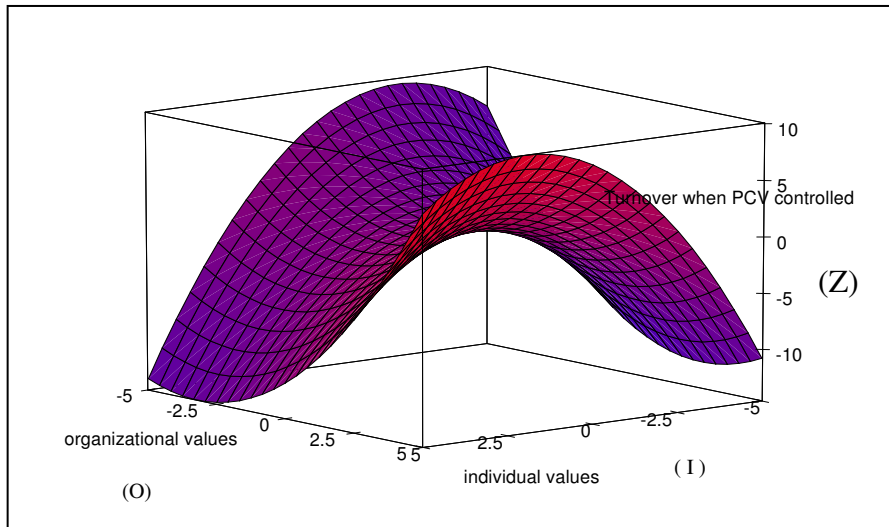


Figure 4.8 The relationship between value (in)congruence and Turnover Intention for “people orientation” value when violation is controlled

The same hypothesis is also tested using the risk taking value. As previously shown the relationship between value congruence (risk taking) and PCV is significant ($F(5,243) = 4.5$, $p < .001$), with value congruence explaining 8.5% variance in PCV perceptions. The surface graph analysis (SGA) of this relationship (Figure 4.2) supported this relationship previously.

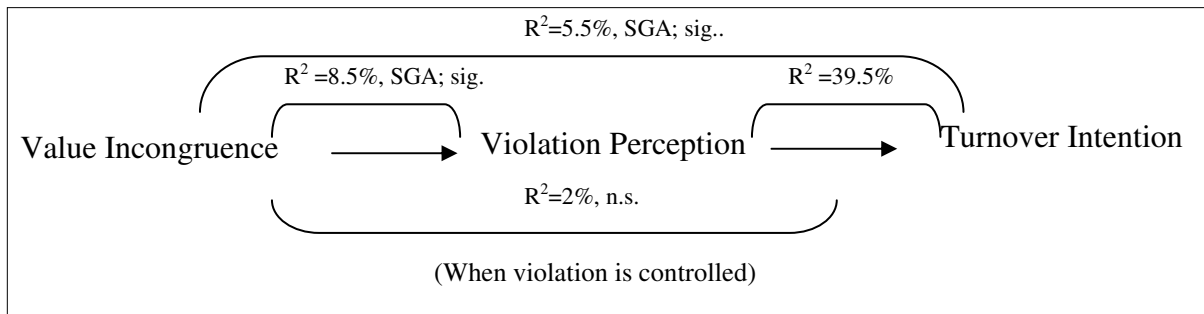


Figure 4.9 The relationship between value incongruence and turnover intention mediated by violation for “risk taking” value

Value congruence (risk taking) is also related to turnover intentions ($F(5,243) = 2.9$, $p < .05$) explaining 5.5 % variance alone. The surface graph of this relationship is presented below (Figure 4.10).

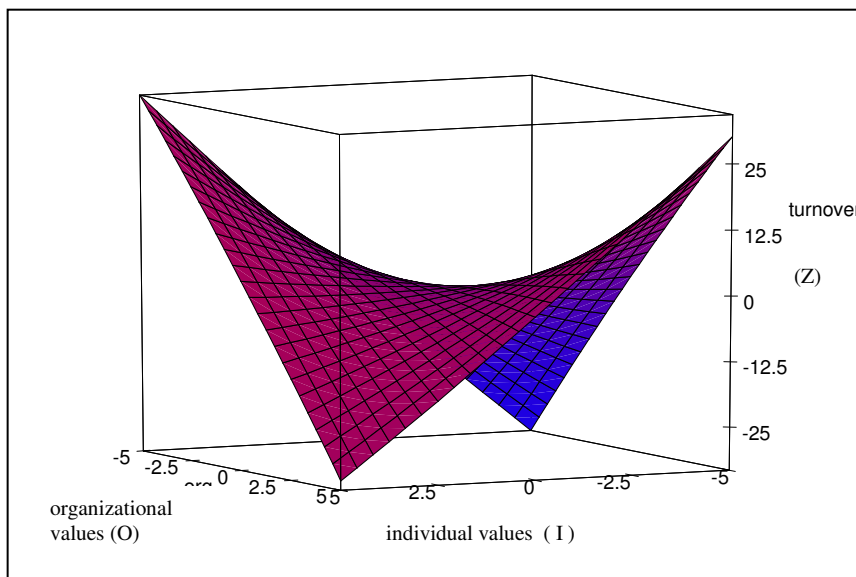


Figure 4.10 The relationship between value (in)congruence and turnover intention for “risk taking” value

The curvature along the $O = -I$ line is positive (1.28, $p < .05$) and along the $O = I$ line it is negative (-1.3, $p < .05$), as expected. Therefore, this relationship is supported.

When PCV is controlled for, value congruence (risk taking) is not significantly related to turnover intentions anymore ($F(5,243) = 1.3$, ns.). These results show that contract violation perception fully mediates the relationship between value congruence (risk taking) and turnover intentions. Since the F test of the model is not significant a surface graph is not provided. Hypothesis 3 is supported for the risk taking value.

None of the models for “attention to detail” value is found as significant. Therefore, no hypotheses could be supported for attention to detail value.

4.3 Post-hoc Analyses

The data for “people orientation” and “risk taking” were divided into four regions such as; 1st group was where $I < 0^1$ and $O < 0$ (low-low group, 3rd quarter), 2nd group was where $I < 0$ and $O > 0$ (low-high group, 2nd quarter), 3rd group was where $I > 0$ and $O < 0$, high-low group, 4th quarter) and finally fourth group was where $I > 0$ and $O > 0$ (high-high group, 1st quarter)

¹ Zero is the mean of samples after data was mean-centered.

according to which quarter they stand on IO plane. Post-hoc analyses were then carried out. The means of each group was calculated and then their relationships with several outcome variables were tested. The aim of this analysis was to see whether outcome variables changed in the hypothesized direction as mean changes as was the case in polynomial regression analyses. Table 4.6 shows the correlations of the means and several outcome variables for four groups of data.

When the means of incongruent groups (Low-High and High-Low) were compared, the High-Low group always yielded higher negative outcomes than Low-High group. This is consistent with the findings of polynomial regression analyses. The finding is also very meaningful. When the organization devalues what the employee values, it is highly probably that employee will experience some sort of disturbance. The opposite of the case, however, would not yield such a negative outcome because employee does not look for organization to value what he/she values although the organization does value.

