

PSYCHOLOGICAL CONTRACTS AND ORGANIZATIONAL CORRELATES:
THE IMPACT OF WORK ORIENTATIONS

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THE IMPACT OF WORK ORIENTATIONS

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Thesis Abstract

Özen Aşık Dizdar, “Psychological Contracts and Organizational Correlates:
The Impact of Work Orientations”

This study investigates the impact of work orientations on the selection and/or anticipation of psychological contracts. It was hypothesized that people holding a job, career, or calling orientation would tend to seek and/or anticipate transactional, balanced or relational contracts respectively, and favorable outcomes would be observed when they would indeed see them realized. The empirical part of the study was designed as a longitudinal research, and respondents’ work orientations were assessed along with obligations they perceived being promised at time 1, and realized at time 2. Then, the impact of the fit between obligations realized and promised was assessed with respect to outcome variables of job satisfaction, intent to leave, in-role performance, and organizational citizenship behavior (OCB), for each work orientation separately.

The results showed that the fit between obligations realized and promised did not have much significant impact on the outcomes. An alternative model was developed, which suggested that a more accurate way of conceptualizing the expected impact could be the interaction between the obligations promised and realized, rather than fit. Indeed, the interaction terms did yield significant results, especially for OCB of career-oriented and calling-oriented individuals. However, the largest significant effect came from obligations realized, especially for job satisfaction of each work orientation. Intent to leave and in-role performance were observed to display differential relationships. Theoretical and practical implications of the findings are discussed, along with contributions and limitations of the study.

Tez Özeti

Özen Aşık Dizdar, “Psikolojik Sözleşmeler ve Örgütsel Bağlantıları:

Çalışma Yönelimlerinin Etkisi”

Bu çalışmada, çalışma yönelimlerinin, bir şirketten beklenen veya gerçekleşmesi arzu edilen psikolojik sözleşmeler üzerine etkisi araştırılmıştır. Çalışmayı sadece bir iş olarak gören kişilerin işlemsel, kariyer olarak gören kişilerin dengeli, kendini adayacak bir meslek olarak gören kişilerin ise ilişki psikolojik sözleşmelere girme eğilimi taşıyacakları ve böyle olduğunda işle ilgili olarak olumlu tutum ve davranışlar sergileyecekleri hipotezinden yola çıkılmıştır. Çalışmanın ampirik kısmı boylamsal bir araştırma olarak tasarlanmış ve cevaplayıcılara ilk aşamada çalışma yönelimleri ile işlerinde kendilerine verilen vaatlere yönelik sorular sorulmuş, ikinci aşamada ise bu vaatlerin ne kadar gerçekleştirildiği araştırılmıştır. Gerçekleştirilen ve verilen vaatler arasındaki uyumun, iş tatmini, işten ayrılma isteği, görev performansı ve örgütsel vatandaşlık davranışı üzerindeki etkisi, her bir çalışma yönelimi için ayrı ayrı incelenmiştir.

Sonuçlar, gerçekleştirilen ve verilen vaatler arasındaki uyumun, beklenildiği şekilde istatistiki açıdan anlamlı bir etkisi olmadığını göstermiştir. Alternatif bir model geliştirilerek, gerçekleştirilen ve verilen vaatler arasındaki etkileşimin, beklenen etkiyi uyum yaklaşımından daha doğru ifade edebileceği öne sürülmüştür. Gerçekten de etkileşim yaklaşımının, özellikle kariyer ve meslek yönelimli kişilerin örgütsel vatandaşlık davranışı üzerinde anlamlı etkisi olduğu görülmüştür. Fakat her yönelime ait iş tatmini üzerindeki en etkili faktör, gerçekleştirilen vaatlerden gelmektedir. İşten ayrılma isteği ve görev performansı da farklı ilişkiler sergilemektedir. Çalışmanın olası teorik ve pratik sonuçları ile katkı ve sınırlılıkları tartışılmaktadır.

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CHAPTER I

INTRODUCTION

Work is an inseparable part of human existence. Throughout ages, individuals have worked, initially at home, and later outside of home, in various institutions designed as workplaces. The questions inquiring into the goals that motivate individuals to work and the significance of work in individuals' lives have intrigued researchers for decades (Brief and Nord, 1990; Kinnane and Gaubinger, 1963; Morse and Weiss, 1955; MOW International Research Team, 1987; Vecchio, 1980; Wrzesniewski, Dutton and Debebe, 2003). However, no study so far has attempted to understand how the meaning of work in general, and work orientations (Wrzesniewski, 1999, 2003; Wrzesniewski, McCauley, Rozin and Schwartz, 1997) in particular, can shape individuals' employment relationship with their employers, through their psychological contract.

Given the recent trends in the world of work toward globalization, downsizing, restructuring, and outsourcing, changes are experienced in the way employment relationships are formed and sustained. As employees are no longer offered the security of lifetime employment, they ought to play a more active role in building their own work life, and to rely on their skills and abilities for securing their employability. In this loose and unpredictable context, the meaning people attach to the work they are doing may turn out to be an interesting question – because there is arguably more variability in new employment arrangements, understanding the

reasons, motivations and goals that drive people to continue their ambiguous paths becomes an important issue. It is now possible to search for a common underlying theme, or more specifically, a “meaning” ascribed to all different work experiences in one’s subjective organizational life, around which the individual’s work realities are constructed. It seems today that concepts such as work, career, success and the like are more than ever defined through individual’s subjective evaluations and sensemaking. In this line of thinking, it sounds reasonable to expect an interaction between individual meanings attached to work and different types of contracts formed between employees-employers.

The main argument in this dissertation is that the meaning of work for an individual is one of the influential factors that act upon the selection and/or anticipation of different types of psychological contract. Various conceptualizations of the meaning of work can be found in the literature, in which work centrality, work values, work commitment, and similar other concepts have been the core variables (Elizur, 1984; Harpaz and Fu, 2002; Schwartz, 1999; Sverko, 1999; Westwood and Lok, 2003; Wrzesniewski, 1999). These rather static variables are in contrast to the dynamic conceptualization of work orientations which, as will be elaborated in the following chapters, refer to the way in which an individual relates to, and defines him/herself through his/her work, either with a job, a career, or a calling orientation (Wrzesniewski, 1999, 2003; Wrzesniewski et al., 1997). Indeed, this very focus on the relational area between the individual and his/her work makes the concept rather suitable for being studied in relation to psychological contracts, for psychological contracts themselves serve to define the relational area between the individual and his/her employing organization, in the eye of its beholder.

Psychological contracts, in modern sense, are defined as individuals' perceptions regarding the terms and conditions of the exchange agreement between themselves and the employing organization (Lester and Kickul, 2001; Rousseau, 1989, 1995). This definition points to *perceptions* as the basis for contracts, about the mutual obligations explicitly or implicitly agreed upon at the beginning of the employment relationship (Millward-Purvis and Cropley, 2003; Raja, Johns and Ntalianis 2004). Depending on the dominant elements they entail, psychological contracts are described as having a transactional or relational nature, the former referring to rather short-term and specific terms of agreement, whereas the latter to long-term and open-ended terms (Arnold, 1996; Millward and Hopkins, 1998; Morrison and Robinson, 1997; Raja et al., 2004; Rousseau and McLean-Parks, 1993). It is possible to argue that these two types of contracts (and balanced type of contract later conceived by Rousseau and others, e.g. Dabos and Rousseau, 2004; Rousseau, 1995; Rousseau and Tijoriwala, 1998), with their opposing contents, represent individuals' differential ways of relating to their employing organization, based on what they perceive they have agreed upon in terms of mutual obligations within that particular employment relationship.

The main research question in this dissertation concerns investigating the role work orientations play in the development of the above-mentioned types of psychological contracts. Although part of an outcome of the reciprocal agreement between the employee and employer, psychological contracts are conceived as a perception in employee's mind. Despite this, the factors residing within the person that act upon contract development are rarely discussed in psychological contract literature. In this regard, meaning ascribed to work through work orientations can be an essential variable in determining how an individual chooses to relate to his/her

employing organization, since it frames his/her outlook and relationship to work to begin with. Furthermore, as work orientations serve to define a sense of self for individuals, it is possible to expect them to look for and choose working in organizations that will be most compatible with their self and values. In this line of thought, person-organization fit theories can be used as an explanatory framework to account for the relationship between work orientations and psychological contracts, as will be elaborated in following chapters (Cable and DeRue, 2002; Chatman, 1989; Kristof, 1996; Schneider, 1987).

The present study contributes to existing literature in several ways. This study constitutes a first attempt to reconcile the literatures on meaning of work and psychological contracts. The focus of investigation in psychological contract literature has been mostly on the consequence side of the issue, i.e. on examining the breach/violation, or fulfillment of psychological contracts, and only rarely, if at all, on the formation of contracts. Breach/fulfillment studies are a useful stream in understanding how employee-employer relationship can be disrupted through acts that inadvertently or intentionally fail to meet the perceived promises and obligations (Morrison and Robinson, 1997; Robinson, 1996; Robinson, Kraatz and Rousseau, 1994; Turnley and Feldman, 1999a, 1999b), or how the relationship is maintained and performance enhanced through the positive impact that comes about when promises are perceived as kept (Guerrero and Herrbach, 2008; Lester, Kickul and Bergmann, 2007; Turnley, Bolino, Lester and Bloodgood, 2003). However, before the experience of breach, understanding the factors that act upon the development of psychological contract can be helpful for us to conceptualize what impacts are present at the very beginning of employee-employer relationship. Hence, the meaning of work literature can serve as a framework to extend psychological

contract literature towards the antecedents of psychological contracts, rather than to consequences.

As the meaning of work literature can help extend psychological contract literature towards the antecedents, psychological contract literature can serve in turn to extend meaning of work literature towards understanding the construct's possible impacts on other, seemingly distant variables. Thus far, it seems meaning of work studies have mostly investigated the concept per se, focusing on its pattern or structure, its stability, and its cross-cultural validity (Harpaz and Fu, 2002; Harpaz, Honig and Coetsier, 2002; Westwood and Lok, 2003). In addition, work value studies have focused on more immediate outcomes such as satisfaction, performance and the like (Brief and Nord, 1990; Elizur, 1984). Not-yet-widely-studied concept of work orientations, on the other hand, is investigated in the context of job loss, to predict subsequent job search behavior (Wrzesniewski, 1999). In all these instances, the explanatory power meaning of work could bring in accounting for variability in other work-related constructs seems to be underestimated. It is, however, possible to argue that the meaning work occupies in an individual's mind may be the ultimate source of worth he/she ascribes to working in general, and may determine his/her attitude towards work life, and all other work-related experiences. Hence, the present study represents an attempt to make use of the meaning of work construct on a wider basis, starting here with examining its impact on psychological contracts.

Another contribution of the study would be related to understanding the active role individuals have to play in shaping their relationship with their environment, in today's changing conditions in the world of work. As a matter of fact, it is possible to argue that these changes provoked individuals' abilities for sensemaking and agency, since greater adaptability is now required in the prevailing

ambiguity of work environments. Indeed, the employment pattern of the past as a linear upward flow along the vertical lines of organizational hierarchy is about to dissipate (Cappelli, 1999; Jacoby, 1999). As organizations get smaller and adopt a “buy rather than make” understanding, they tend to employ fewer people in their core. Another issue is the changing nature of jobs, requiring more varied skills and hence placing more responsibility on the employees themselves for developing their skills and sustaining their employability (Mallon and Duberley, 2000). So, in a context where long-term employment security and predictability in return for loyalty no longer exist, and more burden is placed on individuals for developing their own career, it is important to understand the motivations and goals that drive them to “enact” through their ambiguous paths (Weick, 1996). In this case, the meaning of work may be a useful concept in clarifying how people construct their paths, constituting an underlying theme around which all work life revolves, including the choice of psychological contracts with the organization individuals work for.

As mentioned before, work orientations define how individuals relate to their work, and psychological contracts define how individuals relate to their employing organization. Studying the relational area (Bradbury and Lichtenstein, 2000) between 1) the individual and his/her work, and 2) the individual and his/her organization has gained principal importance in the face of the above-mentioned changes, since it is the individual him/herself who now actively creates/makes/forms how these relationships will be developed and placed in the context of the individual’s life. So, it is possible to argue that psychological contracts are also becoming more malleable and adaptable thanks to the particular meaning work entails for the individual.

The present study seeks to contribute to existing literature on psychological contract formation with a different angle. In the limited number of previous studies

focusing on the antecedents of psychological contracts, personality factors, individual characteristics, and organizational socialization processes have been used as predictor variables (De Vos, Buyens and Schalk, 2005; Raja et al., 2004). This study, while adopting the subjective nature of contracts, aims at enriching the formation side of the equation by looking at contracts' relationship to a more dynamic concept – in other words, it adds another dimension to the investigation of how psychological contracts are formed, through its in-depth look at how work orientations impact the selection and/or anticipation of different types of contracts. In this regard, the study argues that individuals are active in shaping and creating their own reality in the work contexts.

Understanding the origins of psychological contracts can have many important implications in the practical world. Although unwritten and subjective, it is now widely accepted that psychological contracts have a major influence on employees' behaviors and level of performance in the workplace (Rousseau, 2004). So, understanding the mechanisms of contract development can push employers and employees alike to build more constructive relationships, by expressing themselves more clearly at the beginning of the employment relationship. Hence, it may create an opportunity for mutual values and expectations to fit better from the start, and may lead to fewer breaches later on. It also provides a ground for managers to understand why people doing exactly the same job may behave differently, and display differing levels of involvement and performance. Hence, it may allow doing necessary adjustments in the contract types to match these people's needs and make them serve the organization more efficiently.

In the following chapters, the relevant literature is reviewed, first on psychological contracts, and then on meaning of work, and hypotheses are presented

regarding the relationship between the two constructs. The chapters that will follow the literature review will expose the research methodology and the findings of the study, and the dissertation will end by discussion of the results and conclusions.

CHAPTER II

PSYCHOLOGICAL CONTRACTS AND THEIR DEVELOPMENT

In this chapter, the concept of work will be handled in some detail, and the emergence of employment relationships will be elaborated as an “organized” form of working. Then, the concept of psychological contracts will be discussed, and literature will be reviewed, with a deeper focus on studies relating to the development of contracts.

Work and Emergence of Employment Relationships

The first definition of work in Webster’s online dictionary is given as “activity in which one exerts strength or faculties to do or perform something: a) sustained physical or mental effort to overcome obstacles and achieve an objective or result; b) the labor, task, or duty that is one's accustomed means of livelihood; c) a specific task, duty, function, or assignment often being a part or phase of some larger activity” (<http://www.merriam-webster.com/dictionary/work>). Although historically different social, economic and political influences have acted upon the definition of what work consists of in different societies (Brief and Nord, 1990), work can be seen as a way in which individuals have related to nature, through dominating it and/or using it to their own benefit, in the aim of providing for their basic necessities.

Therefore, since early ages, work and working have preoccupied individuals trying to provide for their survival needs.

Initially, work and non-work activities were intertwined both temporally and spatially (Aşık, 2001). In modern era, however, as work became more institutionalized, the demarcation between work and non-work activities became more pronounced. The institutionalization of work has meant transforming work into a separate sphere of life, distinct from other activities (Miller and Form, 1964; Nord, Brief, Atieh and Doherty, 1988). Work is hence being performed outside the home, within specific time limits, and in collaboration with co-workers, themselves performing relatively similar and/or complementary tasks within a specified division of labor (Neff, 1972). As such, work has become an indirect way of providing for basic needs, through material rewards received in return, mostly in the form of monetary gain. Hence, the economic definition of work states that work is an activity people engage in for financial compensation in order to earn a living (Brief and Nord, 1990).

When work activities gradually came to be performed outside the home, various institutions, namely “organizations”, were established to structure these activities under one roof of a workplace. Organization can be defined as a collection of individuals working together in a structured and coordinated manner to achieve certain goals (Jones, George, Hill and Langton, 2002). In modern era, organizations functioned as the new medium for working arrangements – individuals started to earn their livelihood by working in organizations, and work life gradually became equated with organizational life.

Within organizations, then, a new set of relationships has emerged – individuals working in an organization have developed peer relationships among

themselves, as co-workers. They have also developed another kind of relationship with the organization they work for, which is that of “employment”: Employees work under the roof of an employing organization, to perform their assigned tasks, in return for which they receive rewards, mostly in the form of money (Miller and Form, 1964). This relationship is formalized with an employment contract, through which the objective conditions of work are determined and agreed upon between the two parties (Rousseau, 1989; 1995). Most often these objective conditions entail the terms of economic exchange between the parties and their mutual obligations, and define other physical conditions that influence the employment relationship.

However, in addition to objective conditions of work, there are also subjective perceptions regarding terms and conditions of employment contract, perceptions that arise both from the explicit or implicit promises conveyed by the employer, and from the understandings and interpretations in individual’s mind, that serve to ascribe meaning to external clues (Shore and Tetrick, 1994; De Vos, Buyens and Schalk, 2003; 2005). Indeed, this is the very definition for psychological contract: Psychological contract refers to individuals’ *perceptions* regarding the terms and conditions of the exchange agreement between themselves and the employing organization (Lester and Kickul, 2001; Millward-Purvis and Cropley, 2003; Raja et al., 2004; Rousseau, 1989; 1995).

Although interest in the concept had first arisen during 1960s, it has received a renewed interest during late 1980s and 1990s, as Rousseau (1989) redefined the concept to refer to the employment relationship from the employee’s perspective. Admitting that a contract is made with the input of both employer and employee, she argues that the psychological nature of contracts implies that they exist primarily in an individual’s mind: “... when individual employees believe they are obligated to

behave or perform in a certain way and also believe that the employer has certain obligations toward them, these individuals hold a psychological contract.”

(Rousseau, 1990, p.390). In this sense, psychological contract is subjective in nature, and so, the focus of the psychological contract research is on the individual’s experience, in other words, his/her perception of the employment relationship, not the employment relationship itself (Rousseau and Tijoriwala, 1998).

Rousseau (1995) argues that contracts are formed on the basis of external processes such as messages and social cues coming from the environment, and internal processes such as individual predispositions, motives and understandings. However, studies on psychological contracts have not focused as much on contract formation, as they have on contract content, contract features, or contract evaluation (Rousseau and Tijoriwala, 1998). Indeed, the latter group of studies, regarding breach and/or violation, and sometimes fulfillment, of contracts outnumbers all the others. The breach studies mostly investigate the perception of breach through its subsequent effects on various outcome variables (Zhao, Wayne, Glibkowski and Bravo, 2007), such as satisfaction (e.g. Cavanaugh and Noe, 1999; Larwood, Wright, Desrochers and Dahir, 1998; Lester and Kickul, 2001), turnover (e.g. Kickul, 2001; Raja et al., 2004; Turnley and Feldman, 1999b), and behaviors enhancing organizational functioning (OCB, etc.) (e.g. Coyle-Shapiro, 2002; Robinson and Morrison, 1995; Turnley, Bolino, Lester and Bloodgood, 2003), which, not surprisingly, tend to decrease or produce unfavorable results. In this respect, breach studies are helpful in depicting the conditions under which employees tend to perceive their promises not held and therefore their contract breached, either inadvertently or intentionally (Morrison and Robinson, 1997; Robinson, 1996; Robinson et al., 1994).

Studies conducted on contract fulfillment, on the other hand, investigate the conditions under which employees tend to perceive their contracts being fulfilled, and hence the focus is on the reciprocal positive outcomes (Guerrero and Herrbach, 2007; Lester et al., 2007). Fulfillment studies are helpful in emphasizing the role of “reciprocity” in maintaining the employment relationship. More specifically, these studies suggest that, based on the norm of reciprocity, employees tend to increase their effort and contributions to the organization, when they perceive employers have fulfilled their part of the contract (Coyle-Shapiro and Kessler, 2002; Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001). In this respect, contract fulfillment is associated with perceived organizational support, which further enhances the reciprocity between the employee and employer – that is, to the degree that employees feel the organization values their work, and provides for their expectations, they are willing to reciprocate the organization with higher contribution, and as a result, both parties have a higher probability to experience favorable outcomes (Aselage and Eisenberger, 2003; Coyle-Shapiro and Conway, 2005).

Types of Psychological Contracts and Their Development

Some authors argue that psychological contract can be considered as a right metaphor for the contemporary definition of employment relationship (Millward-Purvis and Cropley, 2003), as it serves to elucidate the subjective aspects of the exchange-related issues in individual-organization relationship, in a world where subjective sensemaking has gained greater importance. It's already mentioned how effective the psychological contract studies have been in analyzing the dysfunctional

side of employment relationships, with their emphasis on the sources of discontent and their possible outcomes (Robinson and Brown, 2004). Although researchers are curious about how employees who face identical job conditions can develop different relationship styles with their employers, the literature is scarce about research directed at investigating the development and/or antecedents of contracts, as well as how different types of contracts get formed.

It is possible to talk about two broad types of contracts that can be placed on a continuum, consisting of transactional contracts at one end, and relational contracts at the other (Arnold, 1996; Millward and Hopkins, 1998; Morrison and Robinson, 1997; Raja et al., 2004; Rousseau, 1990; Rousseau and McLean-Parks, 1993). Transactional contracts represent short-term relationships with the employer, with rather tangible, specified performance terms, a materialistic and economic focus, and limited involvement of both parties. On the other hand, relational contracts represent long-term relationships with the employer, with intangible and open-ended (non-specified) performance terms, involving not only economic terms, but also broader terms that emphasize social aspects of the employment relationship, and that promote loyalty in exchange for security and growth opportunities (Raja et al., 2004). In a similar vein, findings suggest that employees with relational contracts tend to identify with and internalize the organizational values more, while for those with transactional contracts, identity comes from their own skills and competencies, without any need for personal investment in -or from- the organization (Millward and Hopkins, 1998).

The literature mostly agrees upon the existence of these two types of contracts, and the possibility that people may develop different types of relationships with their employers in line with this distinction. Rousseau (1995) has further

developed a framework where she conceptualizes a balanced (or hybrid) type of contract, entailing high levels of both relational and transactional type characteristics, and a transitional type of contract entailing low levels of both. However, this conceptualization does not seem to be widely held (Janssens, Sels and Van Den Brande, 2003), and even Rousseau herself does not make frequent use of the measure for transitional type, since she conceives of it as a temporary state (Dabos and Rousseau, 2004; Rousseau, 2000), and describes only the three viable types of contracts in some of her articles (e.g. Rousseau, 2004). So, consistent with the majority of contract studies, the contract types will be figured as on a continuum in the present study as well, with the balanced type placed in the middle of it, at an equal distance to both sides (see Figure 1).

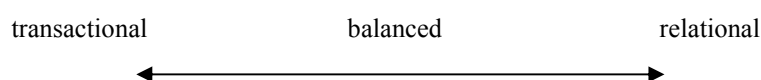


Figure 1. The continuum of psychological contracts.

Among the rare researchers who focused on the development of contracts, Millward-Purvis and Cropley (2003) tried to investigate the very process of contract-making. They conducted a qualitative study by examining the interview processes of experienced and first-time pairs of parents and nannies, to determine the frequency, the explicitness/implicitness, and the transactional/relational nature of the mutual expectations that they discuss. Their findings indicated that during job interviews between parents and nannies, transactional terms were mostly discussed in an explicit manner, whereas relational terms were mostly discussed in an implicit manner. This finding parallels the general argument about relational contracts in the

literature, in that it reflects the vague and indeterminate nature of relational contracts – only some hints about it can be discussed at the very beginning, but the relational contract will revolve and develop throughout the relationship, unfolding in time and creating room for flexibility.

In another study investigating the antecedents of contracts, a group of researchers have studied psychological contracts from a cognitive perspective. De Vos, Buyens and Schalk (2003; 2005) have taken psychological contract as a mental model, claiming that it would serve as a shortcut to organizing knowledge and making sense of it, by guiding individuals' perceptions and interpretations in the work environment. Their aim was to explore the contract-related information seeking behaviors of newcomers in an organization during organizational socialization, and they argued that these behaviors would be affected by individual characteristics such as work values and locus of control. They indeed found evidence that individuals sought and selected contract-related information in the environment that was consistent with and potentially fulfilling their personal goals and work-related values.

Yet another group of researchers focused on the development of different types of contracts. Addressing the lack of research examining the dispositional antecedents of contracts, Raja, Johns and Ntalianis (2004) investigated the role of personality variables in relation to types of psychological contracts, perception of breach, and feelings of violation. Their hypothesis on types of contracts was that different personality factors would lead to different types of contracts being sought or negotiated, personality factors being neuroticism, extraversion, conscientiousness, equity sensitivity, locus of control and self-esteem. The findings supported most of their hypotheses, evidencing for example that people with high levels of conscientiousness and self-esteem mostly had relational contracts, whereas people

high in neuroticism and equity sensitivity mostly had transactional contracts, confirming their predictions in relation to these variables.

All the above-mentioned studies tackle the issue of contract formation, investigating the variables that may have an influence on contracts. The first one is original in its focus on contract-making process, and clever in its qualitative methodology to account for how the terms come to be discussed during the contracting process, and its findings corroborate the arguments on the nature of contracts. The other two studies investigate the impact of individual-level variables on contracts, the former focusing on the impact of work values and locus of control on contract-related information seeking, the latter focusing on personality traits on the seeking at and negotiating of different types of contracts.