Table 4.6 Results of Post-hoc Analyses

	Low (I) – Low (O) [‡]			Low (I) – High (O)			High (I) – Low (O)			High (I) – High (O)		
	N	M	SD	N	M	SD	N	M	SD	N	M	SD
People Orientation												
Residual Violation	36	-0.16	0.76	69	-0.09	0.68	68	0.33	0.97	76	-0.14	0.67
Residual Balanced	36	0.04	0.78	69	0.11	0.88	68	-0.07	0.91	76	-0.06	0.86
Residual Relational	36	-0.07	1.13	69	0.10	0.87	68	-0.17	0.94	76	0.09	0.85
Residual Transactional	36	-0.09	0.87	69	-0.06	0.90	68	0.01	0.88	76	0.09	0.86
Residual Turnover	36	0.03	3.16	69	-0.41	2.99	68	0.70	3.20	76	-0.26	2.77
Residual Turnover_PCV controlled	36	0.45	2.66	69	-0.17	2.06	68	-0.18	2.08	76	0.10	2.10
Residual Violation_breach Controlled	36	-0.26	0.66	69	-0.04	0.59	68	0.27	0.73	76	-0.08	0.57
	Low (I) – Low (O)			Low (I) – High (O)			High (I) – Low (O)			High (I) – High (O)		
Risk Taking	N	M	SD	N	M	SD	N	M	SD	N	M	SD
Residual Violation	68	-0.09	0.71	53	-0.04	0.69	66	0.31	0.97	62	-0.20	0.71
Residual Balanced	68	0.07	0.89	53	-0.08	0.83	66	-0.06	0.87	62	0.06	0.88
Residual Relational	68	0.09	0.93	53	0.07	0.90	66	-0.34	0.87	62	0.20	0.94
Residual Transactional	68	-0.14	0.92	53	0.15	0.71	66	-0.01	0.79	62	0.03	1.04
Residual Turnover	68	-0.56	3.09	53	0.23	3.05	66	0.76	3.36	62	-0.39	2.39
Residual Turnover_PCV controlled	68	-0.31	2.23	53	0.33	2.42	66	-0.07	2.18	62	0.14	1.85
Residual Violation_breach Controlled	68	-0.05	0.63	53	-0.03	0.54	66	0.19	0.77	62	-0.12	0.61

[‡] Low (I) – Low (O): Individual values < 0, organizational values < 0, third quartile
 Low (I) – High (O): Individual values < 0, organizational values > 0, second quartile
 High (I) – Low (O): Individual values > 0[‡], organizational values < 0, fourth quartile
 High (I) – High (O): Individual values > 0, organizational values > 0, first quartile

[†] below the sample mean of 0.

[‡] above the sample mean of 0.

Chapter V

DISCUSSION

The goal of this study was to examine the relationships between value (in)congruence and psychological contract violation, breach and contract types. In order to test these relationships polynomial regression analysis was used (Edwards & Parry, 1993) to analyze the data collected from two groups of employees in 39 companies. Thus the method used can be described as an objective congruence analysis where organizational values are described by a group of employees who are tenured in the organization (tenure > 4 yrs.) and personal value preferences of another group of employees who are relatively new in the organization (tenure < 2yrs.) are examined for their congruence with the organizational level values. This type of data is preferred to avoid the problematic influence common source bias in the results.

Four organizational value dimensions; “people orientation”, “risk taking”, “attention to detail”, and “reward orientation” were measured by the Organizational Culture Profile. “Reward orientation” dimension was not used to test any of the hypotheses because

aggregation of individual responses on this dimension to the organizational level was not justified by the low ICC (2), which suggest that organizations in the sample cannot be reliably differentiated on this value dimension. This is not surprising since most organizations in Turkey do not use pay-for-performance compensation methods to reward employees for their performance due to high inflation, at least so far.

Hypothesis 1 suggested that value incongruence will be positively related to violation. Results of analysis using “risk taking” as the value dimension provided strong support for this hypothesis. For “people orientation” value dimension the relationships were found to be in the predicted directions however the indicators were not significant enough to fully support the hypothesis. There was however no support when the value dimension was “attention to detail”. Therefore, overall, the first hypothesis received weak support. The lack of support for “attention to detail” may be explained by the low ranking of this value dimension in the individual’s own rankings of values. “Attention to detail” was the least preferred value among the four values ($M=4.08$, $sd. = 0.94$). Hence the (in)congruence of the organizational values with their own preferences on this value dimension may not matter as much for their psychological contract as the in(congruence) on other value dimensions.

The finding that congruence of individual and organizational values (risk taking) is related to contract violations is consistent with the literature (Bocchino et al., 2003). The present study not only replicated this relationship with a different analysis (polynomial

regression) but also tested whether congruence and incongruence were mediated by perceptions of contract breach (Hypothesis 2a and 2b). For “people orientation” value breach was found to mediate the relationship between congruence and violation (weakly supported) and was found to not mediate the relationship between incongruence and violation (fully supported). Overall this mediation test was conducted to test whether individual employees may perceive violation in case of incongruence even without an accompanying perception of contract breach and whether breach is a necessity for the congruent employees to feel violation. This interpretation is consistent with the theory of Morrison and Robinson (1997) who argued that perceptions of contract violation does not necessarily always follow a cognitive evaluation of an event as contract breach. According to their argument, although value incongruence (i.e., cultural distance) may lead to feelings of violation through perceptions of breach, the person “may remain unaware of the cognitions that have led to the feelings of violation” (p.242). The results clearly shows that congruent employees report violation when they perceive breach, otherwise not. This may be because of the committed nature of the congruent employees so that they are inclined to interpret things favorably about their organization. However, for incongruent employees a breach is not required to feel violation. Incongruence was directly related to violation, meaning that an incongruent employee tend to perceive violation even though there is no real cognition of breach.

Hypothesis 3 suggested that violation mediates the relationship between value (in)congruence and turnover intentions. Results of analysis using “risk taking” as the value

dimension provided strong support for this hypothesis, but not for “people orientation” or “attention to detail”. The finding that value in(congruence) is related to turnover intentions through perceived contract violation is important. The results of hypothesis 3 suggest that individuals whose values (risk taking) do not match with the organization’s values may feel violation of their psychological contract and at some point start considering leaving the organization that they have recently entered.

Hypotheses 4a 4b and 4c suggest that value (in)congruence is related to the type of psychological contract. Specifically value congruence was hypothesized to be related to a balanced and relational contract type (Hypotheses 4a and 4b respectively) whereas value incongruence to a transactional contract type (Hypothesis 4c). The results only partially supported Hypotheses 4b. As value incongruence (risk taking) increases the chance that a person will perceive a relational contract type decreases. A relational psychological contract suggest a long-term relationship between an employee and an employer with employment terms that are broadly defined and subjective, compared to a transactional type of contract which is narrowly defined and short-term in focus. A balanced contract is somewhere in between these two contract types in terms of its time dimension and breadth of its terms. This difference between a relational and a transactional contract is similar to the *cognitive (knowledge-based)* and *affective (identification-based)* components of interpersonal trust (Lewicki & Bunker, 1995). In knowledge-based trust, we trust in part because what we know about the other party and her situation leads us to believe she will act in a particular fashion.

But in the most fully developed relationship, we trust because we empathize to some degree with the other's identity; we feel affinity with the other's needs, values and behaviors. This more emotive type of trust entails identification with the other person's traits such as honesty, integrity, and sincerity. The results of present study shows that just like identification-based trust in interpersonal relationships, a relational contract between an individual and his/her organization may be based on value similarity. For balanced and transactional contract types the congruence or incongruence of values of the individual with the organization was not important. It may be that other value dimensions (e.g., team orientation) than the three examined here may be important for people to perceive their contract type as balanced or transactional. Or such contract types may depend on the knowledge gained from a narrow but clearly specified contract and not value congruence at all. Such speculations must await for future research.

The residuals used as predicted variables throughout all the analyses have some important implications worths mentioning. After predicted variables are regressed over Positive and Negative Affectivity and Social desirability, the residual of the predicted variables are started to be used in the analyses. However, since residuals are used reliability dropped. Systematic variability has diminished and chance of finding significant results also diminished. This may have an important effect on the results found in this research. This study is, therefore, a conservative study. If the residuals were not used, more significant results could have been found.

On the other hand, one can argue that the constructs “breach” and “violation” may actually measuring the same thing since they have a correlation of .60. However, the relationships between (in)congruence and breach versus (in)congruence and violation significantly differ from each other. As an example; the R^2 for the former relation was 3.5% whereas the latter one was 11%. This shows that there is some differentiation between the two constructs as Morrison and Robinson suggests (1997) and can not be used interchangeably.

One more important issue to be discussed here is the implications of mean-centering. After variables are mean centered the coefficients the coefficients are based on deviations from the sample means. Although centering affects the coefficients on first-order terms in polynomial regression equations (and also changes the correlations between lower-order terms and their associated higher-order terms), these changes are complementary and therefore were not used in the interpretation of the results (Aiken and West, 1991).

5.1. Limitations and Future Directions

Congruence analysis using polynomial regression requires a large sample size for enough power. Although the sample size used this in this study is not very small, a larger sample may provide more clear results. The fact that some of the expected congruence effects were

found in this research suggests that with a larger sample size many of the predicted hypotheses can be supported.

A more important limitation is the method of sampling used. Convenience sampling was used for data collection which limits the generalizability of the results to other populations of employees and organizations. The hypothesis tests need to be repeated with a different sample for validation purposes.

The findings on value congruence are based on three value dimensions. A different method of measurement than Q-sort method may provide different results. Although the four values (including emphasis on rewards) are the ones that are most frequently suggested in the organizational culture literature, other organizational values may also prove to be important (e.g., team orientation). Value congruence analyzed in this study was only one dimension of the “fit” construct. Since the “fit” construct is multi-dimensional (Kristof, 1996), all these studies should be done for every “fit” operationalization, so that the relationship between “fit” and other outcomes can be set clearly.

Moreover, since the same IVs are used to do eight regressions type I error increases. It may be controlled by Bonferroni correction procedure though not done in this study.

Besides these limitations, the use of individual differences in negative and positive affectivity, as well as their tendency to give socially desirable answers can be regarded as a strength of this study. All congruence effects presented therefore accounts for these individual differences which are deemed important antecedents of contract violations perceptions. The polynomial regression analysis used is also another strength of the study since many research on “fit” uses single index measures and are criticized in the literature (Edwards, 1994; Edwards & Parry, 1993).

Overall this research suggests that value (in)congruence is important for psychological contract violations and a relational contract type. Organizations should pay attention to the congruence between the cultural values and employees preferences for organizational values. Special attention during recruitment stage can be given to assess candidate preferences for values important in the organizational culture. Although one should be careful about explicitly stated employee preferences since they would be subjected to impression management in the interview context. An employee with preferences that match actual organizational values at the time of his/her selection may decrease the risk of violation perceptions and voluntary turnover.

5.2 Practical Implications

The findings of this study emphasize the importance of employee selection in the organizations. The recruiters should assess the organizational values well and evaluate the applicants according to their fit to the organizational values to avoid the future costs of violation perception of employees and. A fit employee at the beginning of selection would decrease the risk of violation perceptions and all the negative outcomes associated with that, like increased turnover intention.

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APPENDICES

Appendix A1



**KOÇ
ÜNİVERSİTESİ**

“İş Yaşamında Bireysel Değerlerin Rolü” Araştırması



Anket Kitapçığı



KOÇ ÜNİVERSİTESİ

Değerli Katılımcı,

Katılımınızı rica ettiğimiz bu araştırma, Koç Üniversitesi Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı bitirme tezidir. Gönüllü olarak katılacağınız bu araştırma için en fazla yarım saatinizi ayırmanız yeterli olacaktır. Bu çalışmanın amacı, çalışanların bireysel değerlerin iş yaşamına etkilerini incelemektir. Araştırmanın tüm katılımcılar bazındaki sonuçları talep etmeniz durumunda (aşağıdaki adrese e-mail yollayarak), rapor halinde size sunulacaktır.

Anketi doldururken lütfen aşağıdaki konulara dikkat ediniz:

- Bu anketi cevaplamak için firmanızda en fazla 1 – 2 senedir çalışıyor olmanız gerekmektedir.
- Lütfen anketin hiçbir yerine kendi isminizi veya firmanızın ismini yazmayınız.
- Lütfen hiçbir soruyu veya bölümü atlamayınız.
- Araştırmadaki hiçbir sorunun doğru veya yanlış yanıtı yoktur. Vereceğiniz cevaplar hiçbir şekilde çalıştığınız kurumun değerlendirilmesinde kullanılmayacaktır. Kurum ismi gizli kalacak , hiçbir şekilde analizlerde yer almayacaktır.
- Araştırmanın sağlıklı sonuçlara ulaşması, katılımın yüksek olmasına ve cevapların samimi olmasına bağlıdır.
- İsimsiz dolduracağınız bu anketi, ekte verdiğimiz zarfın içine koyup zarfın ağzını iyice yapıştırdıktan sonra lütfen zarfın üzerindeki adrese postalayınız. Lütfen anketinizi hiçbir şekilde kimseye elden teslim etmeyiniz.
- Araştırmamızla ilgili sorularınızı lütfen bize iletiniz.

Katkılarınızdan dolayı şimdiden
teşekkür ederiz.

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BÖLÜM 1.

Lütfen aşağıdaki demografik bilgileri doldurunuz. Bu bilgiler araştırmanın sonuçlarının analizi için kullanılacaktır. Hiçbir şekilde, araştırmaya katılan kişileri tanımlamak amacıyla kullanılmayacaktır.

1. Yaşınız: _____
2. Cinsiyetiniz: ___erkek ___kadın
3. En son mezun olduğunuz okul: a.İlkokul b.Ortaokul c.Lise d.Yüksekokul e.Üniversite f.Master g.Doktora
4. Kurumunuzda çalışma süreniz: _____ yıl _____ ay
5. Mevcut Bölümünüz: _____
6. Mevcut bölümünüzdeki çalışma süreniz: _____ yıl _____ ay
7. Toplam kaç senedir çalışıyorsunuz?: _____ yıl _____ ay

BÖLÜM 2.

Aşağıdaki bölümde, çalıştığınız kurum ile aranızdaki ilişkiye dair ifadeler bulunmaktadır. Lütfen, herbir ifadeye ne oranda katıldığınızı aşağıdaki ölçeği kullanarak cevap veriniz. Lütfen her cümlemin başındaki boşluğa bir sayı gelecek şekilde cevaplayınız.