These latter two studies may in fact need closer attention as they present some important implications. The findings of the former show the importance people attach to value consistency and/or “fit” between themselves and the organization they work for, such that they tend to seek and choose contracts which make them feel their goals and values will be better fulfilled within that particular organizational context. The findings of the latter, on the other hand, show that some individual characteristics (in this case personality traits), if present, can signal people’s “anticipation” of certain types of contracts with their employers. Keeping these in mind, it is possible to look for other antecedents of contracts – the concept of meaning of work in general, and work orientations in particular, may indeed constitute such an individual-level antecedent of contracts. As work orientations represent individuals’ differential ways of relating to and defining themselves through their work, they may as well put these two mechanisms at work: 1) they may lead individuals to look for fit between contract terms offered and their own goals

and sense of self; 2) they may elicit in individuals a propensity to seek and/or anticipate different types of contracts they would feel most comfortable to work with. In this line of thinking, the next chapter will review the literature on meaning of work, introduce the concept of work orientations and their dynamic nature, and present arguments and hypotheses as to development of different types of psychological contracts, emphasizing the role of work orientations.

CHAPTER III
MEANING OF WORK AND WORK ORIENTATIONS –
THE ROLE OF WORK ORIENTATIONS IN THE DEVELOPMENT OF
DIFFERENT TYPES OF PSYCHOLOGICAL CONTRACTS

In this chapter, the literature will be reviewed about how the meaning of work has been studied by various researchers. Then, the concept of work orientations will be introduced, emphasizing the novel outlook it has brought into the study of meaning of work, and the related outcomes it has elicited in individuals' working styles, in terms of degree of agency and proactivity. The discussion will end with the conceptual model and hypotheses that relate work orientations to the anticipation of different types of contracts.

Meaning of Work and Related Concepts

As mentioned previously, while work in the past was seen as a more holistic activity to provide for the basic necessities and needs, it gradually got institutionalized and came to be performed within an organizational arrangement, designed in the form of distinct tasks within a specified division of labor. This arrangement led work being put in a distinct sphere of life, where it evolved from being a direct way to fulfill basic needs, into an indirect means of earning a living, since work in organizational context got performed in return for material rewards and compensation.

However, the fact that some people claimed they would continue working even if they were not compensated (Morse and Weiss, 1955; Vecchio, 1980) indicated that work may have a larger meaning to motivate individuals for working, beyond financial gain only. This has led researchers to investigate more thoroughly what work means to people. Some early studies that focused on work and careers have investigated how central work and/or career are among other life roles of individuals (Dubin 1956; Super, 1957; 1963). During 1980s the Meaning of Work International Research Team (MOW-IRT, 1987) has focused on the meaning of work as a composite of several different aspects of work – in addition to work centrality, they examined societal norms related to work, valued work outcomes, importance of work goals, and work role identification (Harpaz and Fu, 2002; Harpaz et al., 2002; Westwood and Lok, 2003). Findings lent support to the fact that work is a very central activity internationally, with only relatively differing levels of importance attached to it in different cultures.

Although a large scale and thorough effort, MOW study is criticized for being short of parsimony and in fact somewhat tautological (Akin and Loehr, 1988). The model is a heuristic one and is constructed a priori to guide the following survey research, which in turn stimulated the model's verification. Also, some variables in the model are not completely clear and distinct, and have some overlapping areas. These shortcomings have caused MOW effort being underestimated, and meaning of work studies continued in other related streams. Later on, researchers who contributed in the MOW team and/or inspired by the MOW research endeavor have conducted studies using the same MOW model, or parts of it, in newer cross-cultural (Harpaz and Fu, 2002; Westwood and Lok, 2003) and longitudinal investigations (Harpaz et al., 2002). In each of these studies, meaning of work as a composite

concept is only investigated per se, to find out what pattern or structure it displays in different contexts. Therefore, it is possible to conclude that meaning of work has not so far been associated to potentially related variables in the literature, neither as a predictor, nor as an outcome.

Work values, on the other hand, constitute another and more powerful stream of research tackling the notion of meaning of work. The power of this stream comes from the fact that work values are usually based on the general (cultural) values frameworks by researchers such as Rokeach (1973), Hofstede (1980), Super (Super and Sverko, 1995) and Schwartz (1999; 2004). Work value studies also date back to 1950s and 60s (Kinnane and Gaubinger, 1963), and gain pace throughout 1970s and 80s (Elizur, 1984; Judge and Bretz, 1992; Ravlin and Meglino, 1987; Shapira and Griffith, 1990; Taylor and Thompson, 1976), investigating the relationship between general life values and work values in various contexts. The common theme that lies beneath definitions of values concerns their being “latent constructs that refer to the way in which people evaluate activities or outcomes” (Roe and Ester, 1999, p.3). In the same vein, work values address a more specific domain, still underlined by general values. As such, work values are defined as “the end states people desire and feel they ought to be able to realize through working” (Nord et al., 1988, p.2).

Most studies on work values attempt to make comparisons across cultures, age groups, or occupational groups to find out differences among the pattern of values these groups of people tend to endorse (Roe and Ester, 1999; Ros, Schwartz and Surkiss, 1999; Shapira and Griffith, 1990). Some of the studies tackle the notion of change in values over time or in the aftermath of drastic experiences (Sverko, 1999). Still others examine the impact of work values on decision-making processes, vocational interests, job-choice decisions, job satisfaction, organizational

commitment, and the like (Berings, De Fruyt and Bouwen, 2004; Judge and Bretz, 1992; Ravlin and Meglino, 1987). Especially relevant here is the study by Judge and Bretz (1992) that investigates the effect of work values on job choice decisions. Their findings indicated that individuals were more likely to choose jobs whose value contents paralleled or matched individuals' own value orientations.

Work values are seen as representing the meaning of work in a more evaluative and normative way. Research shows a mutual causal relationship between work values and the meanings attached to work – various meanings attached to work collectively help form the work values, but at the same time, as these work values are gradually viewed as given, they in turn shape the individual meanings attached to work (Nord et al., 1988). In this sense, work values are powerful in shaping what is viewed as good, legitimate, moral, and important in a society, and can influence work practices accordingly. In other words, what work outcomes are sought in a society depends upon what work values people are encouraged to reach (Ros et al., 1999; Schwartz, 1999). Hence, work values provide meaning to work activities, and as long as these activities are aligned with values, they may lead to greater satisfaction, motivation and higher performance.

Other concepts relating to meaning of work mostly focus on work motivation. As factors leading to work motivation are considered, various theories have been developed elaborating on intrinsic-extrinsic motivational schemes, the importance of goal-setting, factors that relate to job design and characteristics, work commitment and involvement (Gagné and Deci, 2005; Wrzesniewski, 1999). In all of these approaches, it is possible to observe that researchers have either investigated internal processes leading to work motivation, or external factors influencing the development of work motivation. In each case, the assumption is that meaning of

work is derived from the particular motivational schemes that operate for the individual.

The above-mentioned concepts relating to meaning of work, namely work centrality, work values, and other concepts that investigate work motivation, all try to conceptualize meaning of work in terms of “strength” of the relationship between the individual and his/her work (Wrzesniewski, 1999). That is, these concepts define meaning of work in a somewhat static manner, as they pertain to the role work plays in individuals’ lives, as a distinct and external entity. Therefore, it is possible to argue that they are inadequate to represent the dynamic aspect of the relationship between the individual and his/her work, which has come to forefront in today’s work contexts. However, as pointed out earlier, the dynamism in today’s work environments makes it nearly imperative for individuals to create their own meaning and develop their own relationship to work. So, this active and dynamic relationship can be better depicted by the “kind” of relationship between the individual and his/her work, which defines the sense of who the individual is through what he/she does, and hence helps unfold his/her more agentic nature in shaping his/her work life. The concept of work orientations gives us such an opportunity.

Work Orientations and Related Outcomes

The concept of work orientations, as developed by Wrzesniewski (1999, 2003; Wrzesniewski et al., 1997), represents the relational (or interactional) area between the individual and his/her work, as it describes the experience of work by clarifying how individuals relate to their work and gain a sense of self through it. Work orientations serve to frame the meaning of work, and shape individuals’ beliefs about

work, as well as their feelings and behaviors. Wrzesniewski conceptualizes that individuals tend to subjectively experience work in three distinct ways (Wrzesniewski, 1999): as a job, a career, or a calling.

1. *Job orientation*: This orientation refers to a low level of involvement with work. Those with a job orientation are mostly interested in material benefits to be obtained through working. They only work to live, and see work as a means to financial ends, that serves to acquire resources for allowing other types of enjoyment outside the work, where one's real interests reside. For these individuals, the primary goal for working is earning money, such that work is only a source of extrinsic motivation that is of value as long as it provides for the other, more enjoyable activities.
2. *Career orientation*: This orientation refers to a moderate level of involvement with work. Those with a career orientation are individuals who have made some real personal investment in work, and they tend to value achievement through advancement within the organization, accompanied by increased monetary gain, status and prestige, as well as power in the occupation. Their criteria for success include advancing within or between organizations, and therefore they hold a future orientation, reflecting their aspiration to gain success and recognition, at a growing extent in time.
3. *Calling orientation*: This orientation refers to the highest level of involvement with work. Those with a calling orientation find their work as the epicenter of their lives. They live to work and enjoy working for the sake of the work they are doing. Work is a source of

intrinsic motivation, an end in itself, and the fulfillment it brings is far more important than earning money or gaining prestige. Calling oriented people also believe that their work contributes to the greater good of the society.

Wrzesniewski argues and finds evidence that it is possible to observe people with differing work orientations in each occupational group (Wrzesniewski et al., 1997; Wrzesniewski, 2003). Her findings also suggest that job orientation and calling orientation represent opposite ends of the same dimension, as the former puts work as necessity, whereas the latter as a source of fulfillment, but career orientation seems orthogonal to this dimension, both conceptually and empirically (Wrzesniewski et al., 1997; Wrzesniewski, 1999). This relationship is depicted in Figure 2.

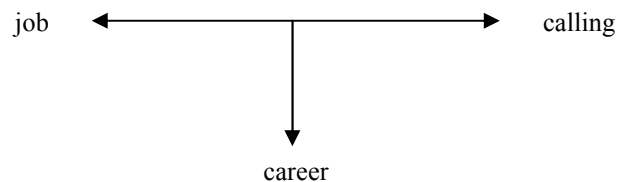


Figure 2. The conceptual and empirical relationships among work orientations (Wrzesniewski, 1999).

This configuration of relationships raises the possibility of having a combination of orientations, implying that the reasons and meanings associated with each orientation can also coexist to varying degrees, but still, the orientation that is relatively more dominant in an individual's approach will constitute his/her main perspective. Nevertheless, it is less likely to find a combination of job-calling orientations in one individual, given that they represent opposite ends.

Wrzesniewski also asserts that calling orientation is the most rewarding person-work relationship, and therefore may need closer investigation, since for those with calling orientation the work itself is an inherently meaningful activity as a whole. Further, these people will be more active in shaping their work to make it even more meaningful, a process Wrzesniewski and Dutton (2001) call “job crafting”. They argue that with each of the orientations, people will have varying degrees of involvement, commitment, satisfaction, and varying levels of job crafting, so that they can mold their work and make it fit their needs.

Job crafting refers to changing the physical, cognitive, and/or relational boundaries of the work, such that individuals can exert more agency on their work environment to make work more meaningful (Wrzesniewski and Dutton, 2001). By crafting their job, individuals can alter the number and kinds of tasks they perform (physical boundaries), their approach to their work tasks (cognitive boundaries), and the number and nature of their relationships with others during their work (relational boundaries). As opposed to the problem-solving focus entailed in supposedly similar concepts such as role innovation, initiative taking, and revising, job crafting is a more proactive way of behaving, aimed at creating a more meaningful work to begin with (Wrzesniewski and Dutton, 2001).

Job crafting is a phenomenon observable in each occupational group, at each level, and in each work orientation to differing degrees. More specifically, Wrzesniewski and Dutton (2001) argue that job oriented people would tend to job craft for being able to focus on pay-related aspects of their work, while career oriented people would tend to job craft for being able to connect to important people and to engage in tasks that will promote organizational well-being. Then, we can expect calling oriented people to job craft more often and arguably in a more

comprehensive manner, as these individuals attach greater importance to performing meaningful work. The authors also state that intrinsically motivated individuals would tend to expand the limits of their work, while extrinsically motivated individuals would tend to constrict these. So, we can imagine job crafting activity to remain narrow and restricted (if done at all) at the job orientation end, while it expands and grows at the calling orientation end of work orientations.

The organizational environment is also influential in the display of such agentic behaviors. For example, the level of task interdependence, and the level of supervision and control in an organization can increase or decrease the perceived opportunity for job crafting, giving people more or less of a sense of freedom or discretion in the environment (Wrzesniewski and Dutton, 2001). Interpersonal relations and cues obtained through them also enhance meaning-making at work (Wrzesniewski et al., 2003). Furthermore, organizations that offer an environment where thriving (Spreitzer, Sutcliffe, Dutton, Sonenshein and Grant, 2005) and personal engagement (Kahn, 1990) are encouraged, allow for more job crafting. Thriving, defined as people's tendency to experience vitality and learning, and reaching health at work by displaying agentic and adaptive behaviors (Spreitzer et al., 2005), and personal engagement, referring to people's expressing and employing their sense of self within their work roles (Kahn, 1990), can be thought as examples of the experiences of an active job crafter.

Having examined the meaning of work and the concept of work orientations, it is now time to turn to the impact of work orientations on the development of types of psychological contracts. The section below elaborates this issue in depth, develops arguments and hypotheses related this relationship, and ends with the conceptual model of the study.

Role of Work Orientations in the Development of Psychological Contracts

As mentioned before, today's world of work, due to its growing ambiguity, requires the individual to be more active in shaping his/her path. Because there is arguably more variability in new employment arrangements, and less stability in organizational environments, understanding the reasons, motivations and goals that drive people to draw and continue their paths becomes an important issue. Work orientations, defining the relationship between individual and his/her work, and giving him/her a sense of self, make possible a dynamic sensemaking of the environment, i.e. they provide individuals with a particular outlook in seeking their employment relationships, and hence their psychological contracts.

The existing studies on the antecedent side of psychological contracts tried to account for contract formation as a function of several individual characteristics (e.g. De Vos et al., 2005; Raja et al., 2004). In the same vein, relying on work orientations to predict the development of different types of contracts may provide us with an even richer explanation, because 1) the dynamic nature of the work orientation concept is more suitable to understand the contemporary work context, and 2) this very context puts psychological contract under close scrutiny by individuals who tend to seek and prefer different contracts in line with their differential work orientations, which involve different needs and goals to be fulfilled. In turn, organizations hire individuals according to their own needs as well. So, as long as the needs and goals of the two parties fit, various contract types can emerge.

This relationship can be explained by person-organization fit theories. Person-organization fit theories try to account for the compatibility between

organizations and individuals (Kristof, 1996). Different types of fit are conceptualized in this literature: While complementary fit occurs when employee fills in a void and brings something new in the environment; supplementary fit occurs when employee matches with the environment and supplements it with his/her similar qualities (Cable and Edwards, 2004; Kristof, 1996). Mostly considered as the congruence between the values, beliefs and norms of the organization and those of the individual (Cable and DeRue, 2002; Chatman, 1989; Kristof, 1996; Westerman and Cyr, 2004), supplementary fit has been more widely adopted in fit studies, and various findings point to the fact that people look for such fit in their behaviors related to job search, job choice and decision-making; and when they find it, they tend to display more positive attitudes and behaviors with respect to work-related outcomes (Cable and Judge, 1996; Saks and Ashforth, 1997; 2002).

The mechanism for such fit to occur is provided by the attraction-selection-attrition hypothesis offered by Schneider (1987). This hypothesis asserts that not only organizations try to hire individuals who better match with their values, but also individuals are attracted to and self-select into organizations they feel their values are paralleled (Cable and Judge, 1996; Kristof-Brown, Zimmerman and Johnson, 2005). Those who don't see or reach fit are selected out in time. So, consistent with person-organization fit theories, we can expect people with a specific work orientation to be attracted to and self-select into organizations that are most compatible with themselves:

- Each work orientation represents different values and different primary goals – job orientation promotes the goal of earning money, without being so much involved in work; career orientation involves a wish to advance in the occupational structure, with a sufficient level of

involvement to both work and relationships; and calling orientation strives to gain fulfillment through the work being done, with full commitment and involvement. So, each work orientation, with the different goals each one endorses, requires different ways of fulfilling those goals in different employment contexts.

- In this line of thinking, it is possible to argue that the contract sought by job-oriented, career-oriented and calling-oriented people would be different, since each one would like to work in a job where they will be able to accomplish their own goals. As mentioned above, the attraction-selection-attrition hypothesis states that people are attracted to and self-select into organizations they think are most compatible to their own values and goals. Hence, people will select the organization, and consequently the contract type it offers, that they believe will be most conducive to accomplishing their primary goals. In short,
 - job-oriented individuals will be more likely to get attracted toward a transactional contract, because transactional contracts define the work to be done very clearly, and do not require too much commitment, so these will be parallel to what a job-oriented person seeks;
 - career-oriented individuals will be more likely to get attracted to a balanced contract, because balanced contracts focus on both the job aspects and relational aspects in the work environment, which parallels what a career-oriented person seeks;
 - calling-oriented individuals will be more likely to get attracted to a relational contract, because the unspecific and loose

environment offered by the relational contract will be suitable to the calling-oriented person who seeks room for being able to do his/her job the way he/she finds it meaningful and fulfilling.

Hence, the three main hypotheses of the present study can be phrased as follows:

H1: Job-oriented individuals will seek to work under transactional contracts, and if so, will experience more positive outcomes.

H2: Career-oriented individuals will seek to work under balanced contracts, and if so, will experience more positive outcomes.

H3: Calling-oriented individuals will seek to work under relational contracts, and if so, will experience more positive outcomes.

In sum, it is argued that individuals with job/career/calling orientations will tend to choose transactional/balanced/relational contracts respectively, because they believe they will be better able to realize their goals through these respective contract types. To the extent that they perceive organizations they work for offer them such contracts, they will feel better fit and congruence, which will lead to positive outcomes such as higher satisfaction, higher performance, higher display of extra-role behaviors, and lower intent to leave (Bretz and Judge, 1994; Kristof-Brown et al., 2005). In other words, if a job/career/calling oriented person, really works under a transactional/balanced/relational contract respectively as he/she seeks, he/she will display more positive attitudes and behaviors in the organization.

However, fit may not always be present. That is, it's possible that organizations modify the contract initially offered, or did actually not offer the type of contract individuals required. In this case, individuals will experience misfit, will

be less satisfied, and will display higher intention to leave, along with other negative attitudes and behaviors. More specifically, a) if a job-oriented person works under a balanced or relational contract, he/she will feel being demanded too much, and will be dissatisfied; b) if a career-oriented person works under a transactional or relational contract, he/she will feel being too much pulled by either side, and will be dissatisfied; c) if a calling-oriented person works under a transactional or balanced contract, he/she will feel constrained, and will be dissatisfied.

Still, it is possible to suggest that this negative picture can be altered by a moderating variable – we can expect to the extent that people possess the ability to “job craft”, their level of dissatisfaction will decrease. So, it can be argued that the ability to job craft will moderate the relationship between contract offered and work-related attitudes and behaviors. As we know calling-oriented individuals are high job crafters, it is more likely that they experience less dissatisfaction as compared to job and career oriented individuals, when working under a contract that does not serve their purposes to begin with.

The hypothesized relationships just described can be visualized in the following figure, depicting the conceptual model of the study (see Figure 3). The main idea is that when there is fit between psychological contract anticipated and psychological contract realized, individuals will experience positive outcomes, and when there is misfit, they will experience negative outcomes, which can nevertheless be moderated by job crafting. The outcome variables selected for the study consist of job satisfaction, intent to leave, in-role performance, and organizational citizenship behavior (OCB), as these are among the most frequently used outcome variables in psychological contract studies.

The contribution of assessing outcome variables in organizational behavior research lies in the assumption that more favorable outcomes would mean higher organizational effectiveness and individual happiness. In addition to positive work-related attitudes, Katz and Kahn (1978) suggest there are three categories of behaviors that promote effectiveness in organizations: 1) employees should remain with the organization; 2) they should perform well in their assigned tasks; and 3) they should engage in behaviors beyond duty that enhance cooperation and well-being in the organization. In the present study, therefore, the outcome variables are chosen to represent these work-related attitudes and behaviors: As an internal psychological process, job satisfaction shows the extent to which the individual has positive or negative feelings towards the job, and derives general gratification (Riggio, 2003). Intent to leave indicates the individual's propensity and probability to quit the job. In-role performance shows the individual's work-related behaviors directed at the performance of tasks formally required (Katz and Kahn, 1978). Finally, OCB represents the individual's work-related behaviors not formally required, but if present, enhance organizational well-being through individuals' discretionary contribution to the organization's social system (Organ, 1997).

If evidence can be found that individuals with a specific work orientation are indeed more satisfied, more willing to perform well (with both in-role and extra-role behaviors), and do not intend to leave the firm when they work under the contract they seek, then this can provide support for arguing that job/career/calling-oriented people do really seek transactional/balanced/relational contract type respectively. The outcome variables are hence added to strengthen the construct validity of the argument.

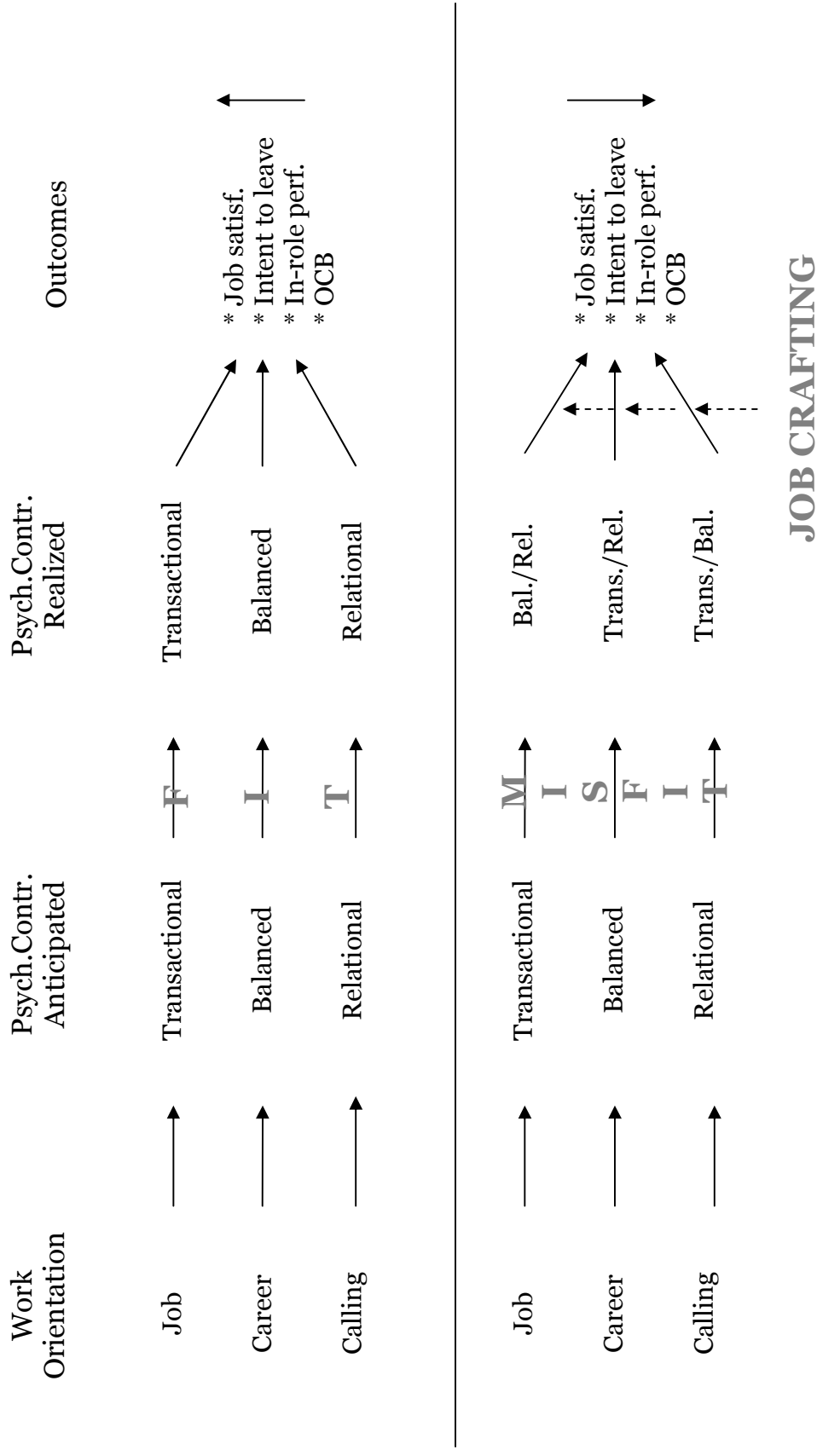


Figure 3. The conceptual model of the study.

CHAPTER IV

RESEARCH DESIGN AND METHODOLOGY

In this chapter, the research design and methodology adopted for this study will be handled in some detail. First, the details of a qualitative study conducted to refine and delineate the measurement instruments will be explained. Then, the sample, data collection procedure, and the finalized scales used in testing the conceptual model will be described.