1	2	3	4	5	6
Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

1. _____ Benim kurum içim olan değerimi arttıracak yeteneklerimi geliştiriyor
2. _____ Terfi imkanları sunuyor
3. _____ Benim rahatımı düşünüyor
4. _____ Kısa süreli istihdam sağlıyor
5. _____ Her zaman daha zorlayıcı performans hedefleri koyuyor
6. _____ Şirket dışında pazarlanabilir yetenekler geliştirmeme yardım ediyor
7. _____ Çalışanların ailelerine düzenli ek menfaatler veriyor
8. _____ Sadece belli bir süre için istihdam ediliyorum
9. _____ Hep gelişen sektör standartlarını karşılamama yardımcı oluyor
10. _____ Olabilecek en yüksek performansı gösterebilmem için beni destekliyor

1	2	3	4	5	6
Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
11.	_____	İstikrarlı istihdam sağlıyor			
12.	_____	Sadece işe alınma nedenim olan kısıtlı görevleri yapmamı gerektiriyor			
13.	_____	Kurum içinde ilerleme imkanı sağlıyor			
14.	_____	Gittikçe yükselen hedefleri tutturmamda bana destek oluyor			
15.	_____	Organizasyonun kısa vadeli menfaatlerini çalışanların menfaatleri için feda ediyor			
16.	_____	Bana sadece yaptığım belli işler için ödeme yapıyor			
17.	_____	İş ararken bana olan talebi arttıracak, kendimi daha iyi pazarlamamı sağlayacak görevler veriyor			
18.	_____	Kurum dışında potansiyel iş fırsatları yaratıyor			
19.	_____	Güvenebileceğim bir maaş ve ek menfaatler veriyor			
20.	_____	İşim belirli ve iyi tarif edilmiş sorumluluklarla sınırlıdır			
21.	_____	Kurum içinde beni geliştiren fırsatlar sunuyor			
22.	_____	Kurum dışında da tanınmamı sağlıyor			
23.	_____	Çalışanların refahını düşünür ve kaygılarına karşılık veriyor			
24.	_____	Beni kurumda tutmak için hiçbir vaatte bulunmuyor			
25.	_____	Başka yerlerde istihdam fırsatı yaratan kontaklar sağlıyor			
26.	_____	Kurum içi görünürlük ve tanınma sağlıyor			
27.	_____	Benim menfaatlerimi düşünerek karar alıyor			
28.	_____	İleride de işime devam edeceğimle ilgili hiçbir söz vermiyor			
29.	_____	Piyananın baskısı sonucu benden talep ettiklerini sıkça değiştiriyor			
30.	_____	Benim uzun vadeli iyiliğimi düşünüyor			
31.	_____	İş güvenliği sağlıyor			
32.	_____	İşime herhangi bir zamanda son verebilir			
33.	_____	Beni sadece yaptığım iş için eğitiyor			
34.	_____	İstikrarlı bir ücret politikası vardır			
35.	_____	Kuruma karşı sınırlı derecede bir ilgim/ alakam bekleniliyor			

BÖLÜM 3.

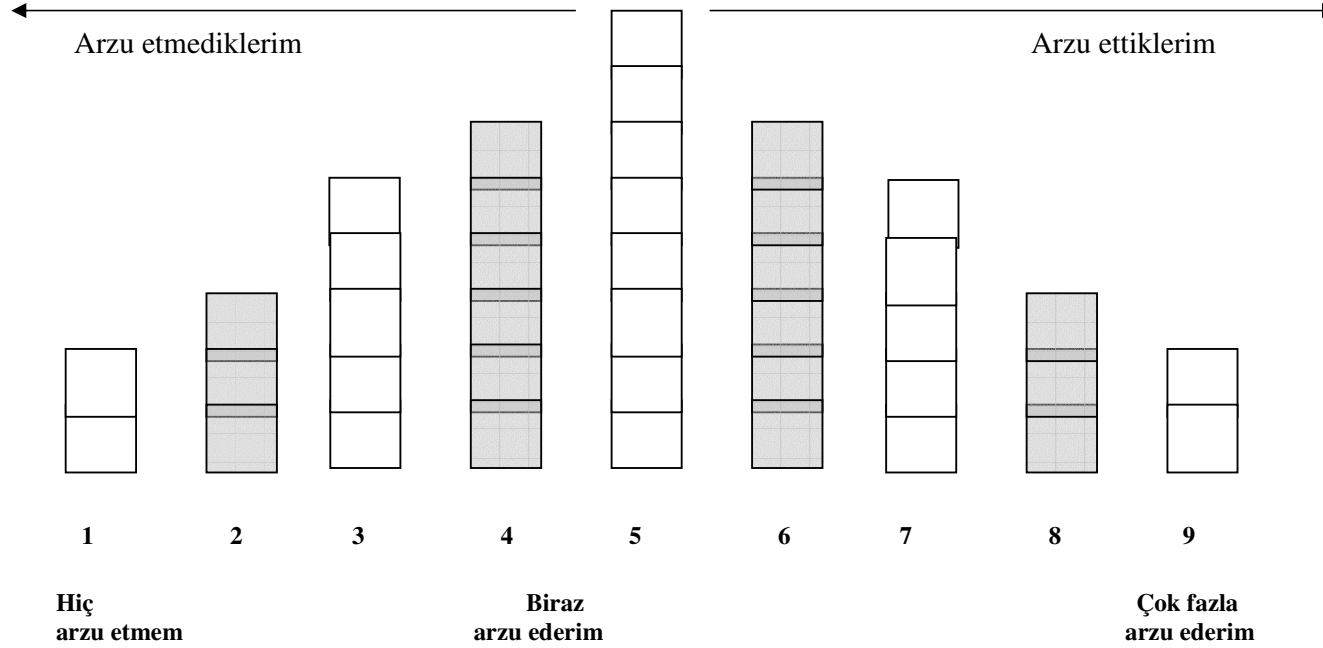
Değerler, nelerin önemli olduğunu, nasıl davranılması gerektiğini, hangi tavırların uygun olduğunu belirten normlar veya herkes tarafından paylaşılan beklentiler şeklinde ifade edilebilir. Bu bölümde çalışmayı isteyeceğiniz idealinizdeki bir kurumda var olmasını istediğiniz değerler, normlar ve uygulamalar hakkındaki görüşleriniz ile ilgileniyoruz. Bir başka deyişle, mevcut iş yerinizin değerleriyle değil, çalışmayı isteyeceğiniz idealinizdeki bir işyerinde olmasını istediğiniz değerlerle ilgileniyoruz.