Research Design

It is possible to observe that the constructs depicted in the conceptual model are positioned according to a certain chronological order. That is, it is asserted that individuals' work orientations get formed from early on, mostly observed through their interests arising in the school years (Bellah, Madsen, Sullivan, Swidler and Tipton, 1986). So, it is assumed that work orientations are already present in individuals' mind by the time they engage in an employment agreement. In this case, it is possible to conclude that, although subject to subtle modifications with subsequent work experiences, work orientations precede the psychological contracts' being formed at the beginning of the employment relationship, and most of the time are expected to remain stable. Therefore, it was decided that the most suitable way to look at the role of work orientations on the selection and/or anticipation of

psychological contracts was to adopt a longitudinal research design, so as to better capture this time-span in the hypothesized relationships.

The assumption that work orientations get formed from early on, and may be subject to modification during work life, created a challenge in terms of obtaining pure (i.e., original, initial) work orientation scores of working individuals. To address this issue, it was thought that the pure work orientation scores could better be obtained from new-graduate-fresh-starter individuals, and that the hypothesized relationships could hence be observed more accurately. However, pilot studies showed that reaching the new-graduate-fresh-starter individuals might not reflect the whole spectrum of work orientations so well: Individuals recently graduated from university and on the edge of starting a job tended to rate themselves more often as career-oriented. In order to increase variance in work orientations, then, it was deemed necessary to include employees at various stages of working life in the study.

Also, an additional concern was whether it was possible to reach individuals at the exact beginning of their employment relationship with their respective firms. When this information was requested, however, firms have been reluctant to reply, claiming that this was confidential information on the part of their employees. In the end, being aware of possible theoretical shortcomings, individuals from the whole working population were sampled in the study, leading the researcher to distinguish among respondents' characteristics with the help of demographic questions.

The research started with a qualitative study, which was conducted in February 2008, and was helpful in a deeper understanding of the concepts, as well as of the possible lacking dimensions in the scales to be used. Then, it was continued with the quantitative longitudinal study with two measurement points in time, at six-

month intervals. The first phase of the quantitative data collection was carried out in May-June 2008, and the second phase in November-December 2008. Respondents were employees from manufacturing, services and public sectors, working in white-collar positions. Sample statistics will be provided later in more detail.

The Qualitative Study

In order to gain an in-depth understanding of the research constructs in the Turkish context and to refine the measurement instruments, a qualitative study was conducted at the beginning of the research. A series of open-ended questions were devised, and sent in email format to a convenience sample of fifteen employed individuals. The aim was to reach as diverse a group as possible, in order to increase variety in response alternatives. The characteristics of participants are summarized in the table below (see Table 1).

Table 1. Characteristics of the Participants in the Qualitative Research (n=15).

ID	Gender	Position / Title	Industry
1	Female	Purchasing Manager	Textile
2	Female	Junior Researcher	Consulting
3	Male	Marketing Research Manager	Finance
4	Male	Civil Engineer	Construction
5	Female	Senior Consultant	Consulting
6	Female	Educational Coordinator	Finance
7	Female	Real Estate Agent	Self-employed
8	Female	Architect – Project Manager	Construction
9	Female	Marketing Research Director	Consumer Goods
10	Male	Instructor	Education (public)
11	Female	Researcher	Education (public)
12	Female	Assistant Consultant	Consulting
13	Male	Sales Director	Electronics
14	Female	Customer Relations and Sales Director	Shipping
15	Male	Public Relations Director	Banking

The participants responded to six open-ended questions that inquired into:

1. their expectations of their job in general,
2. the reasons why they accepted their current job (such as the promises given, etc.),
3. the promises they have given in return (including their reasons of keeping or breaking them),
4. the level of satisfaction they feel about their current employment relationship,
5. the reasons why they refused a job offer, or quit a previous job, and
6. the meaning of work and working in general.

Responses were summarized and content-analyzed by the researcher, and the response categories obtained were subjected to a blind re-categorization by another rater, also a Ph.D. candidate in Management. The inter-rater agreement was computed using Cohen's Kappa¹, which showed an agreement level of .77, a level conceived as substantial by Landis and Koch (1977).

- *Qualitative results concerning work orientations*: The last open-ended question, aimed at providing input for work orientations, revealed responses that were, interestingly enough, quite well captured by the job-career-calling distinction proposed in the theory. It was therefore concluded that no additional scale items were needed to be developed out of these.
- *Qualitative results concerning psychological contracts*: The first five questions that were aimed at providing input for psychological

¹ The formula for Cohen's kappa is: $Kappa = \frac{(Observed\ Concordance - Expected\ Concordance)}{(1 - Expected\ Concordance)}$, and its calculation is explained at <http://faculty.chass.ncsu.edu/garson/PA765/statnote.htm>, a comprehensive web guide to a wide range of multivariate data analysis techniques.

contracts, revealed some new themes that could be categorized under the transactional-balanced-relational contract dimensions, but not covered by the existing scales. The table below presents the new themes incorporated in the scale to be used in the study, as agreed by the two raters (see Table 2).

Table 2. New Psychological Contract Themes Emerged in Qualitative Research.

Transactional Contracts	Balanced Contracts	Relational Contracts
<ul style="list-style-type: none"> • Physically favorable conditions • Monetary satisfaction 	<ul style="list-style-type: none"> • Advancement, learning and development • Customizing the work • Authority and responsibility 	<ul style="list-style-type: none"> • Peaceful and friendly organizational climate • Non-monetary satisfaction • Fun • Justice • Feeling the prestige of a positive firm image

These new themes were turned into new items and added in the scale to be used in the quantitative part of the study, as will be explained in detail below.

The Quantitative Study

Sample

In order to reach a population of employees with all types of work orientations and psychological contracts, the initial idea for sampling in this study was to reach a single large company that conducts operations in many specializations, and hence employing a very diverse spectrum of employees. This would also contextualize the study, and minimize the confounding effect of firm variance. For this end, one of Turkey's largest manufacturing companies in food industry was contacted. An

introductory report was presented to the company's HR executives, a report that briefly explained the study, its purpose, and expected outcomes, and summarized possible benefits for the company if they agreed to participate. Although distant initially, the company finally agreed that one of its subsidiaries took part in the study. The subsidiary was specialized in the production of candy and gum, and is one of the oldest companies in Turkey to operate in this business. The subsidiary was purchased by the holding company in 2002.

However, the participation of the subsidiary alone did not seem to match well enough with the initial aim of reaching a diversity of employee characteristics, as the employee profile of the subsidiary company was less varied. A plausible idea was to reach representative(s) from the services industry in addition to the manufacturing industry – for this end, to the sacrifice of minimization of firm confound, information technology (IT) firms offering software-related solutions to business problems were contacted, two of whom keenly agreed to participate. As the rising business of the new millennium, the firms operating in IT were expected to employ individuals whose characteristics would practically “negate” those of the manufacturing employees, and hence, it would be possible to create the attempted variance. In addition, an executive MBA class and other individual contacts working in varied services jobs were asked to participate, who also served as a basis for snowball sampling. In the end, employed individuals were mainly reached through three viable sources:

1. employees in the subsidiary of the large food manufacturer,
2. employees in the IT firms,
3. employees working in other services jobs from an executive MBA class and other individual contacts serving as basis for snowball sampling.

As mentioned previously, longitudinal research design was adopted in this study. At time 1, the number of individuals who participated in the study was 169, all white-collar, with 58.6% male, 36.7% between 26-30 years of age, and 71.6% with a university degree. The same individuals were reached six months later at time 2, again through the above-mentioned liaisons. However, 46 individuals were unreachable either because they had quitted, or were unwilling to participate in the second wave of the study; and responses returned from three more individuals were also omitted because they reported they had changed jobs in the meantime. Therefore, the final number of individuals who participated in both waves of the study, and whose work status was unchanged during the six-month interval was 120.

The table below shows the distribution of sample among the industries represented (see Table 3). When the distribution of the sample is examined, it is possible to observe that the largest participating group is from the manufacturing industry, followed by services, and public sector jobs.

Table 3. The Industries Represented in the Sample (n=120).

Industry	Frequency	Percent
Manufacturing (e.g. production of nondurable consumer goods)	78	65
Services (e.g. information technology firms)	38	31.7
Other (e.g. public institutions)	4	3.3

The demographic summary of study participants, on the other hand, is presented in Table 4.

Table 4. Demographic Characteristics of Study Participants (n=120).

Category	Characteristic	Frequency	Percent
Gender	<i>Male</i>	68	56.7
	<i>Female</i>	52	43.3
Age	<i>18-25</i>	42	35
	<i>26-30</i>	42	35
	<i>31-35</i>	19	15.8
	<i>36-40</i>	9	7.5
	<i>41-45</i>	5	4.2
	<i>46-above</i>	3	2.5
Educational achievement	<i>Primary/Secondary School</i>	4	3.3
	<i>High School</i>	18	15
	<i>University</i>	88	73.3
	<i>Master's</i>	10	8.3
Work years in the present firm	<i>0-2 years</i>	67	55.8
	<i>2-5 years</i>	26	21.7
	<i>5-10 years</i>	13	10.8
	<i>10 years-above</i>	14	11.7
Still working in the first job	<i>Yes</i>	47	39.2
	<i>No</i>	73	60.8
Total work years	<i>0-2 years</i>	36	30
	<i>2-5 years</i>	37	30.8
	<i>5-10 years</i>	17	14.2
	<i>10 years-above</i>	30	25

Procedure

The participating firms were contacted in person by the researcher. After the participation agreement was reached with the executives, the researcher made visits to the work sites, and sought the help of human resource departments. The data collection procedure was customized according to firms' particular requirements:

- The working arrangements in information technology firms were more flexible, as employees often needed to pay on-site visits to their customers and attend their problems. Since they were supposed to work out of the office most of the time, it was decided to reach these employees through email, considering as well their strong computer

literacy. At time 1, the HR responsables of the IT firms were emailed the questionnaire as attachment, with a cover letter that explained what the study was about, and what it was aimed. It was also stressed in the letter that the study would consist of two measurement points in time, and the second wave of data collection would follow in six months. Therefore, contact information of participants were kindly requested, which would be kept strictly confidential, and used only as a means to re-contact the same respondents the second time. The HR responsible in each firm was then asked to send the questionnaire to all employees, emphasizing that the filled questionnaire form was supposed to be returned to the researcher only. After two weeks of sending the forms, HR responsables were asked to send a second mail of reminder. Out of a total of 83 employees, 39 returned filled and usable questionnaires.

At time 2, the researcher contacted the firm executives again, reminding them of her study, and asking their permission to carry on with the second wave of data collection. HR responsables were asked to assist the researcher the same way as in time 1. However, already having the contact information of participants, the reminder mails (two of them were sent) were sent this time by the researcher herself, in the aim of stimulating participation. Out of 39 employees who returned the questionnaire at time 1, 16 employees were unreachable due to meantime job changes. The time 2 questionnaires were returned from only 18 of the remaining participants.

- The working arrangements in the subsidiary of the large food manufacturer, on the other hand, were much stricter. It therefore

required more effort to find a feasible way to conduct the research in the firm. First, as HR responsables did not want to disrupt the daily work routine of employees, they required the data collection to be completed in one work day (email was not an option). Furthermore, they were strictly opposed to requesting employees' names and contact information in order to reach them in the second wave of data collection, stating that employees could get disturbed for being asked such private information, and be reluctant to reply. To meet HR's justified concerns, the researcher devised a new version of the questionnaire, to be distributed in an envelope, with a similar cover letter that explained the study in brief, and asked participants to simply indicate a nickname that they only would know, so that they could be reached back the second time. So, at time 1, the HR responsables made a company announcement that a researcher would be administering a questionnaire, and collecting the responses the same day in closed envelopes. They especially made clear that this was part of the researcher's own work, i.e. her doctoral dissertation, which had nothing to do with the firm's management, and so encouraged their participation. On the specified day of data collection, one of the members of the HR team assisted the researcher in going through the offices and distributing the envelopes, and then also in recollecting. Out of a total of 142 employees, questionnaires were collected from 84.

At time 2, after establishing the second contact with the firm, the researcher administered the questionnaire in the exact same procedure. This time, the participants were asked to re-use their previous

nicknames, and a list of all previously used nicknames was provided in the envelopes, to serve as reminder². The same HR member assisted the researcher to distribute and recollect questionnaires. Again, due to job changes or unwillingness to respond, not all 84 employees of time 1 could be reached, but only 64.

- The executive MBA class and other individual contacts working in other services industries who served for snowball sampling were all contacted by email at both time 1 and time 2. They were simply asked to complete the questionnaire at their convenience, and return it back to the researcher by a specified date. Reminders were sent when necessary. At time 1, questionnaires were collected from 46, and at time 2, only 38.

Instruments

The measurement instruments used in the two stages of the study are provided in Appendix A. At time 1, demographic questions included information about age, gender, education, and years of work experience; employees' work orientations were examined through the instrument developed by Wrzesniewski et al. (1997), and their psychological contracts through the Psychological Contract Inventory (PCI) developed by Rousseau (2000), enriched with items derived from the qualitative study. As will be elaborated in detail below, the PCI items were used twice, first for inquiring into the contract terms promised, second for inquiring into the importance attached to the same terms. At time 2, a new question was added to previous

² It should be noted that individuals turned out surprisingly good at recalling their nicknames, probably with the help of the list.

demographic questions, which was aimed to discover any changes in the work status and/or situations of participants in between the two measurement points. Moreover, psychological contract scale being intact, short scales of job satisfaction, intent to leave, in-role behaviors, extra-role behaviors and job crafting were also administered.

- *The measurement of work orientations:* Work orientation measure used in Wrzesniewski et al. (1997) was adopted and translated into Turkish. The measure consisted of three vignettes, and a set of items. Each vignette described the characteristics of individuals having a job, career or calling orientation, and respondents were asked to indicate the extent to which each category of people was similar to oneself, on a 4-point scale from “not at all like me=1” to “very much like me=4”. The item set that followed consisted of 18 statements describing how individuals felt about their work. Similarly, respondents were asked to indicate the extent to which they felt the same about their work, on a 4-point scale from “not at all=1” to “a lot=4”.

The Turkish translation of the measure was pilot-tested in an executive MBA class³ and checked for ambiguities in meaning. In addition, an expert in market research was asked to back translate the measure into English. Then the expert and the researcher worked together on the measure, and agreed on the revisions made in vignette C, and in items 1, 6, 7, 10, 11, 12, 16. The revised measure was again pilot-tested in a daytime MBA class, and was decided to be used as final. The 18 items used in the study, are provided in the table below (see Table 5).

³ It should be noted that this was a different class than those who participated in the final study.

Table 5. Work Orientation Scale Items.

1. I find my work rewarding.
2. I am eager to retire.
3. My work makes the world a better place.
4. I am very conscious of what day of the work week it is and I greatly anticipate weekends. I say, "Thank God it's Friday!"
5. I tend to take my work with me on vacations.
6. I expect to be in a higher level job in five years.
7. I would choose my current work life again if I had the opportunity.
8. I feel in control of my work life.
9. I enjoy talking about my work to others.
10. I view my job primarily as a stepping stone to other jobs.
11. My primary reason for working is financial – to support my family and lifestyle.
12. I expect to be doing the same work in five years.
13. If I was financially secure, I would continue with my current line of work even if I was no longer paid.
14. When I am not at work, I do not think much about my work. (RC)
15. I view my job as just a necessity of life, much like breathing or sleeping.
16. I never take work home with me. (RC)
17. My work is one of the most important things in my life.
18. I would not encourage young people to pursue my kind of work. (RC)

- *The measurement of psychological contracts*: Although several measures can be found in the literature (Millward and Hopkins, 1998; Robinson et al., 1994; Shore, Tetrick, Lynch and Barksdale, 2006), the Psychological Contract Inventory (PCI) developed and refined by Rousseau was adopted in this study. PCI was designed to assess the content of psychological contract, with regard to its transactional, relational, balanced and transitional properties. These four dimensions were operationalized as follows (Rousseau, 2000):

1) Transactional contracts:

- Narrow: Limited set of duties and limited involvement.
- Short-term: Work for a limited time with no obligation for future commitment.

2) Relational contracts:

- Stability: Stable wages and long-term employment.
- Loyalty: Support and commitment to the firm.

3) Balanced contracts:

- External employability: Career and skill development valuable for outside organizations.
- Internal advancement: Career and skill development valuable for current organization.
- Dynamic performance: Demanding goals and continuous learning in order to remain competitive in the future.

4) Transitional contracts:

- Mistrust: Inconsistent messages and withheld information.
- Uncertainty: Unclear obligations.
- Erosion: Declining returns from contributions and lowered quality of work life.

PCI measured these dimensions in a two-part structure: the first part was directed at the measurement of employer's obligations and his/her relationship to the employee, whereas the second part was directed at the measurement of employee's obligations and his/her relationship to the employer. In each part, the subdimensions of transactional, balanced and relational contracts were measured together, by asking respondents to indicate, in the first part, the extent to which their employer made the following commitment or obligation to them, and in the second part, the extent to which they themselves made the following commitment or obligation to their employer. The subdimensions were measured by five

statements each, and were evaluated on a 5-point scale from 1=not at all, to 5=to a great extent.

The subdimensions of the transitional contract, also measured by five statements each, were separated from the other contract terms since, if present, they would negate the existence of the others. So, respondents were asked to indicate, in the first part, the extent to which given items described their employer's relationship to them, and in the second part, the extent to which given items described their relationship to their employer, on a 5-point scale from 1=not at all, to 5=to a great extent. In the present study, however, items pertaining to the measurement of transitional contracts were omitted, as they remained out of our scope.

Even when transitional items were omitted, PCI was a long scale, considering its two-part structure inquiring into both employer's and employee's obligations. Regarding the research question of this study, preserving the two-part structure of the scale did not seem vital, since our interest was more on promises given by employers rather than employees. Furthermore, some studies used a shorter version of PCI (e.g. Dabos and Rousseau, 2004). Having developed new items out of the initial qualitative study, the researcher opted for using the short version as well, incorporating her new items into it. The final scale items are presented in the table below (see Table 6). The items beside of which *Rousseau* is indicated in parentheses are original scale items.

Table 6. The Final Psychological Contract Items.

	Transactional Contracts	Balanced Contracts	Relational Contracts
Employer Side	1. Physically favorable work environment 4. Specified working hours 7. Specific, well-defined responsibilities (<i>Rousseau</i>) 10. Decent level of payment 12. Fringe benefits 16. Complete involvement in job (<i>Rousseau – RC</i>) ⁴ 19. Long-term employment (<i>Rousseau – RC</i>) ⁴	2. High standards of performance (<i>Rousseau</i>) 5. Equitable levels of authority and responsibility 8. Opportunities for promotion and/or advancement (<i>Rousseau</i>) 11. Opportunities for learning and development 14. Contacts inside and outside the organization (<i>Rousseau</i>) 17. Possibility to customize my job	3. Decision-making with concern on employee interests (<i>Rousseau</i>) 6. Stability in employment (<i>Rousseau</i>) 9. Positive organizational image and prestige 13. Well-designed superior-subordinate relationships 15. Harmony in peer relationships 18. Intrinsic satisfaction 20. Fun in the workplace 21. Justice in management

This scale was pilot-administered to a daytime MBA class, as well as reviewed by a market research expert to check for ambiguities and other shortcomings. After checking back with translations and resolving a few minor issues, preliminary analyses of this pilot administration were conducted. Unexpected to the researcher, analyses revealed no relationship between work orientations and employer obligations promised. On a second thought, however, this was a reasonable finding, since the likelihood of having a relationship between one party’s personal outlook to work, and the other party’s promises could indeed be low. So, the need arose to measure what the obligations promised by the employer actually “meant” to the employee – therefore, the same scale was used twice, to inquire into the level of importance employees attached to each obligation promised by the employer. This rating was performed again on a 5-point scale from 1=not at all important, to 5=important to a great extent. The items were presented in scrambled order in the second rating,

⁴ These items were originally worded to indicate limited involvement and short-term employment. However, it was agreed that it would be more suitable and meaningful to present these items to Turkish respondents in reverse form, and use reverse scoring in the analyses.

but were coded in the statistical program in the same order as in the first rating.

At time 2, the same structure of the PCI was preserved, but the question was changed to the extent to which the obligations that were indicated as promised at time 1 were realized at time 2. The importance rating again followed this rating, and was administered in the same way.

- *The measurement of outcome variables and the moderator:* As mentioned previously, outcome variables of job satisfaction, intent to leave, in-role performance, and OCB, and the moderator variable of job crafting were included in the model. These were measured only at time 2, with short scales for each. The items used in the measurement of each outcome variable are presented in the table below (see Table 7).

The measurement of outcome variables was intended to be as brief and concise as possible, given the length of the previous scales, and the number of outcomes considered. Job satisfaction and intent to leave were measured with three and two items respectively, indicating overall ratings for each. In-role performance was measured with five items, covering a self-report evaluation of performance. OCB was measured with six items, intended to represent the subdimensions of helping, civic virtue and sportsmanship with two items for each.

The moderator job crafting, however, was measured with ten items covering the three forms of job crafting; namely, physical, cognitive, and relational. Although it made a long scale, the researcher opted for keeping all the items, since the concept was new, and there

Table 7. Scale Items of Outcome Variables.

Outcome Variable	Source	Items	Rating
Overall Job Satisfaction	Michigan Org. ¹ Assessment Questionnaire (Cook, Hepworth, Wall and Warr, 1981)	1. All in all, I am satisfied with my job. 2. In general, I like my job. 3. In general, I like working here.	5-point scale; 1=strongly disagree to 5=strongly agree
Intention to Turn Over	Michigan Org. ¹ Assessment Questionnaire (Cook et al., 1981)	1. I often think about quitting. 2. I will probably look for a new job in the next year.	5-point scale; 1=strongly disagree to 5=strongly agree
In-role performance	(Robinson, personal communication, November 2008)	How do you think your supervisor would rate you on each of the following performance dimensions relative to others in your position? - Ability to get along with others - Quality of performance - Ability to get the job done efficiently - Achievement of work goals - Overall performance	5-point scale; 1=bottom 50% to 5=top 5%
OCB	(Podsakoff, Ahearne and MacKenzie, 1997; as translated by Kabasakal, Dastmalchian and Imer, 2008)	1. Help each other out if someone falls behind in his/her work. 2. Provide constructive suggestions about how to improve others' effectiveness. 3. Always focus on what is wrong with the situation, rather than the positive side. (RC) 4. Willingly share my expertise with other members. 5. Willing to risk disapproval to express my beliefs about what's best for the organization. 6. Consume a lot of time complaining about trivial matters. (RC)	5-point scale; 1=strongly disagree to 5=strongly agree
Job Crafting	(Wrzesniewski, personal communication, November 2007)	I try to do the following at my job: - to redefine what I am responsible for. (cog.) - to alter the procedures for doing my job. (phy.) - to change the purpose or mission of my role.(cog) - to change the way I go about doing my work and to institute new work goals. (cog.) - to change rules or policies that are nonproductive or counterproductive for me. (phy.) - to introduce new structures, technologies, or approaches to improve my efficiency in work.(phy) - to change the way I work with others in order to more effectively achieve my work goals. (rel.) - to communicate with others outside of my group of coworkers to get the information I need to get my job done. (rel.) - to limit my communication about work to others in my group of coworkers. (RC) (rel.) - to choose who I am in contact with at work to help me get my job done. (rel.)	5-point scale; 1=strongly disagree to 5=strongly agree

was no a priori basis upon which the scale could be shortened. Therefore, the items were kept intact, and were considered to represent an overall job crafting measure with all aspects included.

CHAPTER V

RESULTS

In this chapter, the findings of the study will be presented in detail. First, the factor analysis results of the scales used in the study will be elaborated, along with scale reliabilities. Then, based on the factors obtained, relationships will be tested mainly with analyses of variance, and multiple hierarchical regressions.

Factor Analyses and Scale Reliabilities

Work Orientation Scale

As mentioned previously, work orientation scale used at time 1 was composed of two parts: in the first part, respondents were presented with three vignettes describing job, career, and calling oriented individuals respectively, and were asked to rate how similar each described person is to oneself. In the second part, respondents rated a set of 18 items as to define how they felt about their work. Wrzesniewski et al. (1997) then correlated the scores on each item with scores on the vignettes. To check the consistency of correlations, the same correlation matrix was formed to begin our work orientation analyses (see Table 8).

Table 8. Correlations among Job-Career-Calling Vignette Scores and Scores on the Work Orientation Items – Time 1 (n=120).

		Job	Career	Calling
Job vignette	Pearson Corr.	1	-.038	-.456**
	Sig. (2-tailed)		.684	.000
Career vignette	Pearson Corr.	-.038	1	-.249**
	Sig. (2-tailed)	.684		.006
Calling vignette	Pearson Corr.	-.456**	-.249**	1
	Sig. (2-tailed)	.000	.006	
1. I find my work rewarding	Pearson Corr.	-.233*	.028	.338**
	Sig. (2-tailed)	.010	.760	.000
2. I am eager to retire	Pearson Corr.	.360**	-.139	-.201*
	Sig. (2-tailed)	.000	.131	.027
3. My work makes the world a better place	Pearson Corr.	-.265**	-.029	.349**
	Sig. (2-tailed)	.003	.755	.000
4. I am very conscious of what day of the work week it is and I greatly anticipate weekends. I say, "Thank God it's Friday!"	Pearson Corr.	.372**	.098	-.226*
	Sig. (2-tailed)	.000	.286	.013
5. I tend to take my work with me on vacations	Pearson Corr.	-.249**	.086	.358**
	Sig. (2-tailed)	.006	.350	.000
6. I expect to be in a higher level job in five years	Pearson Corr.	-.150	.382**	.068
	Sig. (2-tailed)	.101	.000	.463
7. I would choose my current work life again if I had the opportunity	Pearson Corr.	-.405**	.015	.458**
	Sig. (2-tailed)	.000	.867	.000
8. I feel in control of my work life	Pearson Corr.	-.192*	-.020	.175
	Sig. (2-tailed)	.036	.824	.055
9. I enjoy talking about my work to others	Pearson Corr.	-.375**	.179	.345**
	Sig. (2-tailed)	.000	.051	.000
10. I view my job primarily as a stepping stone to other jobs	Pearson Corr.	.165	.216*	-.277**
	Sig. (2-tailed)	.072	.018	.002
11. My primary reason for working is financial – to support my family and lifestyle	Pearson Corr.	.324**	-.136	-.157
	Sig. (2-tailed)	.000	.139	.087
12. I expect to be doing the same work in five years	Pearson Corr.	-.202*	-.233*	.287**
	Sig. (2-tailed)	.027	.010	.001
13. If I was financially secure, I would continue with my current line of work even if I was no longer paid	Pearson Corr.	-.239**	-.044	.221*
	Sig. (2-tailed)	.009	.630	.015
14. When I am not at work, I do not think much about my work	Pearson Corr.	-.251**	.124	.240**
	Sig. (2-tailed)	.006	.178	.008
15. I view my job as just a necessity of life, much like breathing or sleeping	Pearson Corr.	.130	-.203*	-.017
	Sig. (2-tailed)	.157	.026	.853
16. I never take work home with me	Pearson Corr.	-.316**	.191*	.164
	Sig. (2-tailed)	.000	.036	.074

Table 8. (cont.'d)

		Job	Career	Calling
17. My work is one of the most important things in my life	Pearson Corr.	-.286**	.012	.405**
	Sig. (2-tailed)	.002	.894	.000
18. I would not encourage young people to pursue my kind of work	Pearson Corr.	-.208*	.159	.038
	Sig. (2-tailed)	.022	.082	.678

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

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

When Table 8 is observed, we can see a strong and significant negative correlation between job orientation and calling orientation vignette scores, which is an expected finding. An interesting finding was the significant negative correlation between calling orientation and career orientation vignettes. No correlation was observed between job orientation and career orientation scores.

When we look at the correlations of vignette scores to the items, we can see that the correlation pattern of the majority of items was very similar to the pattern observed in Wrzesniewski et al. (1997) findings, only with somewhat lower correlations. There were only two items that did not replicate the correlation pattern of the previous study: 1) Whereas item 12 had a significant negative correlation only with career orientation in Wrzesniewski et al. (1997), it had a significant positive correlation with calling orientation, and significant negative correlations with both job and career orientations in our study. 2) Whereas item 15 had a significant positive correlation with job orientation, and a significant negative correlation with calling orientation in Wrzesniewski et al. (1997), it had a significant negative correlation with only career orientation in our study.

Although it is good news to obtain results similar to previous findings, it is necessary to conduct a factor analysis for the 18-item set in order to see how the factors happen to form in our context. To this aim, assumptions of multivariate data analysis were first checked, only to reveal that the normality assumption could not be

met even after various transformations of the data – the inverse, logarithm, or square-root transformations of the data did not improve the normality. The factor analyses were hence continued with original data.

In the factor analysis of work orientation scores, principal components analysis was used with orthogonal rotation (varimax), as theoretically no correlation was expected among the factors. The results of Bartlett's test of sphericity revealed a chi-square value of 618.828 ($p < .000$), meaning the variables are correlated. KMO measure of sampling adequacy was found .711, high enough to indicate that factor analysis can be continued. Examination of the anti-image correlations, however, revealed that there were 9 items (items 4, 5, 6, 10, 11, 13, 14, 17, 18) with values above .50 but below the obtained KMO value, and 1 item (item 15) even below the threshold level of .50. So, this item was discarded from further analyses. KMO rose to .721, and Bartlett's test was still significant. The low communality of item 3 (.493) was considered negligible as it was quite close to .50 level. The analysis revealed 6 factors, with a total of 66.23% variance explained.

When factors were examined, however, it was observed that one of the factors was composed of one item only, namely item 5. Considering the low level of variance it added to the factor structure (6.2%), it was decided to omit this item as well from further analyses. Furthermore, when the correlation matrix was examined, it was observed that both items 5 and 15 displayed either very low, or insignificant correlations with other items. The omission of item 5 increased KMO to .740, with a still significant Bartlett's test. The final analysis revealed 5 factors, with a total of 62.40% variance explained. Factors are presented in the table below (see Table 9).

Table 9. Factor Analysis Results of Work Orientation Items – Time 1 (n=120).

Factor	Item	Factor Loading	Variance Explained
Factor 1 – Work as calling	1. I find my work rewarding.	.709	27.10%
	3. My work makes the world a better place.	.578	
	7. I would choose my current work life again if I had the opportunity.	.713	
	8. I feel in control of my work life.	.626	
	9. I enjoy talking about my work to others.	.735	
	17. My work is one of the most important things in my life.	.526	
Factor 2 – Work as job	14. When I am not at work, I do not think much about my work.	.789	11.95%
	16. I never take work home with me.	.722	
	18. I would not encourage young people to pursue my kind of work.	.605	
Factor 3 – Work as career	6. I expect to be in a higher level job in five years.	.691	9.57%
	10. I view my job primarily as a stepping stone to other jobs.	.681	
	12. I expect to be doing the same work in five years.	.670	
Factor 4 – Unmotivation to work	2. I am eager to retire.	.750	7.31%
	4. I am very conscious of what day of the work week it is and I greatly anticipate weekends. I say, “Thank God it’s Friday!”.	.793	
Factor 5 – Financial meaning of work	11. My primary reason for working is financial – to support my family and lifestyle.	-.763	6.47%
	13. If I was financially secure, I would continue with my current line of work even if I was no longer paid.	.703	
Total Variance Explained			62.40%
KMO Measure of Sampling Adequacy			.740
Bartlett’s Test of Sphericity			Approx. Chi-Sq. 531.032
			df 120
			Sig. .000
Non-redundant residuals with absolute values > .05			50%

It can be observed on Table 9 that job-career-calling differentiation has been somewhat refined and expanded with this factor analysis. Factors 1 to 3 clearly represent the calling, job and career orientations respectively. Items loading on factor 4 that were originally conceived as items to represent job orientation have come out as another distinct factor that can be named as “unmotivation” to work, meaning a motivation even narrower than job orientation. The last factor is interesting in reflecting the instrumental nature of work, and its association with financial gain. The two items that load in this factor are in opposite directions.

The reliability of the work orientation scale was found $\alpha = .575$, which was lower than acceptable level. It is possible to suggest, however, that as factors were expected to be uncorrelated to begin with, the overall reliability may represent a composite score of conceptually distinct components, and hence a low score is expectable. The analysis suggested the deletion of four items (items 2, 4, 10, 11) that would increase scale reliability; however this was not performed in order to preserve the factor structure obtained. The reliability coefficients of the overall scale and the separate factors are provided in the table below (see Table 10).

Table 10. Reliability Coefficients of Work Orientation Scale and Factors – Time 1 (n=120).

Cronbach's Alpha	Overall Scale	.575
	Factor 1	.788
	Factor 2	.622
	Factor 3	.519
	Factor 4	.350 ⁵
	Factor 5	-.393 ⁵

Psychological Contract Scale – Employer Promises

When the structure of the psychological contract scale (namely PCI, adapted from Rousseau, 2000) was described, it was mentioned that only employer obligations part of the scale was used in this study, and the same items were used twice in order to obtain a second rating about how important employer promises were evaluated by employees. As previous research suggests, some psychological contract terms may be of greater importance for some respondents, and if so, these terms should be given greater weight than others (Coyle-Shapiro, 2002). So, the ratings on the importance scale were used as a means for weighting each item of employer obligations, simply

⁵ For factors 4 and 5, the correlation coefficients (R values) are reported, both significant at $\alpha = .01$.

by multiplying each item by its corresponding importance score. The factor analysis was then conducted with the weighted scale of employer promises.

But first, as we did with work orientations scale, assumptions of multivariate data analysis were checked, and revealed again that the normality assumption could not be met even after various transformations – the inverse, logarithm, or square-root transformations of the data did not help improve normality. The factor analyses were hence continued with original data.

In the factor analysis of weighted promises offered by the employer, principal components analysis was used with oblique rotation (promax), as we can theoretically expect correlations among factors that represent the content of the psychological contract. The results of Bartlett's test of sphericity revealed a chi-square value of 1,409.388 ($p < .000$), meaning the variables are correlated. KMO measure of sampling adequacy was found .891, high enough to indicate that factor analysis can be continued. Examination of the anti-image correlations revealed that all items had individual adequacies close to or above the obtained KMO value, except for item 4, which was still above the threshold level of .50. The analysis revealed 4 factors, with a total of 62.72% variance explained.

When factors were examined, however, it was observed that one of the factors was composed of one item only, namely item 4. Furthermore, when the correlation matrix was examined, it was also seen that item 4 generally had very low and insignificant correlations with other items. Considering its low level of sampling adequacy, and the low level of variance it added to the factor structure (5.16%), it was decided to omit this item from the analyses. The omission of item 4 increased KMO to .893, with a still significant Bartlett's test. The final analysis revealed 3

factors, with a total of 59.80% variance explained. Factors are presented in the table below (see Table 11).

Table 11. Factor Analysis Results of Importance-Weighted Employer Promises Offered – Time 1 (n=120).

Factor	Item	Factor Loading	Variance Explained
Factor 1 – Relational/emotional aspect	14. Contacts inside and outside the organization	.822	46.22%
	15. Harmony in peer relationships	.904	
	17. Possibility to customize my job	.675	
	18. Intrinsic satisfaction	.614	
	19. Long-term employment	-.524	
	20. Fun in the workplace	.870	
	21. Justice in management	.548	
Factor 2 – Merit-based involvement	8. Opportunities for promotion and/or advancement	.594	8.05%
	9. Positive organizational image and prestige	.826	
	10. Decent level of payment	.748	
	11. Opportunities for learning and development	.526	
	12. Fringe benefits	.860	
	13. Well-designed superior-subordinate relationships	.532	
Factor 3 – Working conditions	16. Complete involvement in job	-.463	5.53%
	1. Physically favorable work environment	.803	
	2. High standards of performance	.819	
	3. Decision-making with concern on employee interests	.533	
	5. Equitable levels of authority and responsibility	.666	
	6. Stability in employment	.409	
	7. Specific, well-defined responsibilities	.550	
Total Variance Explained			59.80%
KMO Measure of Sampling Adequacy			.893
Bartlett's Test of Sphericity			Approx. Chi-Sq. 1,380.059
			df 190
			Sig. .000
Non-redundant residuals with absolute values > .05			42%

When factors are examined on Table 11, it can be said that transactional-balanced-relational contracts have been approximated in a different manner. Items loading on factor 1 represent an emotional relationship with the organization that can be thought as a proxy to relational contracts. Items loading on factor 2 seem to focus on a merit-based relationship that guides an individual's involvement in the organization. This can be thought as a proxy to balanced contracts. Finally, items loading on factor 3

seem to reflect objective working conditions, which could be thought as a proxy to transactional contracts.

The reliability of the overall scale was found $\alpha = .885$, which is a decent level and fairly acceptable. The analysis suggested the deletion of two items (items 16 and 19) that would increase scale reliability; however, this can be a spurious result that might have been caused by these two items' being reverse coded. The reliability coefficients of the overall weighted scale and the separate factors are provided in the table below (see Table 12).

Table 12. Reliability Coefficients of Importance-Weighted Employer Promises Offered Scale and Factors – Time 1 (n=120).

Cronbach's Alpha	Overall Scale	.885
	Factor 1	.725
	Factor 2	.720
	Factor 3	.826

When it comes to time 2, respondents were asked to indicate the extent to which promises offered at time 1 were realized, using the same set of items. Since our main objective was to find out the match or fit between the extent to which obligations were promised and then realized, it was decided not to conduct a separate factor analysis for the time 2 data, but instead to extend the same factor structure obtained at time 1. Hence, time 2 data were first weighted with their respective importance scores, and then time 2 factors were established according the structure that occurred at time 1. The reliability of the overall time 2 scale was found $\alpha = .917$, which is a decent level and fairly acceptable. The reliability coefficients of the overall scale and the factors are provided in the table below (see Table 13).

Table 13. Reliability Coefficients of Importance-Weighted Employer Promises Realized Scale and Factors – Time 2 (n=120).

Cronbach's Alpha	Overall Scale	.917
	Factor 1	.726
	Factor 2	.759
	Factor 3	.884

Short Scales of Outcome Variables and the Moderator

As mentioned before, the outcome variables of the study, namely job satisfaction, intent to leave, in-role performance, OCB, and the moderating variable job crafting were measured only at time 2. These scales were factor analyzed one by one, and the results are presented in the table below (see Table 14).

Table 14. Factor Analysis Results of Scales of Outcome Variables – Time 2 (n=120).

Variable	Item	Factor Loading	Variance Explained
Satisfaction	- All in all, I am satisfied with my job.	.871	78.64%
	- In general, I like my job.	.928	
	- In general, I like working here.	.860	
KMO Measure of Sampling Adequacy			.694
Bartlett's Test of Sphericity		Approx. Chi-Sq.	178.710
		df	3
		Sig.	.000
Intent to leave	- I often think about quitting.	.892	79.57%
	- I will probably look for a new job in the next year.	.892	
	KMO Measure of Sampling Adequacy		
Bartlett's Test of Sphericity		Approx. Chi-Sq.	50.592
		df	1
		Sig.	.000
In-role performance	- Ability to get along with others	.907	91.29%
	- Quality of performance	.964	
	- Ability to get the job done efficiently	.962	
	- Achievement of work goals	.973	
	- Overall performance	.970	
	KMO Measure of Sampling Adequacy		
Bartlett's Test of Sphericity		Approx. Chi-Sq.	934.049
		df	10
		Sig.	.000

Table 14. (cont.'d)

Variable	Item	Factor Loading	Variance Explained	
OCB	Factor 1: Helping and civic virtue		38.31%	
	- Help each other out if someone falls behind in work	.779		
	- Provide constructive suggestions about how to improve others' effectiveness	.876		
	- Willingly share my expertise with other members	.814		
	- Willing to risk disapproval to express my beliefs about what's best for the organization	.497		
Factor 2: Sportsmanship	- Always focus on what is wrong with the situation, rather than the positive side	.804	20.82%	
	- Consume lot of time complaining about trivial matters	.712		
Total Variance Explained			59.13%	
KMO Measure of Sampling Adequacy			.686	
Bartlett's Test of Sphericity			Approx. Chi-Sq. 135.836	
			df 15	
			Sig. .000	
Job crafting	Factor 1: Doing the job		34.71%	
	- to change the way I go about doing my work and to institute new work goals.	.630		
	- to introduce new structures, technologies, or approaches to improve my efficiency in my work.	.839		
	- to change the way I work with others in order to more effectively achieve my work goals.	.743		
	- to communicate with others outside of my group of coworkers to get the information I need to get my job done.	.804		
	Factor 2: Defining the job	- to redefine what I am responsible for.	.834	16.97%
		- to alter the procedures for doing my job.	.778	
		- to change the purpose or mission of my role.	.750	
	Factor 3: Decision-making at job	- to change rules or policies that are nonproductive or counterproductive for me	.374	10.89%
		- to limit my communication about work to others in my group of coworkers.	-.688	
		- to choose who I am in contact with at work to help me get my job done.	.843	
		Total Variance Explained		
	KMO Measure of Sampling Adequacy			.775
Bartlett's Test of Sphericity			Approx. Chi-Sq. 343.687	
			df 45	
			Sig. .000	

When these factors are examined, it is observed that most of the outcome variables loaded on one factor each, as was theoretically expected. However, OCB and job crafting were observed to be divided in two and three factors respectively, indicating they represented composite variables. These findings may require some elaboration in order to decide how to proceed with the remaining analyses.

As mentioned before, OCB was measured with six items, two for each subdimension of helping, civic virtue, and sportsmanship. The results of the factor

analysis showed that helping and civic virtue together loaded on one factor, while sportsmanship formed a second factor. Although the dimensionality of OCB is empirically well-established with nearly two decades of research, it is also argued that most dimensions of OCB are found strongly interrelated, and may be treated as equivalent indicators of the construct (DeGroot and Brownlee, 2006; LePine, Erez and Johnson, 2002). Furthermore, OCB as a whole is sometimes referred to as “contextual performance”, referring to behaviors not directly related to job tasks, but contributing to the smooth functioning of the organization by supporting the organizational social system, as opposed to “task performance”, referring to tasks directly related to, and formally required by the job (Hoffman, Blair, Meriac and Woehr, 2007; Werner, 2000). Hence, OCB can be seen as the other side of the coin of task performance, complementing it with discretionary behaviors that serve to enhance the system. In the present study, we can say we have already attempted to assess task performance through the measurement of in-role performance. In light of the above-mentioned argument, therefore, OCB will also be taken as an overall measure to represent the entirety of these discretionary behaviors.

Job crafting, on the other hand, is about adding meaning to one’s work, and is supposed to represent a more dynamic and agentic concept, creating change in the job contents and/or boundaries. In fact, the scarce literature on the construct shows that job crafting is still in the process of theory development, mostly investigated with a qualitative approach (e.g. Berg, Wrzesniewski and Dutton, 2009). Also, job crafting tends to be used as a training and development instrument to raise awareness and shape individuals’ outlook to their work, so as to increase satisfaction and lead to more effective job designs (Berg, Dutton and Wrzesniewski, 2007). In the present study, job crafting was observed to consist of three factors, which could be named

“job crafting in doing the job”, “job crafting in defining the job”, and “job crafting in decision-making at job”. It seems the factors formed here represented a more job-focused outlook, while they also somewhat approximated the larger notion of modifying the physical, cognitive or relational boundaries of the job. However, using the separate factors in the remaining analyses will not really contribute to our main objective, since our interest does not lie in parts of job crafting, but in the whole concept as a complete act to transform the job. It is therefore decided to take job crafting as an overall measure to represent the concept.

Overall scale reliabilities of outcome variables and the moderator were also obtained and provided in the table below (see Table 15).

Table 15. Reliability Coefficients of Scales of Outcome Variables – Time 2 (n=120).

Cronbach’s Alpha	Satisfaction	.862
	Intent to leave	.591 ⁶
	In-role perf.	.976
	OCB	.674
	Job crafting	.735

Table 15 shows that overall scale reliabilities were fairly high, and hence may be considered as providing support to the idea of representing the constructs with single factor means in further analyses.

⁶ For intent to leave, the correlation coefficient (R value) is reported, significant at $\alpha = .01$.

Testing the Conceptual Model

Analyses of Variance with Work Orientations

In the first step to test the model, it was necessary to distinguish the sample's composition in terms of work orientations. That is, it was necessary to find out who had rated oneself closer to having a job, a career, or a calling orientation. To this aim, the three factors that were clearly distinguished as job-career-calling orientations at the data of work orientation scale were taken as a basis, and the mean values were calculated for each factor. Then, scores of each case were examined one by one, and were categorized either as representing job, career, or calling orientation, depending on whether each one remained above the mean value of that particular factor. Thus, a new categorical variable was created, with responses classified in three groups of job, career, and calling orientations. The distribution of the sample with respect to work orientations is presented in the table below (see Table 16). The new variable "work orientation" was hence used as a grouping factor in the following analyses.

Table 16. Distribution of the Sample among Work Orientation Categories (n=120).

Work Orientation	Frequency	Percent
Job	32	26.7
Career	39	32.5
Calling	49	40.8

In the second step to test the model, the mean scores of obligations promised at time 1 and realized at time 2, as well as the difference scores (realized – promised), aimed to represent the fit between them, were computed for each work orientation. These scores were then subjected to analyses of variance to see whether work orientations

did produce significantly different means for each. The results of the analysis of variance regarding the mean promises given at time 1 across the three work orientations are presented in the table below (see Table 17).

Table 17. Analysis of Variance Results for Promises Given at Time 1 across Work Orientations (n=120).

Variable	W.Orien.	N	Mean	SD	Levene	Sig.	F	Sig.
Relational/ emotional asp.	Job	32	5.81*	1.83	1.530	.221	5.442	.005
	Career	39	6.67	1.97				
	Calling	49	7.15*	1.60				
Merit-based involvement	Job	32	7.31*	1.51	1.061	.349	5.275	.006
	Career	39	7.91	1.89				
	Calling	49	8.53*	1.56				
Working conditions	Job	32	6.82*	2.12	.765	.468	6.144	.003
	Career	39	7.28	1.94				
	Calling	49	8.28*	1.77				

* Scheffe post-hoc test.

Table 17 shows that mean promises given on relational aspects ($F=5.442$, $p<.01$), merit-based involvement ($F=5.275$, $p<.01$), and working conditions ($F=6.144$, $p<.01$) were significantly different across work orientations. The Scheffe post-hoc test revealed that calling-oriented individuals displayed significantly higher means than job-oriented individuals in each factor; more specifically, calling-oriented individuals' perceptions regarding the promises their employers had given on relational aspects, merit-based involvement, and working conditions were higher than those of job-oriented individuals.

The results of the analysis of variance regarding the mean promises realized at time 2 across work orientations are presented in the table below (see Table 18).

Table 18. Analysis of Variance Results for Promises Realized at Time 2 across Work Orientations (n=120).

Variable	W.Orien.	N	Mean	SD	Levene	Sig.	F	Sig.
Relational/ emotional asp.	Job	32	6.59*	1.48	1.290	.279	4.098	.019
	Career	39	6.94	1.34				
	Calling	49	7.54*	1.67				
Merit-based involvement	Job	32	7.00	1.57	.063	.939	2.021	.137
	Career	39	7.12	1.75				
	Calling	49	7.71	1.86				
Working conditions	Job	32	6.94	1.92	1.576	.211	3.830	.024
	Career	39	6.73*	1.80				
	Calling	49	7.84*	2.21				

* Scheffe post-hoc test.

Table 18 shows that mean promises realized on relational aspects ($F=4.098$, $p<.05$), and working conditions ($F=3.830$, $p<.05$) were significantly different across work orientations. No significant difference was observed across the groups in terms of merit-based involvement ($F=2.021$, $p>.05$). The Scheffe post-hoc test revealed that calling-oriented individuals displayed significantly higher means than job-oriented individuals regarding relational aspects, and they displayed significantly higher means than career-oriented individuals regarding working conditions. More specifically, calling-oriented individuals' perceptions of the promises their employers had realized on relational aspects were higher than those of job-oriented individuals, whereas calling-oriented individuals' perceptions of the promises their employers had realized on working conditions were higher than those of career-oriented individuals.

The results of the analysis of variance regarding the difference between realized and promised obligations across work orientations are presented in the table below (see Table 19). A positive difference score meant that the extent to which obligations were realized was perceived higher than they were promised, and a negative score meant the opposite, i.e. the extent to which obligations were realized was perceived lower than they were promised.

Table 19. Analysis of Variance Results for the Difference between Realized and Promised Obligations across Work Orientations (n=120).

Variable	W.Orien.	N	Mean	SD	Levene	Sig.	F	Sig.
Relational/ emotional asp.	Job	32	.78	1.76	1.065	.348	.797	.453
	Career	39	.27	1.88				
	Calling	49	.39	1.66				
Merit-based involvement	Job	32	-.31	1.74	.171	.843	.853	.429
	Career	39	-.79	1.92				
	Calling	49	-.82	1.80				
Working conditions	Job	32	.11	2.65	1.521	.223	.869	.422
	Career	39	-.55	1.93				
	Calling	49	-.43	2.16				

Table 19 shows that difference scores on relational aspects were positive for all work orientations, meaning that obligations realized in relational aspects were perceived higher than promised. Difference scores on merit-based involvement, on the other hand, were negative for all work orientations, meaning that obligations realized in merit-based involvement were perceived lower than promised. For working conditions, difference scores of job-oriented individuals were positive, whereas difference scores of career- and calling-oriented individuals were negative. This meant that job-oriented individuals perceived working conditions were more realized than promised, but career- and calling-oriented individuals perceived the opposite. However, none of these difference scores were significantly different across work orientation groups (for relational aspects: $F=.797$, $p>.05$; for merit-based involvement: $F=.853$, $p>.05$; for working conditions: $F=.869$, $p>.05$).

Analyses of variance were also conducted to see whether work orientations produced significantly different means for the moderator job crafting, and for the outcome variables measured in the study. The results of the analysis of variance regarding the mean levels of job crafting across work orientations are presented in the table below (see Table 20).

Table 20. Analysis of Variance Results for Job Crafting across Work Orientations (n=120).

Variable	W.Orien.	N	Mean	SD	Levene	Sig.	F	Sig.
Job crafting	Job	32	3.59	.46	1.420	.246	.485	.617
	Career	39	3.57	.45				
	Calling	49	3.49	.59				

Table 20 shows that mean levels of job crafting across three work orientations did not display any significant differences ($F=.485, p>.05$).

Finally, the results of the analysis of variance regarding the mean scores on outcome variables across the three work orientations are presented in the table below (see Table 21).

Table 21. Analysis of Variance Results for Outcome Variables across Work Orientations (n=120).

Variable	W.Orien.	N	Mean	SD	Levene	Sig.	F	Sig.
Job satisfaction	Job	32	3.59*	.80	2.772	.067	5.866	.004
	Career	39	3.70†	.85				
	Calling	49	4.11*†	.56				
Intent to leave	Job	32	2.55	1.13	3.172	.046	5.281	.006
	Career	39	2.65*	1.02				
	Calling	49	2.04*	.73				
In-role performance	Job	32	3.25*	1.43	4.048	.020	3.323	.039
	Career	39	3.98*	1.07				
	Calling	49	3.84	1.26				
OCB	Job	32	3.94	.37	5.114	.007	.277	.759
	Career	39	3.87	.36				
	Calling	49	3.94	.60				

* , † Scheffe post-hoc test.