Bu sayfada 40 madde ve yan sayfada 40 tane kutucuk göreceksiniz. Sizden istediğimiz aşağıdaki tabloda verdiğimiz her bir maddenin numarasını 1 ile 9 arasındaki kategorilere uygun olarak (“1= **hiç arzu etmem**” ve “9=**çok fazla arzu ederim**” olmak üzere) hiç boş kutu kalmayacak şekilde kutuların içlerine yerleştiriniz. Bu iş için ilk önce bütün maddeleri dikkatlice okuduktan sonra idealinizdeki bir kurumda en çok olmasını arzu edeceğiniz iki maddeyi seçerek numaralarını sağ başta 9 kategorisindeki iki kutucuğa yerleştiriniz ve hiç istemeyeceğiniz iki maddeyi seçerek bunların numaralarını da sol başta 1 kategorisindeki iki kutucuğa yerleştiriniz. Daha sonra geriye kalan 36 maddeyi bu iki uç arasında kalan 7 kategoriye uygun gördüğünüz gibi yerleştiriniz. Çalışmayı isteyeceğiniz bir kurumda olmasını arzu ettiğiniz değerler piramidin sağ tarafında (6-9), olmasını arzu etmediğiniz değerler piramidin sol tarafında (1-4) yer almalıdır.

Not: Zaman kazanmak için numarasını kutuya yerleştirdiğiniz maddeyi listeden işaretleyiniz, böylece kutulara henüz yerleştirilmemiş maddeleri görmeniz daha rahat olur. Kurşun kalem yanlış girdiklerinizi silmenizi kolaylaştırır.

1.	İstikrar	21.	Saldırgan olma
2.	Tahmin edilebilirlik	22.	Kararlılık
3.	Yenilikçi olma	23.	Yüksek performans beklentisi
4.	Fırsatları değerlendirmede çabukluk	24.	Profesyonel gelişme için fırsatlar
5.	Denemeye açık olma	25.	İyi performansa yüksek maaş
6.	Risk alma	26.	İş (istihdam) güvenliği
7.	Dikkatli olma	27.	İyi performansa övgü
8.	Özerklik	28.	Az derecede anlaşmazlık/uyuşmazlık
9.	Kuralcı olma	29.	Kendine yer bulma
10.	Analitik olma	30.	Başkalarıyla işbirliği içinde çalışma
11.	Detaylara dikkat etme	31.	Uzun saatler boyunca çalışma
12.	Titiz (kusursuz) olma	32.	Kurallarla sınırlı olmama
13.	Takım çalışmasına önem verme	33.	Sosyal anlamda sorumlu davranma (sorumluluk alma)
14.	Bilgiyi serbestçe paylaşma	34.	Neticeye değer verme
15.	İnsanlara önem verme	35.	Rekabetçi olma
16.	Adil olma	36.	Çok organize olma
17.	İnsan (birey) haklarına saygılı olma	37.	Faal olmaya önem verme
18.	Toleranslı olma	38.	Başarılı olmaya önem verme
19.	Sakin olma	39.	Çok şey talep etme (talepkar)
20.	Destek verici olma	40.	İş yerinde arkadaşlar edinme

Aşağıda 1'den 9'a kadar olan numaralar çalışmayı isteyeceğiniz ideal bir kurumda olmasını hiç arzu etmeyeceğiniz (1) ve olmasını çok fazla arzu edeceğinizi (9) değerleri 9 kategoride temsil etmektedir. Lütfen ilk sayfadaki her bir maddenin numarasını o değeri ne kadar arzu edip etmediğinize göre uygun kutucuklara yazınız. Lütfen her bir kategori için verilen kutucuk sayısından fazla madde numarası yazmayınız. (örneğin, 3 kategorisine 5 tane madde girmeniz isteniyor. Lütfen bu kategori için daha az veya daha fazla madde girmeyiniz). Burada istediğimiz sol taraftaki 40 değeri en çok arzu ettiklerinizden en az arzu ettiklerinize kadar sıralandırmanızı.



BÖLÜM 4. Aşağıdaki 5 maddede çalışanların kurumlarına karşı tutum ve görüşleri ile ilgili ifadeler bulunmaktadır. Lütfen, çalıştığınız kurumla olan ilişkinizi düşündüğünüzde, her bir ifadeye ne oranda katıldığınızı aşağıdaki ölçeği kullanarak cevap veriniz. Lütfen her cümlemin başındaki boşluğa bir sayı gelecek şekilde cevaplayınız.

1	2	3	4	5
Kesinlikle Katılmıyorum	Katılmıyorum	Biraz Katılıyorum Biraz Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum

1. ____ İşe girerken bize verilen sözlerin hemen hepsi bugüne kadar tutuldu.
2. ____ Kurumumun bana işe girerken verdiği sözleri tutmada başarılı olduğumu düşünüyorum.
3. ____ Bugüne kadar kurumum bana verdiği sözleri mükemmel bir şekilde tuttu.
4. ____ Bugüne kadar, çalışmamın karşılığı olarak söz verilen hiçbir şeyi almadım.
5. ____ Ben kendimle ilgili sorumlulukları yerine getirmeme rağmen kurumum bana verdiği sözlerin çoğunu yerine getirmedi.

BÖLÜM 5. Lütfen aşağıdaki ifadeler hakkındaki görüşlerinizi belirtiniz. Eğer ifade sizin düşüncenize uyuyorsa DOĞRUnun altındaki parantezin içine, uymuyorsa YANLIŞın altındaki parantezin içine bir çarpı koyunuz.

Doğru	Yanlış	
()	()	Sorunu olan birisine yardım etmede asla tereddüt etmem.
()	()	Hiçbir zaman isteyerek birisini üzecek birşey söylemedim.
()	()	Birşeylerden kurtulmak için bazen hasta rolü oynadığım oldu.
()	()	Başkalarını kullandığım anlar olmuştur.
()	()	Kiminle konuşsam konuşayım, daima iyi bir dinleyiciyimdir.
()	()	Sevmediğim insanlar da dahil herkese karşı her zaman kibar ve dostaneyimdir.
()	()	Bazen dedikodu yapmayı severim.

BÖLÜM 6. Aşağıdaki 8 maddede çalışanların kurumlarına karşı hissedebilecekleri ile ilgili ifadeler bulunmaktadır. Lütfen, çalıştığınız kurumla olan ilişkinizi düşündüğünüzde, her bir ifadeye ne oranda katıldığınızı aşağıdaki ölçeği kullanarak işaretleyiniz. Lütfen her cümlenin başındaki boşluğa bir sayı gelecek şekilde cevap veriniz.

1	2	3	4	5
Hemen hemen hiçbir zaman	Nadiren	Bazen	Sıklıkla	Hemen hemen her zaman

1. ____ Çalıştığım kuruma karşı bir kızgınlık hissi duyuyorum.
2. ____ Çalıştığım kurum tarafından ihanete uğradığımı düşünüyorum.
3. ____ Çalıştığım kurumun aramızdaki anlaşmayı ihlal ettiğini düşünüyorum.
4. ____ Çalıştığım kurumun bana karşı davranış şekli beni hayal kırıklığına uğrattıyor.
5. ____ Çalıştığım kurumla olan ilişkilerim beni üzüyor.
6. ____ Çalıştığım kurumun bana haksızlık ettiğini düşünüyorum.
7. ____ Çalıştığım kuruma karşı güvensizlik hissediyorum.
8. ____ Çalıştığım kuruma karşı duygusal bağlılığımın azaldığını hissediyorum.

BÖLÜM 7. Bu bölümde farklı duyguları tarif eden bazı ifadeler verilmektedir. Lütfen, her bir ifadeyi okuduktan sonra bu hisleri hayatınızda genelde ne ölçüde yaşadığınızı aşağıdaki ölçeği kullanarak cevap veriniz. Lütfen her bir ifadenin başındaki boşluğa bir sayı gelecek şekilde cevaplayınız.