Table 21 shows that mean scores of job satisfaction ($F=5.866, p<.01$), intent to leave ($F=5.281, p<.01$), and in-role performance ($F=3.323, p<.05$) were significantly different across work orientations. No significant difference was observed across the groups in terms of OCB ($F=.277, p>.05$). The Scheffe post-hoc test revealed that calling-oriented individuals displayed significantly higher means than both job-oriented and career-oriented individuals regarding job satisfaction. Scheffe further showed that career-oriented individuals had significantly higher means than calling-

oriented individuals regarding intent to leave, and they had significantly higher means than job-oriented individuals regarding in-role performance.

Multiple Regression Analyses

The Fit Model

In the third step to test the conceptual model, regression analyses were conducted to see the relationships between obligations promised at time 1 and realized at time 2, as well as the difference between them, within each work orientation. Multiple regression analyses constituted the main core of data analysis, as they targeted the most fundamental issue of this study, regarding how the scores on outcome variables (i.e. dependents) were related to the fit between obligations promised and realized at two measurement points, and whether these relationships were moderated by job crafting in case of misfit. To this aim, hierarchical regression analyses were conducted, within three work orientation groups separately.

So, for each work orientation, dependent variables were first regressed on pairs of promised and realized obligations respectively, and then on the difference between them to see the effect of fit. The table below shows the results of the regression analyses where dependent variables were regressed on obligations promised at time 1 and realized at time 2, within job orientation (see Table 22).

Table 22 shows that the only outcome variable significantly related to the promises given and/or realized was job satisfaction for job-oriented individuals. Job-oriented individuals' job satisfaction was positively and significantly related to promises realized only, namely to relational aspects ($\beta=.641$, $p<.01$), and to working conditions ($\beta=.534$, $p<.01$).

Table 22. Regression Results for Dependent Variables Regressed on Corresponding Obligations Promised and Realized within Job Orientation (n=32).

	Satisfaction	Intent to leave	In-role performance	OCB
Relational aspects promised at t1	-.208	.098	.244	.108
Relational aspects realized at t2	.641**	-.236	-.186	.073
<i>R</i> ²	.334	.044	.053	.024
<i>Adjusted R</i> ²	.288	-.022	-.012	-.043
<i>F</i>	7.260	.673	.813	.357
<i>Sig.</i>	.003	.518	.454	.703
Merit-based involvement promised at t1	-.162	.267	.115	-.135
Merit-based involvement realized at t2	.404*	-.255	-.056	.169
<i>R</i> ²	.142	.086	.012	.030
<i>Adjusted R</i> ²	.083	.023	-.057	-.037
<i>F</i>	2.395	1.372	.170	.449
<i>Sig.</i>	.109	.269	.845	.642
Working conditions promised at t1	.024	.028	.248	.024
Working conditions realized at t2	.534**	-.084	-.179	-.036
<i>R</i> ²	.290	.007	.081	.002
<i>Adjusted R</i> ²	.241	-.061	.017	-.067
<i>F</i>	5.919	.104	1.275	.023
<i>Sig.</i>	.007	.902	.295	.977

** Significant at .01 level

* Significant at .05 level

More specifically, it can be said that the more job-oriented individuals perceived that promises of relational aspects and working conditions were realized, the higher was their satisfaction. No other significant relationships were observed on the table.

The table below shows the results of the regression analyses where dependent variables were regressed on obligations promised at time 1 and realized at time 2, within career orientation (see Table 23).

Table 23. Regression Results for Dependent Variables Regressed on Corresponding Obligations Promised and Realized within Career Orientation (n=39).

	Satisfaction	Intent to leave	In-role performance	OCB
Relational aspects promised at t1	.016	.101	.318†	.019
Relational aspects realized at t2	.412*	-.336†	-.231	.073
<i>R</i> ²	.175	.096	.095	.007
<i>Adjusted R</i> ²	.130	.046	.045	-.048
<i>F</i>	3.827	1.909	1.889	.125
<i>Sig.</i>	.031	.163	.166	.883
Merit-based involvement promised at t1	.207	.020	.100	.076
Merit-based involvement realized at t2	.290†	-.267	.005	-.024
<i>R</i> ²	.181	.067	.011	.005
<i>Adjusted R</i> ²	.135	.015	-.044	-.051
<i>F</i>	3.972	1.295	.193	.085
<i>Sig.</i>	.028	.286	.825	.919
Working conditions promised at t1	.088	.166	.229	.097
Working conditions realized at t2	.507**	-.554**	-.246	-.039
<i>R</i> ²	.307	.248	.060	.007
<i>Adjusted R</i> ²	.268	.207	.008	-.048
<i>F</i>	7.965	5.952	1.154	.133
<i>Sig.</i>	.001	.006	.327	.876

** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

Table 23 shows that the significant values observed on the table were only related to promises realized. Career-oriented individuals' job satisfaction was positively and significantly related to promises realized on working conditions ($\beta=.507$, $p<.01$), followed by promises realized on relational aspects ($\beta=.412$, $p<.05$), and then promises realized on merit-based involvement ($\beta=.290$, $p<.10$). Put differently, the more career-oriented individuals perceived that promises of working conditions, relational aspects, and merit-based involvement were realized, the higher was their level of satisfaction. Furthermore, career-oriented individuals' intent to leave was negatively and significantly related to promises realized on working conditions as well ($\beta= -.554$, $p<.01$). More specifically, the more career-oriented individuals

perceived that promises of working conditions were realized, the lower was their intent to leave. Other relationships did not yield significant results.

The table below shows the results of the regression analyses where dependent variables were regressed on obligations promised at time 1 and realized at time 2, within calling orientation (see Table 24).

Table 24. Regression Results for Dependent Variables Regressed on Corresponding Obligations Promised and Realized within Calling Orientation (n=49).

	Satisfaction	Intent to leave	In-role performance	OCB
Relational aspects promised at t1	.134	-.005	.023	.391*
Relational aspects realized at t2	.476**	-.462**	.383*	.000
<i>R</i> ²	.307	.216	.156	.153
<i>Adjusted R</i> ²	.277	.182	.120	.116
<i>F</i>	10.183	6.348	4.258	4.155
<i>Sig.</i>	.000	.004	.020	.022
Merit-based involvement promised at t1	.260†	-.299*	.163	.431**
Merit-based involvement realized at t2	.341*	-.178	.241	.057
<i>R</i> ²	.265	.170	.121	.212
<i>Adjusted R</i> ²	.233	.134	.083	.177
<i>F</i>	8.304	4.701	3.167	6.177
<i>Sig.</i>	.001	.014	.051	.004
Working conditions promised at t1	.165	-.160	.362*	.520**
Working conditions realized at t2	.444**	-.325*	.086	-.037
<i>R</i> ²	.288	.176	.165	.255
<i>Adjusted R</i> ²	.257	.141	.129	.223
<i>F</i>	9.296	4.925	4.547	7.875
<i>Sig.</i>	.000	.012	.016	.001

** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

Table 24 shows that almost all relationships for calling-oriented individuals were significant. Calling-oriented individuals' job satisfaction was positively and significantly related to all promises realized, more strongly to relational aspects ($\beta=.476$, $p<.01$), and working conditions ($\beta=.444$, $p<.01$), and somewhat weakly to merit-based involvement ($\beta=.341$, $p<.05$). The promises given on merit-based

involvement (at time 1) also had a slightly significant relationship with job satisfaction ($\beta=.260$, $p<.10$). It is possible to state that the more calling-oriented individuals perceived that promises of relational aspects, working conditions, and merit-based involvement were realized, the higher was their level of satisfaction. Furthermore, calling-oriented individuals' intent to leave was negatively and significantly related to promises realized on relational aspects ($\beta= -.462$, $p<.01$), and promises realized on working conditions ($\beta= -.325$, $p<.05$), but it was negatively and significantly related to promises given on merit-based involvement ($\beta= -.299$, $p<.05$). Put differently, the more calling-oriented individuals perceived that promises were given on merit-based involvement, and promises were realized on relational aspects and working conditions, the lower was their intent to leave.

Calling-oriented individuals' in-role performance was found to be positively and significantly related to promises realized on relational aspects ($\beta=.383$, $p<.05$), and promises given on working conditions ($\beta=.362$, $p<.05$). More specifically, the more calling-oriented individuals perceived that promises were given on working conditions, and promises were realized on relational aspects, the higher was their in-role performance. Finally, the strongest influence on calling-oriented individuals' OCB came from promises given on working conditions ($\beta=.520$, $p<.01$), followed by promises given on merit-based involvement ($\beta=.431$, $p<.01$), and then promises given on relational aspects ($\beta=.391$, $p<.05$). It is possible to conclude that the more calling-oriented individuals perceived that promises were given on working conditions, merit-based involvement and relational aspects, the higher was their display of OCB.

In the following regression analyses, dependent variables were regressed on the fit between obligations promised at time 1 and realized at time 2, operationalized

as the difference between them (realized – promised). The table below shows the results of the regression analyses within job orientation (see Table 25).

Table 25. Regression Results for Dependent Variables Regressed on the Difference between Obligations Promised and Realized within Job Orientation (n=32).

	Satisfaction	Intent to leave	In-role performance	OCB
relational aspects realized – relational aspects promised	.377*	-.153	-.230	-.044
<i>R</i> ²	.142	.023	.053	.002
<i>Adjusted R</i> ²	.114	-.009	.021	-.031
<i>F</i>	4.977	.715	1.677	.058
<i>Sig.</i>	.033	.405	.205	.812
merit-based inv. realized – merit-based inv. promised	.324†	-.294	-.095	.172
<i>R</i> ²	.105	.086	.009	.030
<i>Adjusted R</i> ²	.075	.056	-.024	-.003
<i>F</i>	3.517	2.828	.273	.913
<i>Sig.</i>	.070	.103	.605	.347
working cond.s realized – working cond.s promised	.310†	-.071	-.282	-.038
<i>R</i> ²	.096	.005	.080	.001
<i>Adjusted R</i> ²	.066	-.028	.049	-.032
<i>F</i>	3.191	.150	2.592	.044
<i>Sig.</i>	.084	.701	.118	.835

* Significant at .05 level

† Significant at .10 level

Table 25 shows that the only outcome variable significantly, although slightly, related to the difference between obligations promised and realized was job satisfaction for job-oriented individuals. Job-oriented individuals' job satisfaction was positively related to difference scores for relational aspects ($\beta=.377$, $p<.05$), merit-based involvement ($\beta=.324$, $p<.10$), and working conditions ($\beta=.310$, $p<.10$). Since the difference score for relational aspects was positive (realized > promised), it can be said that the more relational obligations were realized than promised, the higher was job-oriented individuals' satisfaction. Also, as the difference score for merit-based involvement was negative (promised > realized), it is possible to state that the more merit-based obligations were promised than realized, the lower was job-oriented individuals' satisfaction. Finally, as the difference score for working

conditions was positive (realized > promised), it can be said that the more working conditions were realized than promised, the higher was job-oriented individuals' satisfaction. No other significance was observed on the table.

Returning to our hypotheses, we would expect job-oriented individuals to experience more positive outcomes when there is fit between promised and realized transactional contracts, which in this case are similar to working conditions. H1 is thus weakly supported, but only for job satisfaction. Furthermore, it is also evident that the fit between promises of relational aspects and merit-based involvement is also influential on job-oriented individuals' satisfaction.

The table below shows the results of the regression analyses where dependent variables were regressed on the difference between obligations promised at time 1 and realized at time 2, within career orientation (see Table 26).

Table 26 shows that there were two variables significantly, although slightly, related to the difference between obligations promised and realized for career-oriented individuals: Career-oriented individuals' intent to leave was negatively related to the difference between promises given and realized on working conditions ($\beta = -.350, p < .05$), and their in-role performance was negatively related to the difference between promises given and realized on relational aspects ($\beta = -.308, p < .10$).

Table 26. Regression Results for Dependent Variables Regressed on the Difference between Obligations Promised and Realized within Career Orientation (n=39).

	Satisfaction	Intent to leave	In-role performance	OCB
relational aspects realized – relational aspects promised	.106	-.174	-.308†	.006
<i>R</i> ²	.011	.030	.095	.000
<i>Adjusted R</i> ²	-.015	.004	.070	-.027
<i>F</i>	.421	1.152	3.875	.002
<i>Sig.</i>	.520	.290	.057	.969
merit-based inv. realized – merit-based inv. promised	.018	-.138	-.055	-.055
<i>R</i> ²	.000	.019	.003	.003
<i>Adjusted R</i> ²	-.027	-.008	-.024	-.024
<i>F</i>	.012	.716	.114	.114
<i>Sig.</i>	.914	.403	.737	.738
working cond.s realized – working cond.s promised	.185	-.350*	-.244	-.073
<i>R</i> ²	.034	.123	.059	.005
<i>Adjusted R</i> ²	.008	.099	.034	-.022
<i>F</i>	1.307	5.166	2.336	.196
<i>Sig.</i>	.260	.029	.135	.660

* Significant at .05 level

† Significant at .10 level

Since the difference score for working conditions was negative (promised > realized), it can be said that the more working conditions were promised than realized, the higher was career-oriented individuals' intent to leave. Also, as the difference score for relational aspects was positive (realized > promised), it is possible to state that the more relational obligations were realized than promised, the lower was career-oriented individuals' in-role performance. No other significance was observed on the table.

Returning to our hypotheses, we would expect career-oriented individuals to experience more positive outcomes when there is fit between promised and realized balanced contracts, which in this case are similar to merit-based involvement. As merit-based involvement displays no significant relationships with any of the outcomes, H2 is not supported. Rather, the fit between promises of working conditions, and promises of relational aspects is found to be influential for career-

oriented individuals, but only on intent to leave, and in-role performance respectively.

Finally, the table below shows the results of the regression analyses where dependent variables were regressed on the difference between obligations promised at time 1 and realized at time 2, within calling orientation (see Table 27).

Table 27. Regression Results for Dependent Variables Regressed on the Difference between Obligations Promised and Realized within Calling Orientation (n=49).

	Satisfaction	Intent to leave	In-role performance	OCB
relational aspects realized – relational aspects promised	.191	-.245†	.194	-.187
<i>R</i> ²	.037	.060	.038	.035
<i>Adjusted R</i> ²	.016	.040	.017	.014
<i>F</i>	1.788	3.005	1.844	1.696
<i>Sig.</i>	.188	.090	.181	.199
merit-based inv. realized – merit-based inv. promised	.116	.004	.090	-.133
<i>R</i> ²	.013	.000	.008	.018
<i>Adjusted R</i> ²	-.008	-.021	-.013	-.003
<i>F</i>	.636	.001	.382	.852
<i>Sig.</i>	.429	.976	.539	.361
working cond.s realized – working cond.s promised	.236	-.157	-.080	-.223
<i>R</i> ²	.055	.025	.006	.050
<i>Adjusted R</i> ²	.035	.004	-.015	.029
<i>F</i>	2.762	1.191	.304	2.457
<i>Sig.</i>	.103	.281	.584	.124

† Significant at .10 level

Table 27 shows that there were no variables significantly related to the differences between obligations promised and realized for calling-oriented individuals, except for a slightly significant relationship between calling-oriented individuals' intent to leave and the difference between promises given and realized on relational aspects ($\beta = -.245, p < .10$). Since the difference score for relational aspects was positive (realized > promised), it can be said that the more relational obligations were realized than promised, the lower was calling-oriented individuals' intent to leave.

Returning to our hypotheses, we would expect calling-oriented individuals to experience more positive outcomes when there is fit between promised and realized

relational contracts, which in this case are similar to relational aspects. H3 is thus weakly supported, but only for intent to leave. Unfortunately, no other significance was observed on the table.

The Interaction Model

Given that difference scores between obligations promised and realized did not yield many significant relationships in explaining the outcomes, alternatives were generated for other ways of operationalizing fit. One option was to compute the interaction of the promises given at time 1 and realized at time 2, and as such, to treat time 2 data as moderator of the relationship between time 1 data and the outcomes. Hence, for each work orientation, dependent variables were first regressed on corresponding pairs of promised and realized obligations respectively, and then on the interaction term between these two. They were also regressed on non-corresponding pairs of promised and realized obligations, that is, when promises made at time 1 do not match promises realized at time 2, and then on their interaction, in which case the moderating effect of job crafting was also introduced in the model.

The table below shows the results of the analyses where dependent variables were regressed on obligations promised at time 1 and realized at time 2, and then on the interaction between the corresponding pairs within job orientation (see Table 28).

Table 28. Hierarchical Regression Results for Dependent Variables Regressed on Corresponding Promises and their Interaction within Job Orientation (n=32).

	Satisfaction		Intent to leave		In-role performance		OCB	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Relational aspects promised at t1	-.208	-.224	.098	.129	.244	.186	.108	.146
Relational aspects realized at t2	.641**	.623**	-.236	-.200	-.186	-.251	.073	.116
Interaction – Relational aspects t1 x t2		-.093		.188		-.344†		.228
<i>R</i> ²	.334	.342	.044	.077	.053	.160	.024	.071
<i>Adjusted R</i> ²	.288	.271	-.022	-.022	-.012	.070	-.043	-.028
<i>Change in R</i> ²	.334	.008	.044	.032	.053	.107	.024	.047
<i>F for change</i>	7.260	.337	.673	.975	.813	3.580	.357	1.417
<i>Sig.</i>	.003	.566	.518	.332	.454	.069	.703	.244
Merit-based involvement promised at t1	-.162	-.093	.267	.215	.115	.069	-.135	-.024
Merit-based involvement realized at t2	.404*	.442*	-.255	-.284	-.056	-.081	.169	.230
Interaction – Merit-based involvement t1 x t2		.188		-.142		-.124		.303
<i>R</i> ²	.142	.169	.086	.102	.012	.023	.030	.101
<i>Adjusted R</i> ²	.083	.080	.023	.006	-.057	-.081	-.037	.004
<i>Change in R</i> ²	.142	.027	.086	.015	.012	.012	.030	.071
<i>F for change</i>	2.395	.914	1.372	.483	.170	.341	.449	2.203
<i>Sig.</i>	.109	.347	.269	.493	.845	.564	.642	.149
Working conditions promised at t1	.024	.007	.028	.050	.248	.260	.024	.050
Working conditions realized at t2	.534**	.521**	-.084	-.066	-.179	-.169	-.036	-.015
Interaction – Working conditions t1 x t2		-.099		.131		.074		.152
<i>R</i> ²	.290	.299	.007	.023	.081	.086	.002	.024
<i>Adjusted R</i> ²	.241	.224	-.061	-.081	.017	-.012	-.067	-.081
<i>Change in R</i> ²	.290	.009	.007	.016	.081	.005	.002	.022
<i>F for change</i>	5.919	.368	.104	.468	1.275	.158	.023	.630
<i>Sig.</i>	.007	.549	.902	.500	.295	.694	.977	.434

** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

The Model 1 results of Table 28 are the same results presented on Table 22, where it was explained that job-oriented individuals' job satisfaction was positively and significantly related to promises realized on relational aspects ($\beta=.641$, $p<.01$), and working conditions ($\beta=.534$, $p<.01$). Table 28 additionally shows the relationships of outcome variables with the interaction terms. In general, interaction terms did not display significant relationships with any outcome, except for a weak negative relationship between the interaction of the promises on relational aspects and in-role

performance ($\beta = -.344, p < .10$). More specifically, when promised relational aspects were also realized, in-role performance of job-oriented individuals tended to decrease. No other significant relationships could be observed on the table.

The following table shows the results of the analyses where dependent variables were regressed on obligations promised at time 1 and realized at time 2, and then on the interaction between the corresponding pairs within career orientation (see Table 29).

Table 29. Hierarchical Regression Results for Dependent Variables Regressed on Corresponding Promises and their Interaction within Career Orientation (n=39).

	Satisfaction		Intent to leave		In-role performance		OCB	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Relational aspects promised at t1	.016	.033	.101	.075	.318†	.327†	.019	.085
Relational aspects realized at t2	.412*	.414*	-.336†	-.340†	-.231	-.229	.073	.082
Interaction – Relational aspects t1 x t2		.085		.133		.047		.330*
<i>R</i> ²	.175	.182	.096	.113	.095	.097	.007	.111
<i>Adjusted R</i> ²	.130	.112	.046	.037	.045	.020	-.048	.035
<i>Change in R</i> ²	.175	.007	.096	.017	.095	.002	.007	.104
<i>F for change</i>	3.827	.297	1.909	.671	1.889	.083	.125	4.097
<i>Sig.</i>	.031	.589	.163	.418	.166	.775	.883	.051
Merit-based involvement promised at t1	.207	.208	.020	.019	.100	.100	.076	.074
Merit-based involvement realized at t2	.290†	.288†	-.267	-.265	.005	.007	-.024	-.016
Interaction – Merit-based involvement t1 x t2		-.104		.112		.072		.363*
<i>R</i> ²	.181	.192	.067	.080	.011	.016	.005	.136
<i>Adjusted R</i> ²	.135	.122	.015	.001	-.044	-.069	-.051	.062
<i>Change in R</i> ²	.181	.011	.067	.013	.011	.005	.005	.132
<i>F for change</i>	3.972	.471	1.295	.476	.193	.184	.085	5.336
<i>Sig.</i>	.028	.497	.286	.495	.825	.671	.919	.027
Working conditions promised at t1	.088	.055	.166	.195	.229	.356†	.097	.346†
Working conditions realized at t2	.507**	.514**	-.554**	-.560**	-.246	-.270	-.039	-.087
Interaction – Working conditions t1 x t2		-.066		.058		.254		.500**
<i>R</i> ²	.307	.310	.248	.251	.060	.111	.007	.204
<i>Adjusted R</i> ²	.268	.251	.207	.187	.008	.035	-.048	.136
<i>Change in R</i> ²	.307	.003	.248	.003	.060	.051	.007	.197
<i>F for change</i>	7.965	.172	5.952	.123	1.154	1.998	.133	8.649
<i>Sig.</i>	.001	.681	.006	.728	.327	.166	.876	.006

** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

Similarly, the Model 1 results of Table 29 are the same results presented on Table 23, where it was explained that career-oriented individuals' job satisfaction was positively and significantly related to promises realized on working conditions ($\beta=.507, p<.01$), relational aspects ($\beta=.412, p<.05$), and merit-based involvement ($\beta=.290, p<.10$); and their intent to leave was negatively and significantly related to promises realized on working conditions ($\beta= -.554, p<.01$). Table 29 additionally shows the relationships of outcome variables with the interaction terms. In general, interaction terms did not display significant relationships with any outcome, except for an interesting result regarding career-oriented individuals' OCB. It was seen that the interaction of all corresponding promises had positive and significant relationships with career-oriented individuals' OCB (relational: $\beta=.330, p<.05$; merit-based: $\beta=.363, p<.05$; working cond.s: $\beta=.500, p<.01$). It can be said that in order for career-oriented individuals to engage in OCB, relational aspects, merit-based involvement, and working conditions should all be both promised and realized. No other significant relationships were observed on Table 29.

The following table shows the results of the analyses where dependent variables were regressed on obligations promised at time 1 and realized at time 2, and then on the interaction between the corresponding pairs within calling orientation (see Table 30).

Table 30. Hierarchical Regression Results for Dependent Variables Regressed on Corresponding Promises and their Interaction within Calling Orientation (n=49).

	Satisfaction		Intent to leave		In-role performance		OCB	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
Relational aspects promised at t1	.134	.085	-.005	.008	.023	-.019	.391*	.324*
Relational aspects realized at t2	.476**	.446**	-.462**	-.454**	.383*	.357*	.000	-.043
Interaction – Relational aspects t1 x t2		.167		-.046		.144		.231
<i>R</i> ²	.307	.330	.216	.218	.156	.173	.153	.197
<i>Adjusted R</i> ²	.277	.285	.182	.166	.120	.118	.116	.144
<i>Change in R</i> ²	.307	.023	.216	.002	.156	.017	.153	.044
<i>F for change</i>	10.183	1.543	6.348	.101	4.258	.937	4.155	2.469
<i>Sig.</i>	.000	.221	.004	.752	.020	.338	.022	.123
Merit-based involvement promised at t1	.260†	.237	-.299*	-.257†	.163	.141	.431**	.392**
Merit-based involvement realized at t2	.341*	.285†	-.178	-.076	.241	.188	.057	-.038
Interaction – Merit-based involvement t1 x t2		.171		-.311*		.164		.290*
<i>R</i> ²	.265	.290	.170	.250	.121	.143	.212	.282
<i>Adjusted R</i> ²	.233	.242	.134	.200	.083	.086	.177	.234
<i>Change in R</i> ²	.265	.024	.170	.081	.121	.022	.212	.070
<i>F for change</i>	8.304	1.545	4.701	4.843	3.167	1.180	6.177	4.377
<i>Sig.</i>	.001	.220	.014	.033	.051	.283	.004	.042
Working conditions promised at t1	.165	.174	-.160	-.164	.362*	.362*	.520**	.467**
Working conditions realized at t2	.444**	.451**	-.325*	-.328*	.086	.085	-.037	-.077
Interaction – Working conditions t1 x t2		-.041		.017		.002		.232†
<i>R</i> ²	.288	.289	.176	.177	.165	.165	.255	.303
<i>Adjusted R</i> ²	.257	.242	.141	.122	.129	.109	.223	.256
<i>Change in R</i> ²	.288	.001	.176	.000	.165	.000	.255	.048
<i>F for change</i>	9.296	.093	4.925	.013	4.547	.000	7.875	3.074
<i>Sig.</i>	.000	.762	.012	.908	.016	.990	.001	.086

** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

Similarly, the Model 1 results of Table 30 are the same results presented on Table 24, where it was explained that calling-oriented individuals' job satisfaction was positively and significantly related to all promises realized (relational aspects: $\beta=.476$, $p<.01$; working conditions: $\beta=.444$, $p<.01$; merit-based involvement: $\beta=.341$, $p<.05$); their intent to leave was negatively and significantly related to promises realized on relational aspects ($\beta= -.462$, $p<.01$), and on working conditions ($\beta= -.325$,

$p < .05$), and it was negatively related to promises given on merit-based involvement ($\beta = -.299, p < .05$). An additional relationship was observed here, pertaining to the interaction of promises given and realized on merit-based involvement, which was also found to have a negative relationship with their intent to leave ($\beta = -.311, p < .05$). It is possible to state that, in addition to already mentioned single effects, when promises of merit-based involvement were both promised and realized, calling-oriented individuals' intent to leave tended to decrease.

Furthermore, as was observed on Table 24, calling-oriented individuals' in-role performance was found to be positively and significantly related to promises realized on relational aspects ($\beta = .383, p < .05$), and promises given on working conditions ($\beta = .362, p < .05$). Finally, it was also observed that calling-oriented individuals' OCB was significantly and positively related to promises given on working conditions ($\beta = .520, p < .01$), merit-based involvement ($\beta = .431, p < .01$), and relational aspects ($\beta = .391, p < .05$). An additional finding here was a weaker but significant relationship observed between the interaction of promises given and realized on merit-based involvement, and OCB ($\beta = .290, p < .05$) for calling-oriented individuals. It is possible to conclude that, in addition to already mentioned single effects, when promises of merit-based involvement were both promised and realized, calling-oriented individuals' OCB tended to increase.

So far, the hierarchical regression analyses were conducted with corresponding pairs of promises at time 1 and time 2, and their interactions. It may be a good idea to look at the interactions of non-corresponding pairs as well, which reflects the case where promises made at time 1 do not match promises realized at time 2, and hence may lead to less favorable outcomes in general. However, if job crafting moderates these relationships, it may be possible to observe a more positive inclination in the outcomes. The following analyses take the non-corresponding promises at both times of measurement, and their interaction, and then incorporate job crafting in the model as a moderator of the relationship between the promised-realized interaction and the outcomes.

The table below shows the results of the hierarchical regression analyses within job orientation, where dependent variables were regressed on non-corresponding promises given at time 1 and realized at time 2, and then on their interactions, and then on job crafting as the moderator (see Table 31).

Table 31. Hierarchical Regression Results for DVs Regressed on Non-Corresponding Promises and Moderation within Job Orientation (n=32).

	Satisfaction			Intent to leave			In-role performance			OCB		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
	Relational aspects t1	-.129	-.131	-.130	.097	.102	.102	.226	.222	.222	.108	.112
Merit-based invlmt. T2	.411*	.378	.358	-.207	-.117	-.119	-.130	-.198	-.201	.064	.123	.100
Interac. – R.A. t1 x M.B. t2		-.073	-.094		.198	.196		-.149	-.152		.129	.104
Moderator – Job crafting			.047			.006			.008			.057
<i>R</i> ²	.131	.136	.137	.032	.062	.062	.038	.055	.055	.023	.036	.038
<i>Adjusted R</i> ²	.071	.043	.010	-.035	-.038	-.076	-.028	-.046	-.085	-.045	-.068	-.104
<i>Change in R</i> ²	.131	.004	.002	.032	.031	.000	.038	.017	.000	.023	.013	.003
<i>F for change</i>	2.193	.136	.056	.475	.915	.001	.574	.512	.001	.339	.376	.073
<i>Sig.</i>	.130	.715	.815	.626	.347	.978	.570	.480	.971	.715	.545	.789
Relational aspects t1	-.122	-.122	-.121	.022	.021	.027	.240	.238	.235	.173	.177	.183
Working conditions t2	.581**	.586**	.584**	-.087	-.090	-.115	-.228	-.249	-.238	-.093	-.061	-.090
Interac. – R.A. t1 x W.C. t2		.022	.018		-.011	-.061		-.089	-.067		.141	.082
Moderator – Job crafting			.007			.101			-.045			.118
<i>R</i> ²	.302	.303	.303	.007	.007	.015	.071	.079	.080	.027	.046	.056
<i>Adjusted R</i> ²	.254	.228	.200	-.062	-.100	-.131	.007	-.020	-.056	-.040	-.056	-.083
<i>Change in R</i> ²	.302	.000	.000	.007	.000	.008	.071	.007	.002	.027	.019	.010
<i>F for change</i>	6.287	.018	.001	.099	.003	.211	1.112	.228	.045	.409	.546	.299
<i>Sig.</i>	.005	.893	.969	.906	.956	.649	.343	.637	.833	.668	.466	.589
Merit-based invlmt. T1	-.179	-.194	-.234	.245	.248	.302	.125	-.020	.031	-.116	.010	-.043
Relational aspects t2	.597**	.594**	.644**	-.260	-.260	-.326†	-.110	-.131	-.196	.154	.172	.240
Interac. – M.B. t1 x R.A. t2		-.039	.056		.008	-.120		-.371†	-.494*		.324	.453*
Moderator – Job crafting			-.232			.311			.302			-.314
<i>R</i> ²	.329	.330	.370	.092	.092	.165	.020	.134	.202	.027	.114	.188
<i>Adjusted R</i> ²	.282	.258	.277	.030	-.005	.041	-.048	.042	.084	-.040	.019	.068
<i>Change in R</i> ²	.329	.001	.040	.092	.000	.073	.020	.114	.068	.027	.087	.074
<i>F for change</i>	7.100	.054	1.728	1.476	.002	2.345	.297	3.698	2.306	.405	2.754	2.462
<i>Sig.</i>	.003	.818	.200	.245	.969	.137	.745	.065	.141	.671	.108	.128
Merit-based invlmt. T1	-.229	-.171	-.208	.229	.195	.231	.164	.182	.219	-.071	-.006	-.041
Working conditions t2	.618**	.668**	.664**	-.160	-.189	-.186	-.202	-.186	-.182	-.008	.049	.045
Interac. – M.B. t1 x W.C. t2		.200	.415		-.118	-.330		.060	-.157		.224	.433
Moderator – Job crafting			-.282			.279			.286			-.276
<i>R</i> ²	.335	.368	.393	.052	.064	.089	.044	.047	.074	.005	.046	.070
<i>Adjusted R</i> ²	.290	.300	.303	-.013	-.037	-.046	-.021	-.055	-.064	-.063	-.057	-.068
<i>Change in R</i> ²	.335	.032	.026	.052	.011	.025	.044	.003	.026	.005	.040	.024
<i>F for change</i>	7.320	1.424	1.144	.802	.334	.742	.675	.085	.767	.079	1.176	.710
<i>Sig.</i>	.003	.243	.294	.458	.568	.397	.517	.773	.389	.924	.287	.407

Table 31. (cont. 'd)

	Satisfaction			Intent to leave			In-role performance			OCB		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
Working conditions t1	.083	.011	-.008	.022	.129	.147	.225	.169	.192	.015	.146	.130
Relational aspects t2	.544**	.542**	.588**	-.192	-.189	-.233	-.083	-.084	-.141	.121	.125	.166
Interac. – W.C. t1 x R.A. t2		-.157	-.138		.233	.214		-.120	-.144		.284	.302
Moderator – Job crafting			-.208			.204			.259			-.188
<i>R</i> ²	.306	.325	.366	.037	.080	.118	.056	.068	.130	.015	.079	.112
<i>Adjusted R</i> ²	.258	.253	.272	-.029	-.019	-.012	-.009	-.032	.001	-.053	-.020	-.020
<i>Change in R</i> ²	.306	.019	.040	.037	.043	.039	.056	.011	.062	.015	.064	.033
<i>F for change</i>	6.393	.805	1.723	.561	1.297	1.182	.864	.342	1.931	.221	1.934	1.001
<i>Sig.</i>	.005	.377	.200	.577	.264	.287	.432	.563	.176	.803	.175	.326
Working conditions t1	.043	.043	.029	.044	.106	.114	.231	.226	.245	-.001	.132	.116
Merit-based invlmt. T2	.338†	.338†	.350†	-.165	-.122	-.129	-.053	-.057	-.073	.120	.213	.226
Interac. – W.C. t1 x M.B. t2		.001	.060		.147	.111		-.012	-.092		.316	.381
Moderator – Job crafting			-.148			.089			.199			-.162
<i>R</i> ²	.121	.121	.139	.027	.042	.048	.052	.052	.084	.014	.084	.105
<i>Adjusted R</i> ²	.060	.027	.011	-.040	-.061	-.093	-.013	-.049	-.051	-.054	-.015	-.028
<i>Change in R</i> ²	.121	.000	.018	.027	.015	.006	.052	.000	.032	.014	.069	.021
<i>F for change</i>	1.994	.000	.558	.397	.439	.184	.798	.003	.947	.209	2.119	.643
<i>Sig.</i>	.154	.998	.462	.676	.513	.671	.460	.956	.339	.812	.157	.430

** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

When Table 31 is examined, it is seen that no significant relationships were observed between the interaction of non-corresponding pairs of promises, and job satisfaction of job-oriented individuals. All the significant effects belonged to single variables, that is, realized promises on relational aspects and working conditions, which were parallel to values already observed (cf. Table 22 and 28). Furthermore, job crafting did not moderate the relationship between these non-corresponding interactions and outcomes. A similar situation was observed for job-oriented individuals' intent to leave as well, where no new relationships were uncovered.

If we look at job-oriented individuals' in-role performance, there was just one slightly significant effect observed: the negative relationship of the interaction of promises given on merit-based involvement, and promises realized on relational aspects ($\beta = -.371$, $p < .10$). More specifically, when merit-based involvement was promised, but promises on relational aspects were realized, job-oriented individuals' in-role performance tended to decrease. No new relationships came up for job-oriented individuals' OCB. Finally, job crafting was not a moderator.

The table below shows the results of the analyses within career orientation, where dependent variables were regressed on non-corresponding pairs of employer promises given at time 1 and realized at time 2, and then on their interactions, and then on job crafting as the moderator (see Table 32).

Table 32. Hierarchical Regression Results for DVs Regressed on Non-Corresponding Promises and Moderation within Career Orientation (n=39).

	Satisfaction			Intent to leave			In-role performance			OCB		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
	Relational aspects t1	.065	.062	.058	.055	.054	.023	.233	.224	.169	.051	.009
Merit-based invlmt. T2	.361*	.351*	.352*	-.276	-.283	-.273	-.026	-.061	-.043	-.007	-.171	-.180
Interac. – R.A. t1 x M.B. t2		.036	.028		.023	-.031		.116	.021		.540**	.588**
Moderator – Job crafting			.016			.111			.195			-.099
<i>R</i> ²	.150	.151	.152	.070	.070	.078	.051	.063	.089	.002	.261	.268
<i>Adjusted R</i> ²	.103	.079	.052	.018	-.010	-.030	-.002	-.017	-.019	-.053	.198	.181
<i>Change in R</i> ²	.150	.001	.000	.070	.000	.008	.051	.012	.026	.002	.258	.007
<i>F for change</i>	3.182	.047	.007	1.345	.017	.306	.969	.447	.957	.044	12.238	.310
<i>Sig.</i>	.053	.830	.934	.273	.897	.584	.389	.508	.335	.957	.001	.581
Relational aspects t1	.046	.048	-.010	.093	.079	.099	.278	.326†	.294	.051	.174	.126
Working conditions t2	.537**	.535**	.568**	-.500**	-.491**	-.503**	-.209	-.240	-.221	-.006	-.083	-.057
Interac. – R.A. t1 x W.C. t2		.007	-.001		-.046	-.043		.160	.155		.406*	.399*
Moderator – Job crafting			.232			-.079			.130			.190
<i>R</i> ²	.303	.303	.353	.235	.237	.243	.091	.114	.130	.002	.151	.185
<i>Adjusted R</i> ²	.264	.243	.277	.193	.172	.154	.041	.039	.028	-.053	.078	.089
<i>Change in R</i> ²	.303	.000	.051	.235	.002	.006	.091	.023	.016	.002	.148	.034
<i>F for change</i>	7.815	.002	2.666	5.534	.087	.266	1.812	.907	.621	.044	6.109	1.416
<i>Sig.</i>	.002	.963	.112	.008	.769	.610	.178	.347	.436	.957	.018	.242
Merit-based invlmt. T1	.229	.296	.297	-.009	-.091	-.100	.149	.258	.252	.044	.144	.130
Relational aspects t2	.348*	.330*	.328*	-.293†	-.271	-.241	-.148	-.177	-.158	.068	.041	.086
Interac. – M.B. t1 x R.A. t2		.147	.148		-.178	-.201		.239	.225		.218	.184
Moderator – Job crafting			-.009			.157			.097			.230
<i>R</i> ²	.223	.240	.240	.087	.113	.136	.030	.077	.086	.008	.047	.097
<i>Adjusted R</i> ²	.179	.175	.151	.037	.037	.035	-.023	-.002	-.022	-.047	-.035	-.009
<i>Change in R</i> ²	.223	.017	.000	.087	.026	.023	.030	.046	.009	.008	.039	.051
<i>F for change</i>	5.155	.805	.003	1.723	1.013	.918	.564	1.757	.336	.152	1.415	1.903
<i>Sig.</i>	.011	.376	.954	.193	.321	.345	.574	.194	.566	.860	.242	.177
Merit-based invlmt. T1	.146	.021	.022	.100	.165	.161	.184	.297	.285	.074	.151	.131
Working conditions t2	.492**	.515**	.513**	-.515**	-.527**	-.522**	-.210	-.231	-.214	-.022	-.036	-.007
Interac. – M.B. t1 x W.C. t2		-.261†	-.267		.135	.154		.235	.291		.162	.262
Moderator – Job crafting			-.021			.064			.185			.327†
<i>R</i> ²	.319	.373	.374	.236	.250	.254	.048	.092	.122	.005	.026	.121
<i>Adjusted R</i> ²	.281	.319	.300	.193	.186	.166	-.005	.014	.019	-.051	-.058	.017
<i>Change in R</i> ²	.319	.054	.000	.236	.014	.004	.048	.044	.030	.005	.021	.095
<i>F for change</i>	8.424	3.033	.021	5.549	.676	.168	.908	1.697	1.176	.084	.755	3.677
<i>Sig.</i>	.001	.090	.886	.008	.417	.684	.412	.201	.286	.920	.391	.064

Table 32. (cont. 'd)

	Satisfaction			Intent to leave			In-role performance			OCB		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
Working conditions t1	.148	.240	.241	.081	.015	-.035	.229	.347	.303	.050	.241	.196
Relational aspects t2	.341†	.334†	.332†	-.338†	-.332†	-.258	-.221	-.231	-.166	.055	.040	.106
Interac. – W.C. t1 x R.A. t2		.187	.188		-.134	-.181		.240	.199		.389*	.347†
Moderator – Job crafting			-.004			.205			.177			.182
<i>R</i> ²	.191	.219	.219	.092	.106	.142	.049	.094	.121	.008	.126	.155
<i>Adjusted R</i> ²	.146	.152	.127	.042	.029	.041	-.004	.016	.017	-.047	.052	.056
<i>Change in R</i> ²	.191	.027	.000	.092	.014	.036	.049	.045	.027	.008	.118	.029
<i>F for change</i>	4.254	1.225	.000	1.826	.548	1.440	.921	1.735	1.053	.153	4.730	1.158
<i>Sig.</i>	.022	.276	.982	.176	.464	.239	.407	.196	.312	.859	.036	.290
Working conditions t1	.175	.158	.171	.053	.082	.029	.120	.165	.113	.100	.200	.193
Merit-based invlmt. T2	.293	.286	.288	-.286	-.275	-.284	-.012	.005	-.004	-.042	-.004	-.006
Interac. – W.C. t1 x M.B. t2		-.095	-.072		.161	.069		.252	.160		.556**	.543**
Moderator – Job crafting			-.049			.196			.197			.028
<i>R</i> ²	.169	.178	.179	.069	.093	.123	.013	.073	.103	.007	.301	.302
<i>Adjusted R</i> ²	.123	.107	.083	.017	.016	.019	-.042	-.006	-.003	-.048	.241	.220
<i>Change in R</i> ²	.169	.009	.002	.069	.025	.029	.013	.060	.029	.007	.294	.001
<i>F for change</i>	3.660	.364	.075	1.331	.947	1.129	.239	2.274	1.113	.135	14.704	.029
<i>Sig.</i>	.036	.550	.786	.277	.337	.295	.789	.140	.299	.874	.001	.867

*** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

When Table 32 is examined, it is seen that no significant relationships were observed between the interaction of non-corresponding pairs of promises, and job satisfaction of career-oriented individuals. All the significant effects belonged to single variables, that is, realized promises on all factors, which were parallel to values already observed (cf. Table 23 and 29). Furthermore, job crafting did not moderate the relationship between these non-corresponding interactions and outcomes. If we look at career-oriented individuals' intent to leave, no significant relationships were observed between the interaction of non-corresponding pairs of promises and intent to leave, and no moderation by job crafting. All significant relationships were with realized promises on working conditions, as previously observed.

When we turn to career-oriented individuals' in-role performance, no new relationships were uncovered either. When it comes to OCB, however, there was an interesting picture: nearly all the interactions of non-corresponding promises were significantly related to career-oriented individuals' OCB. The interactions between promises given on relational aspects and promises realized on merit-based involvement ($\beta=.540$, $p<.01$), promises given on relational aspects and promises realized on working conditions ($\beta=.406$, $p<.05$), promises given on working conditions and promises realized on relational aspects ($\beta=.389$, $p<.05$), and promises given on working conditions and promises realized on merit-based involvement ($\beta=.556$, $p<.01$) were all positively and significantly related to OCB. Again, job crafting was not a moderator.

Finally, the table below shows the results of the analyses within calling orientation, where dependent variables were regressed on non-corresponding factors of employer promises given at time 1 and realized at time 2, and then on their interactions, and then on job crafting as the moderator (see Table 33).

Table 33. Hierarchical Regression Results for DVs Regressed on Non-Corresponding Promises and Moderation within Calling Orientation (n=49).

	Satisfaction			Intent to leave			In-role performance			OCB		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
	Relational aspects t1	.141	.155	.156	-.066	-.088	-.088	.033	.056	.054	.372*	.408*
Merit-based invlmt. T2	.376*	.327†	.349*	-.275	-.196	-.196	.296†	.215	.178	.032	-.096	-.106
Interac. – R.A. t1 x M.B. t2		.120	.131	-.194	-.194	-.194		.200	.182		.313*	.308*
Moderator – Job crafting			-.119			.002			.200			.054
<i>R</i> ²	.225	.237	.251	.102	.135	.135	.101	.136	.174	.154	.240	.242
<i>Adjusted R</i> ²	.191	.186	.183	.063	.077	.056	.061	.078	.098	.117	.189	.174
<i>Change in R</i> ²	.225	.013	.013	.102	.033	.000	.101	.035	.038	.154	.086	.003
<i>F for change</i>	6.663	.744	.789	2.604	1.712	.000	2.573	1.830	2.013	4.176	5.091	1.62
<i>Sig.</i>	.003	.393	.379	.085	.197	.991	.087	.183	.163	.022	.029	.689
Relational aspects t1	.188	.184	.212	-.085	-.087	-.110	.134	.110	.046	.377*	.339*	.364*
Working conditions t2	.439**	.435**	.442**	-.360*	-.361*	-.367*	.187	.161	.143	.034	-.009	-.002
Interac. – R.A. t1 x W.C. t2		.026	.041	.007	.007	-.007		.139	.102		.224	.239
Moderator – Job crafting			-.085			.072			.201			-.079
<i>R</i> ²	.295	.296	.302	.161	.162	.166	.073	.091	.123	.154	.200	.205
<i>Adjusted R</i> ²	.265	.249	.238	.125	.106	.090	.033	.030	.043	.117	.146	.132
<i>Change in R</i> ²	.295	.001	.006	.161	.000	.004	.073	.018	.032	.154	.046	.005
<i>F for change</i>	9.643	.038	.362	4.429	.002	.219	1.822	.868	1.601	4.187	2.570	.275
<i>Sig.</i>	.000	.846	.551	.017	.962	.642	.173	.356	.212	.021	.116	.603
Merit-based invlmt. T1	.252*	.216†	.239†	-.243†	-.216	-.218	.150	.128	.122	.447**	.405**	.405**
Relational aspects t2	.450**	.332*	.360*	-.376**	-.285†	-.289†	.340*	.268	.261	.027	-.110	-.110
Interac. – M.B. t1 x R.A. t2		.267*	.179	-.207	-.207	-.196		.164	.185		.313*	.313*
Moderator – Job crafting			-.168			.020			.039			.000
<i>R</i> ²	.348	.402	.424	.268	.300	.300	.175	.195	.197	.210	.283	.283
<i>Adjusted R</i> ²	.320	.362	.372	.236	.253	.236	.139	.142	.124	.175	.235	.218
<i>Change in R</i> ²	.348	.053	.022	.268	.032	.000	.175	.020	.001	.210	.073	.000
<i>F for change</i>	12.297	3.996	1.709	8.405	2.049	.020	4.888	1.127	.067	6.106	4.575	.000
<i>Sig.</i>	.000	.052	.198	.001	.159	.887	.012	.294	.796	.004	.038	.998
Merit-based invlmt. T1	.287*	.284*	.296*	-.288*	-.272*	-.270†	.221	.207	.170	.441**	.385**	.396**
Working conditions t2	.429**	.424**	.438**	-.308*	-.283*	-.281†	.175	.153	.109	.054	-.033	-.020
Interac. – M.B. t1 x W.C. t2		.018	.017	-.086	-.086	-.086		.078	.080		.307*	.307*
Moderator – Job crafting			-.076			-.012			.241†			-.074
<i>R</i> ²	.341	.341	.346	.231	.237	.237	.103	.108	.162	.212	.292	.298
<i>Adjusted R</i> ²	.312	.297	.287	.197	.186	.168	.064	.049	.086	.178	.245	.234
<i>Change in R</i> ²	.341	.000	.005	.231	.006	.000	.103	.005	.054	.212	.081	.005
<i>F for change</i>	11.887	.018	.358	6.906	.370	.008	2.635	.263	2.834	6.180	5.128	.321
<i>Sig.</i>	.000	.894	.552	.002	.546	.928	.083	.610	.099	.004	.028	.574

Table 33. (cont. 'd)

	Satisfaction			Intent to leave			In-role performance			OCB		
	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3	Model 1	Model 2	Model 3
Working conditions t1	.160	.157	.286*	-.131	-.129	-.219	.284*	.282†	.299†	.513**	.510**	.551**
Relational aspects t2	.475**	.394**	.387**	-.411**	-.364*	-.359*	.277†	.223	.222	-.021	-.089	-.091
Interac. – W.C. t1 x R.A. t2		.206	.163		-.120	-.090		.139	.133		.171	.158
Moderator – Job crafting			-.268*			.187			-.034			-.086
<i>R</i> ²	.315	.350	.406	.230	.243	.270	.223	.239	.240	.254	.279	.285
<i>Adjusted R</i> ²	.285	.307	.352	.197	.192	.204	.189	.188	.171	.222	.231	.220
<i>Change in R</i> ²	.315	.036	.056	.230	.012	.027	.223	.016	.001	.254	.025	.006
<i>F for change</i>	10.553	2.478	4.126	6.889	.719	1.645	6.600	.955	.051	7.843	1.538	.350
<i>Sig.</i>	.000	.122	.048	.002	.401	.206	.003	.334	.822	.001	.221	.557
Working conditions t1	.185	.164	.232	-.199	-.171	-.229	.322*	.308*	.287†	.490**	.449**	.466**
Merit-based invlmt. T2	.376*	.353*	.368*	-.224	-.196	-.208	.170	.155	.151	.031	-.011	-.007
Interac. – W.C. t1 x M.B. t2		.103	.110		-.130	-.136		.066	.064		.193	.195
Moderator – Job crafting			-.198			.169			.060			-.052
<i>R</i> ²	.239	.248	.281	.130	.145	.169	.182	.186	.189	.255	.287	.289
<i>Adjusted R</i> ²	.206	.198	.216	.092	.088	.093	.146	.131	.115	.222	.239	.225
<i>Change in R</i> ²	.239	.009	.033	.130	.015	.024	.182	.004	.003	.255	.032	.002
<i>F for change</i>	7.226	.551	2.033	3.440	.772	1.275	5.117	.206	.162	7.860	2.036	.139
<i>Sig.</i>	.002	.462	.161	.041	.384	.265	.010	.652	.689	.001	.161	.711

** Significant at .01 level

* Significant at .05 level

† Significant at .10 level

When Table 33 is examined, it is seen for job satisfaction of calling-oriented individuals that all the significant effects belonged to single variables, that is, realized promises on all factors, with values parallel to those already observed (cf. Table 24 and 30), with only two exceptions. The first exception came with the interaction of promises given on merit-based involvement, and promises realized on relational aspects. This finding suggests that the relationship between promises given on merit-based involvement and job satisfaction for calling-oriented individuals, was strengthened when promises on relational aspects were realized ($\beta=.267$, $p<.05$). The second exception came with the interaction of promises given on working conditions, and promises realized on relational aspects, whose relationship with job satisfaction was moderated by job crafting. It can be said that while the relationship between promises realized on relational aspects and job satisfaction for calling-oriented individuals was already significant ($\beta=.387$, $p<.01$), the positive relationship between promises given on working conditions and job satisfaction depended on the negative impact of job crafting ($\beta= -.268$, $p<.05$).