1	2	3	4	5
Çok az veya hiçbir zaman	Biraz	Orta düzeyde	Bir hayli	Çok fazla
	____ ilgili		____ tedirgin	
	____ stresli		____ tetikte	
	____ heyecanlı		____ utanmış	
	____ üzgün		____ ilham gelmiş	
	____ güçlü		____ sinirli	
	____ suçlu		____ kararlı	
	____ ürkmüş		____ dikkatli	
	____ düşmanca		____ asabi	
	____ hevesli		____ canlı	
	____ gururlu		____ korkmuş	

BÖLÜM 8. Lütfen bu bölümdeki üç soruyu aşağıdaki ölçekleri kullanarak ve her sorunun cevabını daire içine alarak cevaplayınız.

1. Son 3 ayda mevcut işinizi bırakmayı ne sıklıkta düşündünüz ?

1	2	3	4	5
Asla	Nadiren	Bazen	Sık sık	Devamlı

2. Önümüzdeki sene içinde aktif olarak yeni bir iş arama olasılığınız nedir ?

1	2	3	4	5
Kesinlikle Olası değil	Olası değil	Belli değil	Olasılık var	Yüksek Olasılık var

3. Eğer tamamen benim inisiyatifimde olsaydı bu iş yerinden ayrılır başka bir iş yerinde çalışırdım.

1	2	3	4	5
Kesinlikle Doğru değil	Doğru değil	Biraz Doğru	Doğru	Kesinlikle Doğru

Lütfen her soruya cevap verdiğinizden emin olunuz. Tüm sorulara cevap verdikten sonra anketi ekte verdiğimiz zarfın içine koyup zarfın üzerindeki adrese postalayınız.

Bizimle paylaşmak istediğiniz görüşleriniz varsa aşağıdaki boşluğa yazabilirsiniz.

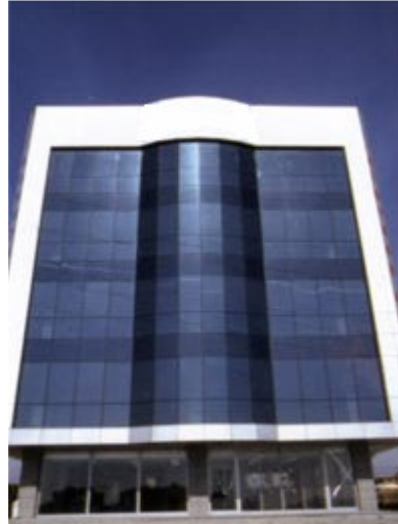
Araştırmamıza katıldığınız için çok teşekkür ederiz.

Appendix A2



KOÇ ÜNİVERSİTESİ

**“İş Yaşamında Kurumsal Değerlerin Rolü”
Araştırması**



Anket Kitapçığı



KOÇ ÜNİVERSİTESİ

Değerli Katılımcı,

Katılımınızı rica ettiğimiz bu araştırma, Koç Üniversitesi Endüstri ve Örgüt Psikolojisi Yüksek Lisans Programı bitirme tezidir. Gönüllü olarak katılacağınız bu araştırma için yalnızca 15 dakikanızı ayırmanız yeterli olacaktır. Bu çalışmanın amacı, kurumsal değerlerin iş yaşamına etkilerini incelemektir. Araştırmanın tüm katılımcılar bazındaki sonuçları talep etmeniz durumunda (aşağıdaki adrese e-mail yollayarak), rapor halinde size sunulacaktır.

Anketi doldururken lütfen aşağıdaki konulara dikkat ediniz:

- Bu anketi cevaplamak için firmanızda en az 4 – 5 senedir çalışıyor olmanız gerekmektedir.
- Lütfen anketin hiçbir yerine kendi isminizi veya firmanızın ismini yazmayınız.
- Lütfen hiçbir soruyu veya bölümü atlamayınız.
- Araştırmadaki hiçbir sorunun doğru veya yanlış yanıtı yoktur. Vereceğiniz cevaplar hiçbir şekilde çalıştığınız kurumun değerlendirilmesinde kullanılmayacaktır. Kurum ismi gizli kalacak , hiçbir şekilde analizlerde yer almayacaktır.
- Araştırmanın sağlıklı sonuçlara ulaşması, katılımın yüksek olmasına ve cevapların samimi olmasına bağlıdır.
- İsimsiz dolduracağımız bu anketi, ekte verdiğimiz posta bedeli önceden ödenmiş zarfın içine koyupzarfın ağzını iyice kapattıktan sonra lütfen zarfa ilişik olarak verdiğimiz adres etiketini zarfın üstüne yapıştırıp bize postalayınız. Lütfen başka bir ödemeli gönderim yapmayınız. Lütfen anketinizi hiçbir şekilde kimseye elden teslim etmeyiniz.
- Araştırmamızla ilgili sorularınızı lütfen bize iletiniz.

Katkılarınızdan dolayı şimdiden
teşekkür ederiz.

Ayşe TEVER
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BÖLÜM 1.

Lütfen aşağıdaki demografik bilgileri doldurunuz. Bu bilgiler araştırmanın sonuçlarının analizi için kullanılacaktır. Hiçbir şekilde, araştırmaya katılan kişileri tanımlamak amacıyla kullanılmayacaktır.

1. Yaşınız: _____
2. Cinsiyetiniz: ___erkek ___kadın
3. En son mezun olduğunuz okul:
a. İlkokul b.Ortaokul c. Lise d. Yüksekokul e.Üniversite f. Master g. Doktora
4. Kurumunuzdaki çalışma süreniz: _____ yıl _____ ay
5. Mevcut bölümünüzdeki çalışma süreniz: _____ yıl _____ ay
6. Kurumunuzda ortalama toplam kaç kişi çalışmaktadır? _____
7. Kurumunuz:
a. Kamu b. Özel c. Sivil Toplum Örgütü d. Diğer _____
8. Kurumunuzun türü: (birden fazla şıkkı işaretleyebilirsiniz)
a. Holding b.Büyük İşletme c. KOBİ d.Uluslararası e.Aile şirketi e. Diğer _____
9. Kurumunuzun ana faaliyet sektörü: _____
10. Kurumunuzun yaşı: _____
11. Kurumunuzda çalıştığınız bölüm:
a. Finans b. Muhasebe c. Satış d. Pazarlama e. İnsan Kaynakları f. Operasyon
g. Teknoloji/Destek h. Araştırma/Geliştirme i. Diğer: _____
12. Toplam kaç senedir çalışıyorsunuz?: _____ yıl _____ ay

BÖLÜM 2.

Değerler, nelerin önemli olduğunu, nasıl davranılması gerektiğini, hangi tavırların uygun olduğunu belirten normlar veya herkes tarafından paylaşılan beklentiler şeklinde ifade edilebilir. Bu bölümde çalıştığınız kurumda geçerli olan değerler, normlar ve uygulamalar hakkındaki görüşleriniz ile ilgileniyoruz. Bir başka deyişle, kurumunuzun kültürel değerleri ile ilgileniyoruz, nasıl olmasını istediğiniz ile değil.