When it comes to calling-oriented individuals' intent to leave and in-role performance, no new relationships were uncovered. All the significant relationships belonged to single variables, with values parallel to those previously described. With calling-oriented individuals' OCB, however, it was possible to observe some new relationships, in addition to previous effects. The interactions between promises given on relational aspects and promises realized on merit-based involvement ($\beta=.313$, $p<.05$), between promises given on merit-based involvement and promises realized on relational aspects ($\beta=.313$, $p<.05$), and between promises given on merit-based involvement and promises realized on working conditions ($\beta=.307$, $p<.05$) were found to be positively and significantly related to OCB.

As job crafting did not moderate any of the relationships described but one, the researcher also wanted to see whether job crafting alone would have any significant relationship with outcome variables. The table below summarizes the results (see Table 34).

Table 34. Regression Results for Dependent Variables Regressed on Job Crafting for each Work Orientation (n=120).

		Satisfaction	Intent to leave	In-role performance	OCB
Job Orientation	Job crafting	-.182	.004	.077	.457**
	<i>R</i> ²	.033	.000	.006	.209
	<i>Adjusted R</i> ²	.001	-.033	-.027	.182
	<i>F</i>	1.031	.000	.178	7.919
	<i>Sig.</i>	.318	.983	.676	.009
Career Orientation	Job crafting	-.053	.180	.053	.327*
	<i>R</i> ²	.003	.032	.003	.107
	<i>Adjusted R</i> ²	-.024	.006	-.024	.083
	<i>F</i>	.104	1.234	.103	4.417
	<i>Sig.</i>	.749	.274	.750	.042
Calling Orientation	Job crafting	.050	-.147	.289*	.035
	<i>R</i> ²	.003	.022	.083	.001
	<i>Adjusted R</i> ²	-.019	.001	.064	-.020
	<i>F</i>	.119	1.039	4.269	.059
	<i>Sig.</i>	.732	.313	.044	.810

** Significant at .01 level

* Significant at .05 level

Table 34 shows that job crafting, when alone, did not have much significant relationship with the outcome variables of the study. The only significant relationships were found with job-oriented individuals' OCB ($\beta=.457$, $p<.01$), career-oriented individuals' OCB ($\beta=.327$, $p<.05$), and calling-oriented individuals' in-role performance ($\beta=.289$, $p<.05$), all in positive direction.

CHAPTER VI

DISCUSSION AND CONCLUSION

In this final chapter, the findings of the study will be interpreted, and theoretical explanations will be developed, along with a new model suggestion. After discussing the implications of the study for theory and practice, the section will end with criticisms regarding its limitations and suggestions for further research.

If we summarize the research in brief, this study consisted of a longitudinal assessment of psychological contracts promised at time 1 and realized at time 2 in a six-month interval, to see how the fit between promised and realized terms would influence several outcome variables, within each work orientation of job, career or calling. It was hypothesized that job-oriented individuals would experience the most positive outcomes when they perceived fit between the promises of transactional contracts, which in this case were similar to working conditions; career-oriented individuals would experience the most positive outcomes when they perceived fit between the promises of balanced contracts, which in this case were similar to merit-based involvement; and calling-oriented individuals would experience the most positive outcomes when they perceived fit between the promises of relational contracts, which in this case were similar to relational aspects. The results did indicate that there were differences in outcome variables among work orientations, but not in the context of the predicted model. More specifically, the fit operationalized as the difference between realized and promised obligations did not

produce as many significant results as did the single effects of the variables, and in some cases their interaction. Therefore, a model revision can be suggested so as to represent these relationships with greater accuracy.

Interpreting the Results of Factor Analyses

There were two main constructs of the study, constituting the two main independent variables: work orientations, and psychological contracts. The construct of work orientations, put forward by Wrzesniewski et al. (1997), represents a brand new outlook to person-work relationships, since it positions work not as an external entity in an individual's life, but as part of his/her identity. The theorized distinction for work orientations was job, career and calling orientations, with different levels of involvement in, and different meanings attached to work in each.

The factor analysis conducted in this study did fairly differentiate these three orientations, but it also somewhat expanded this distinction with two added dimensions, one representing a total detachment from work, and the other representing an instrumental (financial) meaning derived from work. This is an interesting finding, and may be considered as an indication of the possibility of other forms of psychological experience of work for Turkish respondents, beyond job-career-calling distinction. More specifically, these may be said to represent a refinement of job orientation, with a more negative outlook to work as a disliked necessity of life. However, the mean scores for these two factors were lower than the scores of the job-career-calling factors, and therefore, exclusion of these factors from the analyses was presumed to have no negative impact on the results.

Psychological contracts, on the other hand, were assessed with questions pertaining to the obligations employers promised to their employees. For this assessment, items adapted from PCI (Rousseau, 2000) were enriched with items derived from the qualitative study, and a new scale was formed. The factor analysis for psychological contracts as employer obligations revealed another interesting finding: the items that were theoretically assumed and empirically agreed (in the qualitative research) to represent transactional, balanced, and relational contracts got differentiated in a different way, but approximated the same distinction with factors on working conditions, merit-based involvement, and relational/emotional aspects respectively.

Pertaining to social relations and other aspects that would enhance organizational attachment, relational/emotional aspects were not much different than what was argued regarding relational contracts in the literature. Working conditions, similar to those identified in another study conducted in a Turkish context (Aydın, Yılmaz, Memduhoğlu, Oğuz and Güngör, 2008), were much like, in Herzberg's terminology, hygiene factors that everyone would expect to be offered at a job, maybe representing an overall minimum. Merit-based involvement, on the other hand, included payment, advancement, learning, and development together, for which merit can be thought as the mechanism to obtain. This factor can be said to be a real combination of relational and transactional terms. Although with different content, all the factors obtained for psychological contracts made quite sense.

The dependent variables of the study consisted of job satisfaction, intent to leave, in-role performance, and OCB. Factor structures of these variables were all one-dimensional, except for OCB, which loaded on two factors. However, as mentioned previously, OCB was aimed to represent a totality of behaviors that

enhanced the organizational functioning with a background support (Organ, 1997; Werner, 2000), as opposed to task-related behaviors directed at the actual execution of the job. In this line of thinking, using the OCB construct as a whole did not violate the main assumptions of the study, and hence was deemed appropriate.

In a similar vein, the moderator variable job crafting was found to consist of three factors. Referring to the active reshaping of the job content and boundaries, job crafting was a new concept, maybe incorporated in a dissertation for the first time. Since the main interest in job crafting for this study was not on its separate factors, but on the act of crafting as a whole, it was again deemed sufficient to represent job crafting with a single factor.

Interpreting the Test of the Conceptual Model

After computing the means, and examining the case scores for job, career and calling orientations, work orientations were turned into a categorical variable, which was used as a grouping factor in the rest of the analyses.

Analyses of Variance

The results of the analyses of variance showed that job-, career- and calling-oriented individuals did present differences along the variables of this study. First, it was seen that obligations promised on relational aspects, merit-based involvement, and working conditions were perceived higher by calling-oriented individuals, as compared to job-oriented individuals. Given that for calling-oriented individuals work is of utmost importance, and occupies a very central place in their lives

(Wrzesniewski, 1999), it is no surprise to find such a difference when compared to job-oriented individuals. It is possible to state that calling people may be attending to every detail of their work, and hence may think about every aspect related to it with a more passionate eye, therefore leading to a higher perception of promises given by the employer.

Second, it was seen that obligations realized on relational/emotional aspects were perceived higher by calling-oriented individuals as compared to job-oriented individuals, whereas obligations realized on working conditions were perceived higher by calling-oriented individuals as compared to career-oriented individuals. The high perception of calling people may again be related to their being highly attentive and caring about all work-related issues. In this case, relational aspects being lower for job-oriented people may be related either to their own disregard for them, or to an actual situation where the organization did not really provide them. On the other hand, working conditions being lower for career-oriented people, than for job people, may be related to career people's being more negatively affected from the non-realization of working conditions.

All these findings provide evidence and lend support to the literature about the characteristics of individuals having different work orientations (Wrzesniewski, 1999; Wrzesniewski et al, 1997). Calling-oriented individuals have higher drive for working, and have more favorable perceptions of the working situations, whereas job-oriented individuals have lower interest in, and a more limited relationship to their work and work environments. Career-oriented individuals are indeed positioned in between the two, the only exception being with the realization of working conditions (mentioned above), the reasons of which will become clearer below.

However, it was unfortunate not to observe any significant differences among work orientations for the difference scores between promises given and realized. As will be remembered, positive difference scores meant realized obligations were perceived higher than promised obligations, whereas negative difference scores meant realized obligations were perceived lower than promised obligations; and the difference scores for relational aspects were positive for all orientations, and the difference scores for merit-based involvement were negative for all orientations. Although non-significant, it is possible to explain the picture defined by these difference scores in the context of global economic crisis, be it cautiously. Due to intervening economic crisis between the two times of data collection, organizations may have turned to realizing the relational aspects of their obligations more, simply because they had to stop or make some cutbacks in their other obligations. This may be the reason why all job-, career- and calling-oriented individuals' responses agreed that relational aspects were realized, but merit-based aspects were not. According to the difference scores, nor were working conditions realized for career- and calling-oriented individuals; in contrast, job-oriented individuals perceived they were more realized than promised. Considering job-oriented people's low level of expectations from a job (since they do not look for enjoyment in their work sphere anyway), it is possible that working conditions realized were fair enough for them, but they were not found satisfactory for career- and calling-oriented people.

An unexpected finding concerned job crafting, as job crafting across work orientations did not reveal any significant mean differences. This was unexpected since we would expect calling-oriented individuals to engage in more job crafting than others. However, this may be caused by a methodological fallacy, for job crafting items can be said to have high face validity.

Most of the results on outcome variables did turn out in expected directions. For example, calling-oriented individuals had significantly higher job satisfaction than both job- and career-oriented individuals, which was a finding parallel to the literature (Wrzesniewski, 1999; 2003). Furthermore, career-oriented individuals had significantly higher intent to leave than calling-oriented individuals, which was also in line with expectations. When it comes to in-role performance, career-oriented individuals had significantly higher in-role performance than job-oriented individuals. This was an expectable finding as well, simply because career people can be expected to be concerned more with performance than job people, as they would like to prove their success in order to jump to other jobs during the course of their career. The only outcome variable that did not conform to expectations was OCB, where it was possible to expect calling-oriented individuals to engage in more OCB, but it turned out that OCB did not yield any significant differences among work orientations. This finding may be due to high face validity of the items, such that they may have elicited similar responses in all participants.

Regression Analyses

Regression analyses were conducted in each work orientation separately, first for single effects, then for the differences, and finally for the interactions of obligations promised and realized on outcome variables. In order to see the effects in action for each work orientation, the results will also be interpreted separately for each.

Job-oriented individuals: It was seen that for job-oriented individuals, job satisfaction was the outcome most strongly associated with the independent variables of the study. However, this relationship existed only for promises realized, where the

largest relationship was with promises realized on relational aspects, and then with working conditions, and then with merit-based involvement. This effect seemed so strong that it kept on appearing in the fit model, although at lower levels of significance. It also continued to yield single effects, and did not go in interaction with any other variable in the interaction model.

It is possible to conclude that job-oriented individuals' job satisfaction was only shaped by promises realized, indicating these individuals' tendency to look at the concrete end state only, and to derive satisfaction only when promises are actualized. Although this finding is parallel to what we can expect with job-oriented people, what's interesting is that the largest impact on their satisfaction came from relational obligations realized, disconfirming our initial hypothesis (see H1). As mentioned previously, it is possible that organizations could have realized relational aspects more than others in the crisis period. Therefore, the relationship between relational obligations realized, and job satisfaction of job-oriented people might be inflated, and reflect a "more than expected" situation, which might have caused an increase in their general positive feelings towards work.

Another slightly significant relationship for job-oriented individuals was observed in the interaction model, where relational aspects realized negatively moderated the relationship between in-role performance and relational aspects promised, and between in-role performance and merit-based involvement promised. In both cases, it is possible to state that the interaction of relational aspects realized with relational aspects promised (corresponding pair), as well as the interaction of relational aspects realized with merit-based involvement promised (non-corresponding pair), decreased job-oriented people's in-role performance. It may be that relational aspects realized might have caused an environment where job-oriented

people tended to relax, or to believe there is no use in trying to perform higher, as no further monetary benefit could be expected during the crisis period.

Career-oriented individuals: For career-oriented individuals, it was seen that job satisfaction was again associated only with promises realized, where the largest relationship was with promises realized on working conditions, then with relational aspects, and then with merit-based involvement. The fit model did not yield significant results for job satisfaction of career-oriented individuals, but the presence of single effects continued in the interaction model. This finding indicates that job satisfaction of career-oriented individuals was affected by promises realized only, signaling their interest in concrete aspects of work that can contribute to their career building prospects. Furthermore, the fact that the largest impact on career-oriented individuals' satisfaction came from working conditions realized may indicate that working conditions may be representing the first priority for their satisfaction with the firm, and their choice of continuing their career within it. This idea finds support when we look at the relationship of career-oriented individuals' intent to leave and working conditions realized, which read as when working conditions were realized more, career-oriented individuals' intent to leave tended to decrease. This strong effect was also reflected on the fit model, such that when obligations realized on working conditions were higher than promised, career-oriented individuals' intent to leave was lower. So, although contrary to our initial hypothesis (see H2), working conditions seem to constitute a quite important factor for creating more favorable work-related attitudes in career-oriented individuals.

The only slightly significant relationship for career-oriented individuals' in-role performance was observed in the fit model, with its relationship to the difference of relational aspects. It was already stated that realized obligations in relational

aspects were perceived higher than promised by each orientation, suggesting that organizations might have realized relational aspects more than other promises in the crisis environment. Career-oriented individuals' in-role performance was negatively related to this difference; in other words, the relational aspects realized led to lower performance. Again, it may be that when relational aspects were more realized than promised, this might have created a feeling of belonging and security in career-oriented individuals, who did not have to worry about their career, and struggle to perform higher during the crisis period.

Finally, a quite interesting finding was observed with career-oriented individuals' display of OCB. Single effects of obligations promised and realized, or the difference scores between the two had no significant relationship with career-oriented individuals' OCB whatsoever. However, the interaction between obligations promised and realized, in both corresponding and non-corresponding pairs, did have a significant positive relationship with career-oriented individuals' OCB. This finding is interesting, since it signals that career-oriented individuals' propensity to engage in OCB is conditional upon promises being made *and* realized; otherwise, OCB is non-existent. This may be an indication of the calculative nature of career-oriented people, and their careful assessment of the conditions that contribute to their career, such as being seen as good employee (or "soldier"), especially when they are expected to engage in some sort of discretionary behavior as OCB to support the organizational well-being – in that case, they may tend to look more for what's in it for them.

Calling-oriented individuals: The number and variety of relationships observed for calling-oriented individuals is another indication of the central position work occupies in these people's world. While the fit model does not produce any

significant results, single effects are plenty, and several interactions can also be observed. Calling-oriented individuals' job satisfaction was positively and significantly related to all promises realized, the largest relationship being with promises realized on relational aspects, then with working conditions, and then with merit-based involvement; however, the promises given on merit-based involvement was also significant. The presence of these single effects continued in the interaction model as well, where two moderations were also observed: 1) The impact of promises of merit-based involvement on calling-oriented individuals' job satisfaction depended on the positive impact of relational aspects realized; and 2) The impact of promises of working conditions on calling-oriented individuals' job satisfaction depended on the positive impact of relational aspects realized, and the negative impact of job crafting. In general, then, the findings indicated that job satisfaction of calling-oriented individuals was primarily affected by relational aspects realized, as we can see the indirect role they play in moderating the impact of other promises on the outcomes as well. They are also consistent with our hypothesis about the relationship between calling orientation and relational promises (see H3), and provide additional support for calling-oriented individuals' high drive for work, motivated by relational aspects.

When intent to leave was examined, it was observed that relational aspects realized had again the largest, but negative, relationship with calling-oriented individuals' intent to leave, followed by working conditions realized. Interestingly, a single negative effect of promises of merit-based involvement was observed; however, this relationship was stronger when merit-based involvement was both promised and realized. So, while realization of relational aspects and working conditions is effective in decreasing calling-oriented individuals' intent to leave,

even the promise of merit-based involvement is sufficient to decrease it, and it's even better when merit is both promised and realized. This finding may be related to the value calling-oriented people attach to merit, which means that organizational processes are conducted within a sense of justice. So, addressing their sense of justice, even the promise of merit-based involvement is useful for keeping calling-oriented individuals with the firm.

With regards to calling-oriented individuals' in-role performance, we can see the positive impact of relational aspects realized, and working conditions promised. This finding may be explained again by calling-oriented individuals' high drive for work, such that when they are promised the necessary conditions, they can perform whatever is required, without questioning whether these conditions were realized or not; on the other hand, the realization of relational aspects may be further enhancing performance, and may even compensate for the impact of working conditions.

Finally, calling-oriented individuals' OCB was positively related to all promises given, when their single effects were concerned; however, the interaction of merit-based involvement promised and realized was also positively related to OCB of calling-oriented individuals. This finding indicates that calling-oriented individuals are ready to display OCB even upon the promises made regarding all contract factors. However, merit-based involvement again has a more distinctive character, representing once more the value calling people attach to justice; in other words, calling-oriented individuals are sensitive to the promises made about as well as the actualization of merit-based practices in the workplace.

Overview and New Model Suggestion

The present study started out with a theory that tried to relate the concept of work orientations to psychological contracts, and argued that fit between the psychological contract sought and found by different work orientations would impact various outcomes. The research design was longitudinal, so as to extract the fit data between contracts promised and contracts realized within a time span. However, the findings led the researcher to take an exploratory stance after a certain point, where the data pointed to the existence of other relationships that were not conceived in the initial model.

The first challenge came with factor analyses. It was seen that work orientations displayed a much larger spectrum in the Turkish context, with new factors added to job, career, and calling distinction. Hopefully, this distinction could also be observed, and provided the basis for subsequent analyses. However, the challenge was greater with the factor analysis of psychological contracts. The three factors that were distinguished made lots of theoretical sense, however, they could only approximate the expected transactional, balanced and relational contract distinction. Therefore, the conceptual model of the study faced the danger to become obsolete, since some concepts depicted in the model now had different contents than envisaged.

The second challenge was about the concept of fit. Fit is theoretically a very tempting concept, but its operationalization always seems problematic. While some studies use the difference scores between two data sets, others rely on perceptual self-report assessment of fit, and still others use more complex models (Hesketh and Myers, 1997; Saks and Ashforth, 2002). Difference scores were used in our study to

represent the fit between obligations promised at time 1, and obligations realized at time 2, but as they yielded only minor significant results, other alternatives were sought to better represent the conceived relationships. One such alternative was the interaction model, which basically computed the product of the two data sets and treated the time 2 data as the moderator of the relationships between time 1 data and outcomes. This approach seemed to have better represented the relationships, and may be used as an alternative to the fit model (see Figures 4, 5, and 6).

In the end, when we look at the study as a whole, we can say that we were unable to demonstrate that job-, career- and calling-oriented individuals sought transactional, balanced, and relational contracts respectively, nor could fit between the contracts promised and realized represent our theoretical expectations, due to above-mentioned content differences in the constructs that arose with factor analyses. We hence tested all orientations against all contracts, and were able to demonstrate differences among job-, career- and calling-oriented individuals' work-related attitudes and behaviors with regard to the contracts they experienced, in ways that were not preconceived.

The major differences among work orientations can be summarized as job-oriented individuals' displaying a very restricted relationship with their work, career-oriented individuals' being concerned with their career all the time, and having a calculative approach about every work-related issue, and calling-oriented individuals' having a high drive for working in any condition, and displaying a sense of justice in some areas related to work. These findings confirm the general expectations regarding the characteristics associated with each work orientation, which framed the whole pattern of behaviors each one displayed in the context of this study.

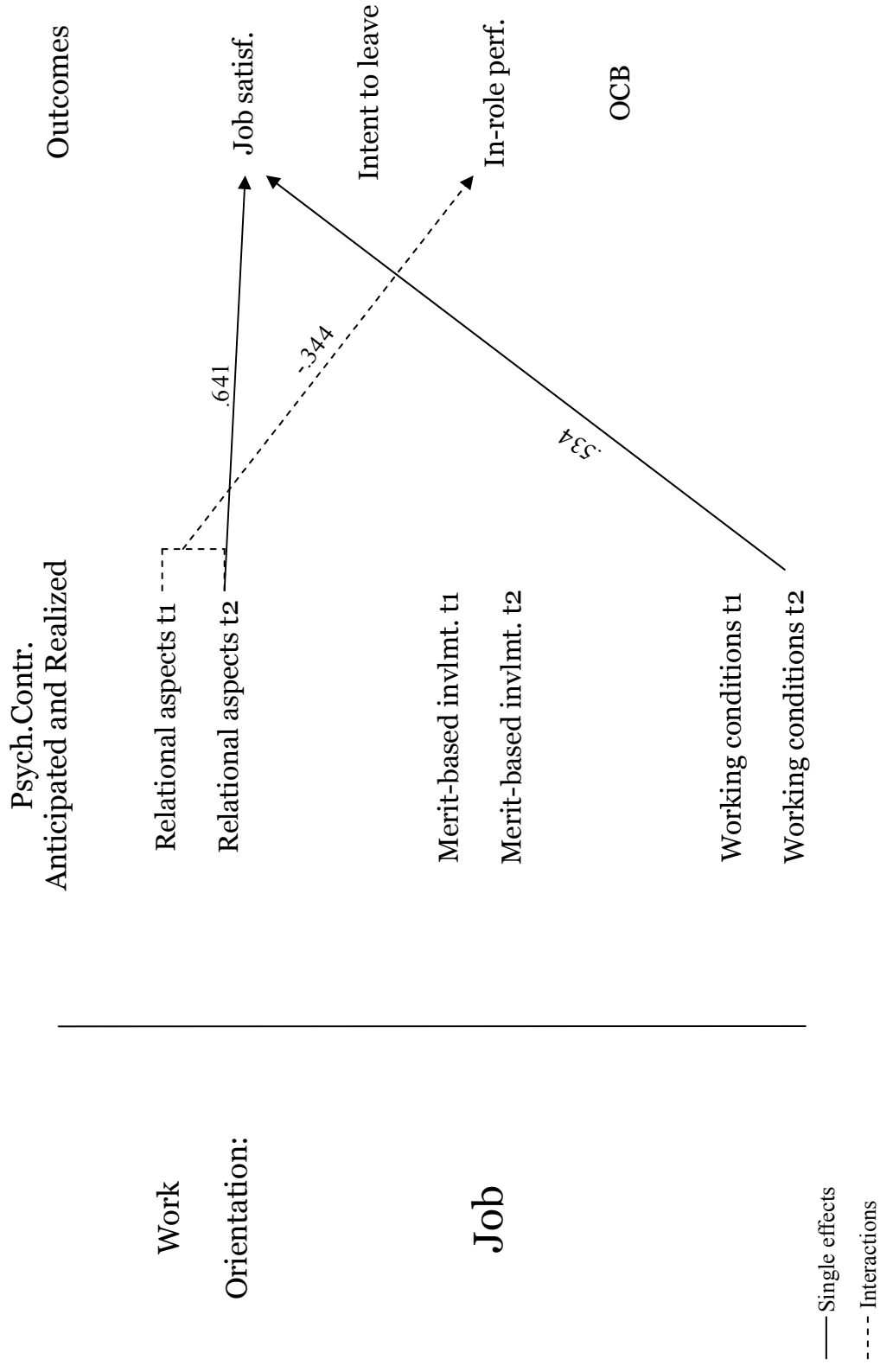


Figure 4. The revised model for job orientation.