Bu bölümde 40 madde ve yan sayfada 40 tane kutucuk göreceksiniz. Sizden istediğimiz aşağıdaki tabloda verdiğimiz her bir maddenin numarasını 1 ile 9 arasındaki kategorilere uygun olarak (“**1= en az karakterize eden**” ve “**9=en çok karakterize eden**” olmak üzere) hiç boş kutu kalmayacak şekilde kutuların içlerine yerleştirmeniz. Bu iş için ilk önce bütün maddeleri dikkatlice okuduktan sonra kurumunuzu en iyi karakterize eden iki maddeyi seçerek numaralarını sağ başta 9 kategorisindeki iki kutucuğa yerleştiriniz ve en

kötü karakterize eden iki maddeyi seçerek bunların numaralarını da sol başta 1 kategorisindeki iki kutucuğa yerleştiriniz. Daha sonra geriye kalan 36 maddeyi bu iki uç arasında kalan 7 kategoriye uygun gördüğünüz gibi yerleştiriniz. Kurumunuzu iyi karakterize eden değerler piramidin sağ tarafında (6-9), az karakterize eden değerler piramidin sol tarafında (1-4) yer alacak. Bu bölümde doğru veya yanlış cevap yoktur ve vereceğiniz cevaplar kurumunuzun ne kadar iyi veya ne kadar kötü olduğunu belirtmez.

Not: Zaman kazanmak için numarasını kutuya yerleştirdiğiniz maddeyi listeden işaretleyiniz, böylece kutulara henüz yerleştirilmemiş maddeleri görmeniz daha rahat olur. Kurşun kalem yanlış girdiklerinizi silmenizi kolaylaştırır.

1.	İstikrar	21.	Saldırgan olma
2.	Tahmin edilebilirlik	22.	Kararlılık
3.	Yenilikçi olma	23.	Yüksek performans beklentisi
4.	Fırsatları değerlendirmede çabukluk	24.	Profesyonel gelişme için fırsatlar
5.	Denemeye açık olma	25.	İyi performansa yüksek maaş
6.	Risk alma	26.	İş (istihdam) güvenliği
7.	Dikkatli olma	27.	İyi performansa övgü
8.	Özerklik	28.	Az derecede anlaşmazlık/uyuşmazlık
9.	Kuralcı olma	29.	Kendine yer bulma
10.	Analitik olma	30.	Başkalarıyla işbirliği içinde çalışma
11.	Detaylara dikkat etme	31.	Uzun saatler boyunca çalışma
12.	Titiz (kusursuz) olma	32.	Kurallarla sınırlı olmama
13.	Takım çalışmasına önem verme	33.	Sosyal anlamda sorumlu davranma (sorumluluk)
14.	Bilgiyi serbestçe paylaşma	34.	Neticeye değer verme
15.	İnsanlara önem verme	35.	Rekabetçi olma
16.	Adil olma	36.	Çok organize olma
17.	İnsan (birey) haklarına saygılı olma	37.	Faal olmaya önem verme
18.	Toleranslı olma	38.	Başarılı olmaya önem verme
19.	Sakin olma	39.	Çok şey talep etme (talepkar)
20.	Destek verici olma	40.	İş yerinde arkadaşlar edinme

Aşağıda 1'den 9'a kadar olan numaralar çalıştığınız kurumu en az (1) ve en çok (9) karakterize eden 9 kategoriye göstermektedir. Lütfen ilk sayfadaki her bir maddenin numarasını kurumunuzu ne kadar karakterize edip etmediğine göre uygun kutucuklara yazınız. Lütfen her bir kategori için verilen kutucuk sayısından fazla madde numarası yazmayınız. (örneğin, 3 kategorisine 5 tane madde girmeniz isteniyor. Lütfen bu kategori için daha az veya daha fazla madde girmeyiniz). Burada istediğimiz sol taraftaki 40 değeri kurumunuzu en çok karakterize edenlerden en az karakterize edenlere kadar sıraladığımızdır.

Appendix B

Table 6.1 Factor Loadings[†] of OCP Measure

Items		Loadings			
		1	2	3	4
18	Toleranslı olma	-0.612			
23	Yüksek performans beklentisi ^(R)	0.603			
15	İnsanlara önem verme	-0.596			
35	Rekabetçi olma ^(R)	0.551			
17	İnsan (birey) haklarına saygılı olma	-0.453			
19	Sakin olma	-0.448			
39	Çok şey talep etme (talepkar) ^(R)	0.357			
34	Neticeye değer verme ^(R)	0.355			
31	Uzun saatler boyunca çalışma ^(R)	0.331			
20	Destek verici olma	-0.320			
14	Bilgiyi serbestçe paylaşma	-0.313			
5	Denemeye açık olma		-0.632		
3	Yenilikçi olma		-0.537		
10	Analitik olma		-0.480		
29	Kendine yer bulma ^(R)		0.485		
40	İş yerinde arkadaşlar edinme ^(R)		0.483		
6	Risk alma		-0.467		
4	Fırsatları değerlendirmede çabukluk		-0.420		
30	Başkalarıyla işbirliği içinde çalışma ^(R)		0.378		
33	Sosyal anlamda sorumlu davranma		0.373		
26	İş (istihdam) güvenliği ^(R)		0.365		
12	Titiz (kusursuz) olma			-0.789	
11	Detaylara dikkat etme			-0.755	
32	Kurallarla sınırlı olmama ^(R)			0.478	
9	Kuralcı olma			-0.472	
27	İyi performansa övgü				-0.710
7	Dikkatli olma ^(R)				0.571
25	İyi performansa yüksek maaş				-0.538
24	Profesyonel gelişme için fırsatlar				-0.496
1	İstikrar*				0.431
8	Özerklik*				
2	Tahmin edilebilirlik*				
13	Takım çalışmasına önem verme *				
16	Adil olma*				
21	Saldırgan olma*				
22	Kararlılık*				
28	Az derecede anlaşmazlık/uyuşmazlık*				
36	Çok organize olma*				
37	Faal olmaya önem verme*				
38	Başarılı olmaya önem verme*				

[†]Extraction Method: Principal Component Analysis.

^(R) Reverse Coded * Item was dropped.

Eigen value for the factors: 3.394 (11.313%), 2.751 (9.172%), 2.158 (7.192%), 1.822 (6.073%)

Table 6.2 Factor Loading[†] of Psychological Contract Types

Items	Loadings		
	1	2	3
13 Kurum içinde ilerleme imkanı sağlıyor.	0.763		
2 Terfi imkanları sunuyor.	0.737		
6 Şirket dışında pazarlanabilir yetenekler geliştirmeme yardım ediyor.	0.720		
17 İş ararken bana olan talebi arttıracak, kendimi daha iyi pazarlamamı sağlayacak görevler veriyor.	0.702		
9 Hep gelişen sektör standartlarını karşılamama yardımcı oluyor.	0.631		
18 Kurum dışında potansiyel iş fırsatları yaratıyor.	0.600		
5 Her zaman daha zorlayıcı performans hedefleri koyuyor.	0.580		
14 Gittikçe yükselen hedefleri tutturmamda bana destek oluyor.	0.577		
21 Kurum içinde beni geliştiren fırsatlar sunuyor.	0.568		
22 Kurum dışında da tanınmamı sağlıyor.	0.550		
1 Benim kurum içim olan değerimi arttıracak yeteneklerimi geliştiriyor.	0.475		
25 Başka yerlerde istihdam fırsatı yaratan kontaklar sağlıyor.*	0.362		
10 Olabilecek en yüksek performansı gösterebilmem için beni destekliyor.*		0.499	
26 Kurum içi görünürlük ve tanınma sağlıyor.*			
29 Piyasanın baskısı sonucu benden talep ettiklerini sıkça değiştiriyor.*			
23 Çalışanların refahını düşünüyor ve kaygılarına karşılık veriyor.		0.886	
19 Güvенеbileceğim bir maaş ve ek menfaatler veriyor.		0.762	
3 Benim rahatımı düşünüyor.		0.735	
27 Benim menfaatlerimi düşünerek karar alıyor.		0.703	
30 Benim uzun vadeli iyiliğimi düşünüyor.		0.603	
7 Çalışanların ailelerine düzenli ek menfaatler veriyor.		0.530	
34 İstikrarlı bir ücret politikası vardır. ^a		0.459	
11 İstikrarlı istihdam sağlıyor. ^{a*}			-0.501
15 Organizasyonun kısa vadeli menfaatlerini çalışanların menfaatleri için feda ediyor.*			
31 İş güvenliği sağlıyor.*			
32 İşime herhangi bir zamanda son verebilir. ^a			0.705
8 Sadece belli bir süre için istihdam ediliyorum.			0.684
4 Kısa süreli istihdam sağlıyor.			0.649
28 İleride de işime devam edeceğimle ilgili hiçbir söz vermiyor.			0.621
35 Kuruma karşı sınırlı derecede bir ilgilim/alakam bekleniliyor. ^a			0.516
33 Beni sadece yaptığım iş için eğitiyor. ^a			0.490
12 Sadece işe alınma nedenim olan kısıtlı görevleri yapmamı gerektiriyor.			0.462
24 Beni kurumda tutmak için hiçbir vaatte bulunmuyor.*			0.399
16 Bana sadece yaptığım belli işler için ödeme yapıyor.*			
20 İşim belirli ve iyi tarif edilmiş sorumluluklarla sınırlıdır.*			

[†] Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

^a. Item was dropped in the original version of the scale.

*.Item was dropped in this study.

Table 6.3 Factor Loadings[†] of Psychological Contract Violation Measure

Items	Loadings	
	1	2
Çalıştığım kurumla olan ilişkilerim beni üzüyor. ^a	0.767	
Çalıştığım kuruma karşı güvensizlik hissediyorum. ^a	0.761	
Çalıştığım kurum tarafından ihanete uğradığımı düşünüyorum.	0.714	
Çalıştığım kurumun bana karşı davranış şekli beni hayal kırıklığına uğrattı.	0.706	
Çalıştığım kuruma karşı duygusal bağlılığımın azaldığını hissediyorum. ^a	0.681	
Çalıştığım kurumun bana haksızlık ettiğini düşünüyorum. ^a	0.668	
Çalıştığım kuruma karşı bir kızgınlık hissi duyuyorum.	0.622	
Çalıştığım kurumun aramızdaki anlaşmayı ihlal ettiğini düşünüyorum.*		0.503

[†] Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization

^a Items added to the original scale

*. Item was dropped.

Eigen value for factor :4.808 with 68.687% of variance explained

Table 6.4 Factor Loadings[†] of Contract Breach Measure

Items	Loadings
	1
İşe girerken bize verilen sözlerin hemen hepsi bugüne kadar tutuldu. ^(R)	-0.860
Bugüne kadar kurumum bana verdiği sözleri mükemmel bir şekilde tuttu. ^(R)	-0.835
Kurumumun bana işe girerken verdiği sözleri tutmada başarılı olduğunu düşünüyorum. ^(R)	-0.829
Bugüne kadar, çalışmamın karşılığı olarak söylenen hiçbir şeyi almadım.	0.555
Ben kendimle ilgili sorumlulukları yerine getirmeme rağmen kurumum bana verdiği sözlerin çoğunu yerine getirmedi.	0.669

[†] Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization

^(R) Reverse Coded

Table 6.5 Factor Loadings[†] of Turnover Intention Measure

Items	Loadings
	1
Önümüzdeki sene içinde aktif olarak yeni bir iş arama olasılığınız nedir ?	0.826
Eğer tamamen benim insiyatifimde olsaydı bu iş yerinden ayrılır başka bir iş yerinde çalışırdım.	0.727
Son 3 ayda mevcut işinizi bırakmayı ne sıklıkta düşündünüz ?	0.719

[†]Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization
Eigen value for the factor: 2.255 with 75.170% of variance explained

Table 6.6 Factor Loadings[†] of PANAS Measure

Items	Loadings	
	1	2
18 asabi	0.751	
15 sinirli	0.740	
11 tedirgin	0.665	
20 korkmuş	0.629	
4 üzgün	0.625	
6 suçlu	0.577	
2 stresli	0.559	
7 ürkmüş	0.533	
8 düşmanca*	0.397	
13 utanmış*	0.338	
12 tetikte*	0.328	
19 canlı		0.715
9 hevesli		0.672
1 ilgili		0.666
5 güçlü		0.643
16 kararlı		0.617
17 dikkatli		0.576
10 gururlu*		0.403
3 heyecanlı*		0.398
14 ilham gelmiş*		0.349

[†]Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization
*. Item was dropped.
Eigen values for each factor: 4.222 (21.112%), 2.913 (14.565%)
Total % of variance explained: 35.677%

Appendix C

Table 7.1a Table showing the multicollinearity diagnostics (Tolerance and VIF) for people orientation value (in)congruence and relational contract after centering.

Coefficients ^a

Model		Unstandardized Coefficients				Correlations			Collinearity Statistics	
		B	Std. Error	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	-.033	.079	-.417	.677					
	I_PO	.096	.083	1.166	.245	-.099	.075	.069	.778	1.286
	Agg_PO	.271	.083	3.263	.001	.242	.205	.193	.898	1.113
	(I_PO) ²	.288	.069	4.15	.000	.226	.257	.245	.763	1.311
	I_PO*Agg_PO	.223	.121	1.848	.066	.119	.118	.109	.871	1.148
	(Agg_PO) ²	-.221	.090	-2.464	.014	-.226	-.156	-.145	.907	1.103

a. Dependent Variable: residual relational contract

Table 7.1b Table showing the multicollinearity diagnostics (Eigenvalue and Condition Index) for people orientation value (in)congruence and relational contract after centering.

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	PO	Agg_PO	PO_2	PO.Agg_PO	Agg_PO_2
1	1	2.170	1.000	0.07	0.00	0.01	0.06	0.05	0.07
	2	1.378	1.255	0.00	0.27	0.19	0.05	0.02	0.03
	3	0.948	1.513	0.09	0.11	0.27	0.02	0.26	0.05
	4	0.732	1.722	0.01	0.08	0.47	0.01	0.58	0.01
	5	0.497	2.089	0.04	0.39	0.01	0.34	0.01	0.45
	6	0.276	2.805	0.80	0.14	0.06	0.51	0.08	0.39