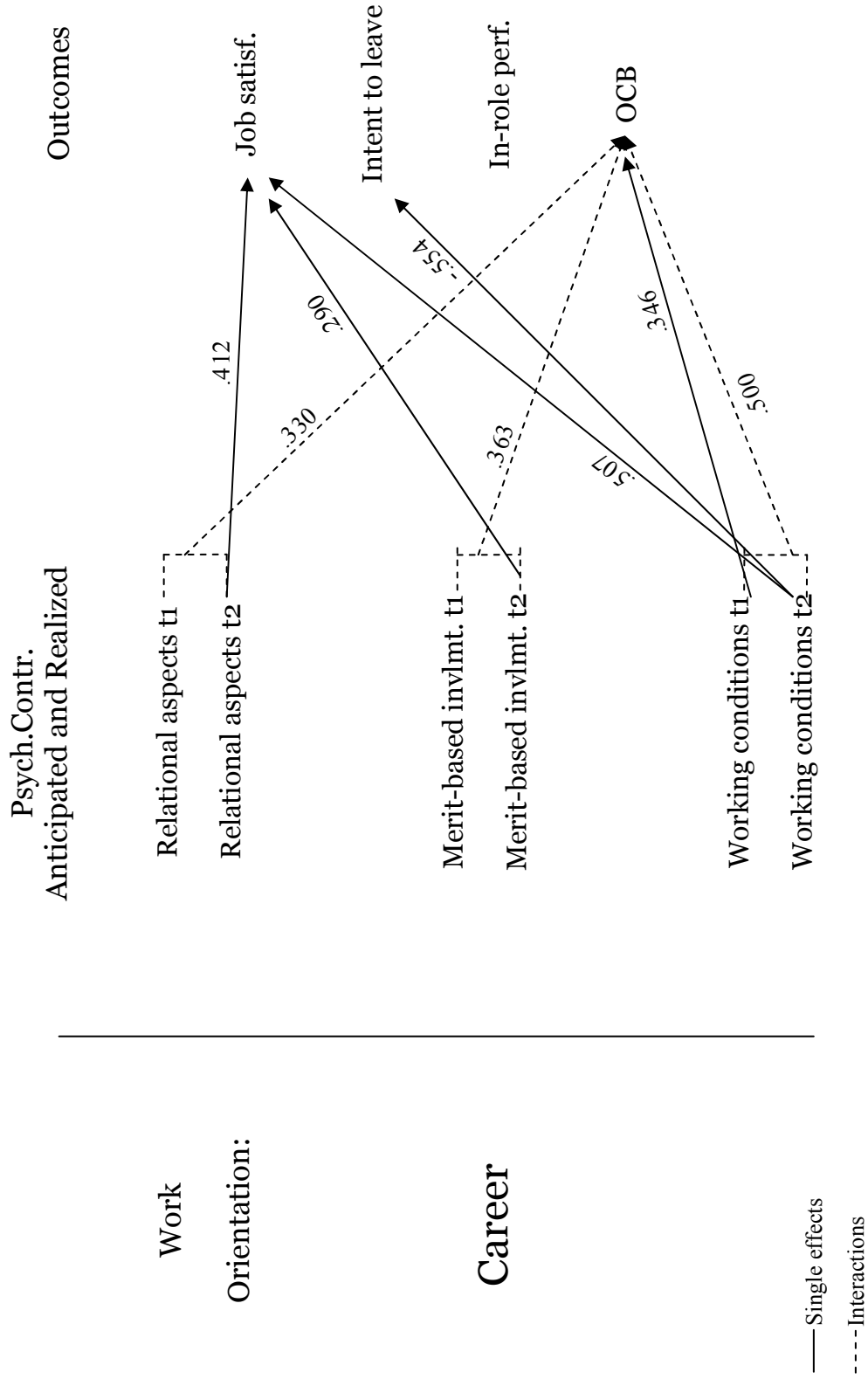


Figure 5. The revised model for career orientation.

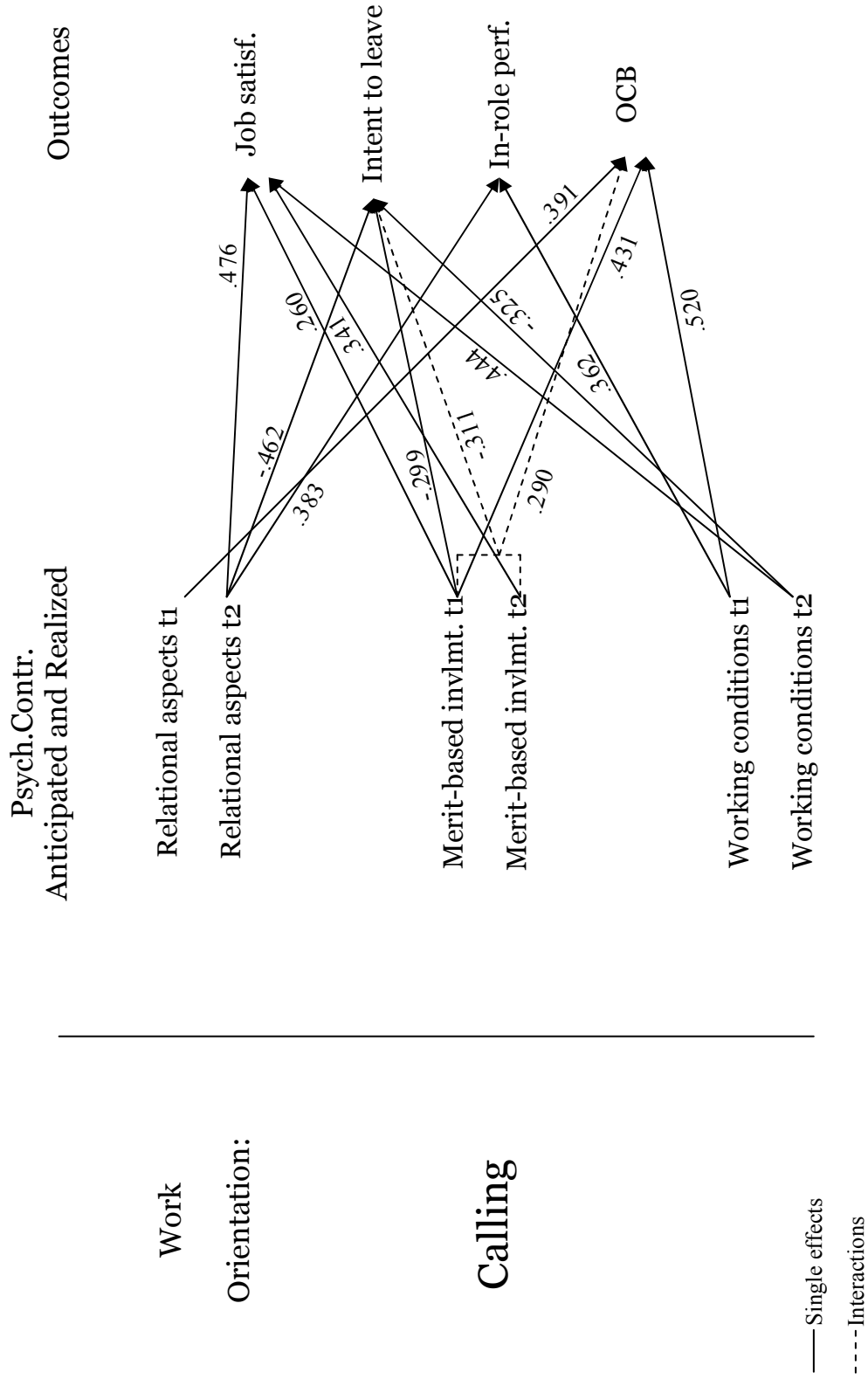


Figure 6. The revised model for calling orientation.

Another major finding of the study is about psychological contracts, and it shows that the impact of obligations realized always seems to be more effective than the impact of obligations promised. Although there were exceptions, this was true for all work orientations. Neither the difference scores, nor the interactions were found to have as large an influence over the outcomes as obligations realized.

Another major finding concerns the relationship between psychological contracts and outcome variables. It was seen that job satisfaction was the only outcome consistently displaying significant relationships with obligations realized for all work orientations. It can be concluded that the differences observed in work orientations with regards to psychological contract obligations are more pronounced for job satisfaction than for any other outcome variable.

The concept of job crafting was a real disappointment for this study. It did not moderate any relationships, except one, which was hopefully related to a relationship within calling orientation. This lack of significance was also present when the three factors of job crafting were included in the analyses separately. However, the construct is promising, and can possibly be considered a powerful way of describing the person-work relationship with its emphasis on the individual's agency over his/her work. It should be admitted that the concept still needs further theoretical elaboration. The absence of significant relationships with job crafting may be due to the contents of the constructs being modified after factor analyses, and therefore the impact of job crafting upon them may not have yielded expected results. However, it is also possible that the construct is not suitable for being measured in isolation – job crafting may be greatly influenced from the fluidity vs. rigidity of the organizational context, in the sense that it is allowed or restricted by the organizational structure, culture, and/or practices.

Theoretical Implications

The relationships observed in the study may present many theoretical implications. First, the factor structures obtained for work orientations and psychological contracts in this study can be considered as brand new contributions. The factor structure of work orientations can be further investigated with different sample compositions, and can be further refined. Also, the very meaningful factor structure of psychological contracts obtained in this study may also be further elaborated. It can be taken as a basis to provoke fruitful future investigations and elaborations about what psychological contracts consist of in Turkey. All these efforts may in the end lead to the development of brand new Turkish scales for both constructs.

As was mentioned at the introduction to the study, a theoretical integration has been possible with this study between meaning of work literature and psychological contract literature. The findings of the present study revealed that individuals with different work orientations displayed different patterns of attitudes and behaviors with respect to different obligations promised and realized. Hence, the theory of work orientations was somewhat extended towards psychological contract literature, with the construct's demonstrated impact.

Psychological contract literature was enriched with the inclusion of work orientations as well. Although this study failed to realize its initial aim of explaining antecedents of psychological contracts in relation to work orientations, it did show the different impacts obligations promised and realized produced within each work orientation. Therefore, it can be said that work orientations can serve as a framework that improves the understanding of psychological contract findings, or they can even

be considered as a mediator, in the absence of which certain impacts can (or cannot) be observed, and in the presence of which the reverse comes true.

Another research stream may arise regarding the characteristics of each work orientation. As was observed, job orientation had a very limited outlook to work; this observation may be further elaborated, and the limits of job orientation can be drawn. Furthermore, career orientation appeared to assess everything with the benefit it brings to individuals' career; this calculative nature can be studied in relation to a tendency of pragmatism in individuals' work-related attitudes and behaviors. Calling orientation, on the other hand, was observed to be more involved in work, and more caring about justice in the workplace. This orientation can be included in studies regarding "engagement" as an individual characteristic that may affect performance, as well as in studies of organizational justice as a characteristic to affect justice-related perceptions and outcomes.

In brief, the theoretical outlook of this study may be useful in leading to different and new conceptualizations of the relationships among all the constructs in general. It may stimulate the search of other antecedents of psychological contracts in relation to meaning of work literature in general, and generate better theories and research designs. Furthermore, research on psychological contract breach may benefit from work orientations, as for example it is possible to expect that calling-oriented individuals, with their high drive for working, may be less prone to perceiving breach, whereas job-, and especially career-oriented individuals may be more sensitive to perceiving it. Hence, the theoretical interplay among work orientations and psychological contracts may be more diverse than studied here.

Practical Implications

The present study may also present many practical implications. Assuming that work orientations can typically be found among all individuals and work settings (Wrzesniewski et al., 1997), scholars and practitioners alike may need to better understand each orientation's characteristics and needs. It is obvious that each orientation may need different motivational structures: While more restricted offers may be sufficient for job-oriented individuals, career objectives of career-oriented individuals should be addressed when promises were given. Calling-oriented individuals, on the other hand, may need less external motivation, as they have their own self-motivating mechanism. However, as the findings of this study suggest, all promises should be realized, in order to increase all individuals' satisfaction and presumably their level of contribution.

Furthermore, it may be important to understand the different work orientations at the beginning of an employment relationship, since they have been suggested to frame the individual's outlook to his/her work, and the employment relationship will develop in the confines of this outlook. If employers or HR executives take time to understand the way an individual approaches his/her work, each party may be able to better define what they can expect from each other. This kind of an understanding may lead to employment relationships being established in a healthier way, and may produce fewer breaches later on.

HR specialists may also design training programs to provide information and raise awareness regarding work orientations of employees, and the potential effects they may produce in the organization. They may even develop self-assessment tools to determine individuals' dominant work orientation, and to let them understand

what it means. With these tools and training, it is possible to significantly improve intra-organizational relationships.

Studying the findings of this study may give clues about what aspects of obligations are considered more or less important for individuals having different work orientations, and what would lead to higher satisfaction and higher performance for them. Examining the attitudes and behaviors of different work orientations in relation to promises offered and/or realized, HR specialists or employers may decide which strategies to use in order to evoke the desired outcomes in their employees.

Limitations and Further Research

Several limitations can be associated with this research, ready for improvement with further research. First and foremost, the research design that was originally envisaged for this study could not be actualized. Ideally, the relationships hypothesized could be observed more clearly with a large sample to be derived from a population of individuals on the verge of starting their working life. These individuals' work orientations and anticipated psychological contracts could be assessed at the beginning of their admission in a position. The longitudinal assessment could then be repeated with two points of measurement, each six months apart. So, the working individuals' work orientations and psychological contract evaluations could be observed within a span of one year, and this would provide a more accurate picture of the relationships. However, as mentioned before, due to restricted circumstances (time limits, company privacy, etc.), we were unable to reach a large enough sample

with a diverse background as desired. Further research could attempt to realize these ideal conditions, should the study be replicated.

It was seen that although the composition of the sample was fairly distributed among work orientations, the sample size remained quite small for observing more substantive impacts. The reason for this was, for the most part, the drop-outs from the sample at the second phase of data collection. Future research should be more careful about reaching the right size and right composition of the sample when longitudinal designs are concerned. Also, the sample that was reached in the end of the study was more a convenience sample, so the generalizability of the findings may be low. It can be suggested that researchers to engage in further research on this subject should access to more varied organizational contexts, where the likelihood to observe more varied work orientations, and more varied work-related practices is higher. If the results obtained here can still be supported, we can be sure that the relationships observed do represent some fundamental issues regarding relationships between work orientations and psychological contracts.

Another shortcoming of the study was its inability to rule out alternative explanations regarding the observed relationships. For instance, it should be remembered that the second wave of data collection took place after the outbreak of global economic crisis. Therefore, we cannot exactly know whether the strong impact of realized obligations is due to a bias caused by crisis, or whether it is the outcome of real relationships among variables. We should, therefore, be cautious in interpreting the study results.

A comparable limitation may be due to method bias. Data were collected from different sources with different methods – in some cases, instruments were distributed and recollected in person, in other cases, email was used as a means to

send the questionnaires and receive the responses. This might have differential reflections upon the data obtained. It is possible that some participants felt more restrained when responding, and could not express themselves completely, whereas others felt freer, and took more time in finding their accurate responses. So, this bias may caution us to treat all responses as equivalent.

Another limitation can be associated with the individual perspective taken in this study. As mentioned previously, today's organizations have become smaller, with a dissipating hierarchy and growing customer focus, representing a much more holistic perspective upon all organizational activities. Isolating the individual from where he/she stands in this organizational web and observing the relationships among individual-level variables per se, as we did in this study, can be questionable, since this perspective may be clouding the big picture, by disregarding the impact of the "organization" upon the relationships studied. Therefore, further research can be suggested to include different types of organizations, various organizational structures, or the positions individuals occupy in these organizational structures as the media surrounding and shaping individual-level variables.

An important implication of this study can be derived from the measurement of fit. Fit was conceived as the difference between time 1 and time 2 data, but this difference was not found to have significant impact upon the outcome variables. While the interaction between time 1 and time 2 data was in some cases more effective, time 2 data, i.e. the realized obligations, were found to have the highest impact. This observation may imply several important points to take into account in future studies of fit: First, the fact that time 2 data were found to be most effective may represent an example of recency effect, such that the last measurement was more prominent in relation to the outcomes considered. Moreover, when the question

was “how realized were the obligations”, this might have forced the participants to respond in one way or another, by relying on their most recent and immediate information. The prominence of realized obligations might also be the outcome of a more fundamental issue, that is, a cultural bias regarding the perception or even the utterance of promises in the first place – Turkey being considered a high context and high power distance culture, it is possible that promises are not as openly discussed at the beginning of the work relationship, and so the answers about the extent to which they were realized can be difficult to match with the promises given.

In order to conduct better fit studies, several remedies can be suggested. As mentioned previously, if individuals can be reached at the beginning of their work relationship (the “ideal” situation) and followed up within a time span, employer promises given can be described more clearly. Even better, data on the promises given at time 1 can be obtained with a qualitative approach, and then at time 2, a quantitative instrument regarding the realized promises can be developed out of the previous qualitative data. It can hence be suggested that fit might be better observed when promises are concretized as much as possible at each wave of data collection.

Conclusion

The present study constituted an attempt to reconcile the psychological contract literature, and the meaning of work literature, by examining the relationships that occurred among three work orientations, and obligations promised and realized. It was found that each orientation had different characteristics, and displayed different work-related attitudes and behaviors when faced with obligations offered and realized by the organization.

The research was designed with the aim of uncovering the impact of fit between realized-promised obligations on each work orientation's attitudes and behaviors; however, the impact of single obligations, especially the realized obligations, turned out to be more important, and sometimes their interactions. Therefore, although the study was not able to reach its initial aim, it provided insights into the differences that existed among work orientations, as well as their pattern of attitudes and behaviors.

This study was the first to bring together two seemingly distant literatures, and was successful in identifying significant relationships between the main constructs, despite the possible impacts of methodological fallacies, and uncontrolled events such as the outbreak of global economic crisis. It is hence promising for opening up a new area of investigation, which may lead to fruitful research being conducted with the help of the theoretical background provided, and the research design offered here. It is hoped that this study will inspire psychological contract investigators to conduct studies towards newer and undiscovered directions.

APPENDICES

APPENDIX A: The Questionnaires Used in the Study (Time 1 and Time 2)

T.C.
BOĞAZİÇİ ÜNİVERSİTESİ
İKTİSADİ ve İDARİ BİLİMLER FAKÜLTESİ
İşletme Bölümü

TIME 1

Sayı :

Konu :

04.06.2008

Değerli katılımcı,

Elinizdeki anket, Boğaziçi Üniversitesi İşletme Bölümü'nde Prof. Dr. Hayat Kabasakal'ın danışmanlığında yürütmekte olduğum "Organizasyonlarda Çalışma Yönelimleri ve Psikolojik Sözleşme Üzerine Etkileri" başlıklı doktora tezi ile ilgili veri toplamaya yönelik olarak hazırlanmıştır. Bu doktora tezi, genel anlamda çalışanların işyerleriyle aralarında kurulan ilişkiyi araştırmaktadır. Amacımız, iş ilişkisine dahil olan tarafların birbirlerinden beklentilerine ışık tutmak ve uzun vadede bu beklentilerin ne derecede tatmin olduğunu gözlemlemektir.

Cevaplamanızı istediğimiz sorular, işinize olan yaklaşımınızı, işinizde karşılıklı olarak verilmiş vaatleri ve bunların sizin için önemini araştırır sorulardan oluşmaktadır. Soruların cevaplanması, en fazla 15-20 dakika sürmektedir. Uygulama, ilki 4 Haziran 2008 Çarşamba, ikincisi ise Aralık ayı başlarında olmak üzere iki ayrı aşamada gerçekleşecektir. Gün içinde ofislerinize dağıtılacak olan soru formları, aynı gün kapalı zarf içinde teslim alınacaktır. Soruları cevaplarken isim belirtmeniz **KESİNLİKLE İSTENMEMEKTEDİR**. Fakat, ikinci aşamada aynı kişilere tekrar ulaşılmasını sağlayabilmek için, sadece sizin bileceğiniz bir RUMUZ kullanmanız istenmektedir.

Sorulan soruların doğru veya yanlış cevapları yoktur. Vereceğiniz samimi cevaplar, araştırmanın gerçek sonuçları yansıtabilmesi açısından büyük önem taşımaktadır. Araştırmacı, cevaplarınızın gizliliğinin kesin bir şekilde sağlanacağını ve toplanan verilerin sadece bilimsel araştırma amacıyla kullanılacağını temin eder.

Değerli zamanınız ve katkılarınız için şimdiden çok teşekkür eder, çalışmalarınızda başarılar dilerim.

Özen Aşık

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I. Kişisel:

a) RUMUZ:

b) Cinsiyetiniz: E K

c) Yaşınız:

II. Eğitim:

a) En son tamamladığınız eğitim: İlkokul / ortaokul
 Lise
 Üniversite
 Yüksek lisans / Doktora

b) Mezun olduğunuz okul / program ve bölüm:

c) Mezuniyet tarihiniz:

III. Çalışma hayatı:

a) Çalıştığınız bölüm ve pozisyon:

b) Çalıştığınız şirket: Üretim Şirketi Satış Şirketi

c) Ne kadar zamandır bu şirkette çalışıyorsunuz?

d) i. Şimdiki işiniz ilk işiniz mi? Evet Hayır

ii. (Varsa) Daha önceki iş deneyimlerinizi özetleyiniz:

Çalıştığınız kuruluş	İşiniz/Pozisyonunuz	Çalıştığınız süre

e) Kaç yıldır çalışma hayatının içindesiniz? 0-2 yıl
 2-5 yıl
 5-10 yıl
 10 yıldan fazla

I. BÖLÜM:

A) Lütfen aşağıda verilen üç paragrafı okuyunuz ve her bir kategoride tasvir edilen insan tipinin size ne kadar uyduğunu aşağıdaki seçeneklerden birini işaretleyerek gösteriniz.

1. A grubunda yer alan insan tipi, öncelikli olarak işi dışındaki hayatını desteklemeye yeterli miktarda para kazanmak amacıyla gerektiği kadar çalışır. Maddi açıdan güçlü olabildiği takdirde, halihazırdaki işinde çalışmak yerine, başka bir şey yapmayı tercih eder. Bu tipteki insan için iş, nefes almak ve uyumak gibi sadece hayatın gereklerinden biridir. Bu tip insan, yoğunlukla işteyken zamanın daha çabuk geçmesini arzu eder. Hafta sonlarını ve tatilleri dört gözle bekler. Bu tip insan, hayatını yeni baştan yaşama şansı olsa, muhtemelen yeniden aynı iş koluna girmez. Arkadaşlarını ve çocuklarını kendi çalıştığı iş koluna girmeleri için teşvik etmez. A grubu insan tipi, emekliliğini bir an önce almaya heveslidir.
2. B grubunda yer alan insan tipi, genel olarak işinden memnundur, fakat beş yıl sonrasında şimdiki işinde kalma beklentisi yoktur. Bu tip insan, daha iyi, daha üst kademedeki işlere ilerleme planları yapar. Gelecekte yükselmeyi isteyeceği pozisyonlara yönelik olarak birkaç değişik hedefi vardır. Bazen işi ona zaman kaybıymış gibi görünse de, ilerleyebilmek için şu anki pozisyonunda yeterince iyi performans göstermesi gerektiğinin bilincindedir. B grubu insan tipi, terfi almayı sabırsızlıkla bekler. Terfi onun için, iyi yaptığı işin takdir edilmesi anlamını taşır ve iş arkadaşlarıyla rekabette diğerlerinden daha başarılı olduğunun işaretidir.
3. C grubunda yer alan insan tipi için iş, hayatın en önemli parçalarından biridir. Bu tip insan, halihazırdaki iş kolunda çalışmaktan son derece memnundur. Hayatını kazanmak için yaptığı iş, aynı zamanda kendi kimliğinin de ayrılmaz bir parçası olduğundan, başkalarına kendini tanıtırken sözünü ettiği ilk şeylerden biri işidir. Eve iş götürme eğilimi gösterir, hatta tatillerde de çalıştığı olur. Arkadaşlarının çoğunu çalıştığı yerden edinir ve işiyle alakalı birtakım kuruluş veya kulüplere üyedir. Bu tip insan işini sever ve işinin dünyayı daha yaşanılır kılmaya katkıda bulunduğunu düşünür; dolayısıyla işiyle ilgili olarak kendini iyi hisseder. Arkadaşlarını ve çocuklarını bu iş koluna girmeleri için teşvik eder. C grubu insan tipi, çalışmayı bırakmak zorunda kalırsa dünyası kararır. Emekliliğini ise dört gözle beklemez.

A grubu insan tipi:

- a) bana çok benziyor b) bana oldukça benziyor c) bana biraz benziyor d) bana hiç benzemiyor

B grubu insan tipi:

- a) bana çok benziyor b) bana oldukça benziyor c) bana biraz benziyor d) bana hiç benzemiyor

C grubu insan tipi:

- a) bana çok benziyor b) bana oldukça benziyor c) bana biraz benziyor d) bana hiç benzemiyor

RUMUZ:

B) Lütfen aşağıda verilen ifadeleri okuyunuz ve her birinin yaptığınız işe dair kendinizi nasıl hissettiğinizi ne kadar yansıttığını verilen ölçek üzerinde gösteriniz.

	Hiç	Biraz	Oldukça	Çok
1. İşimde verdiğim emeğin karşılığını aldığımı düşünüyorum.	1	2	3	4
2. Emekli olmayı dört gözle bekliyorum.	1	2	3	4
3. Benim işim, dünyayı daha yaşanır bir yer haline getiriyor.	1	2	3	4
4. İşyerinde haftanın hangi gününde olduğumuzun her zaman bilincinde olurum ve hafta sonunu dört gözle beklerim. Benim için “Yaşasın, bugün Cuma!”dır.	1	2	3	4
5. Tatillerde de işimi yanımda götürme eğilimi taşıyırım.	1	2	3	4
6. Beş yıl içinde daha üst kademe bir işte olacağımı düşünüyorum.	1	2	3	4
7. Yeniden başlama şansım olsa, gene şimdiki iş hayatımı yaşamayı seçerdim.	1	2	3	4
8. İş hayatımın kontrolünün bende olduğunu hissediyorum.	1	2	3	4
9. Başkalarıyla işim hakkında konuşmaktan keyif alırım.	1	2	3	4
10. İşimi esasen başka işlere geçmek için bir atlama tahtası olarak görüyorum.	1	2	3	4
11. Çalışmamın asıl nedeni, ailemi ve hayat tarzımı devam ettirebilmek için gereken parayı kazanmaktır.	1	2	3	4
12. Beş yıl sonra da gene aynı işi yapacağımı düşünüyorum.	1	2	3	4
13. Maddi açıdan rahat olsaydım, maaş almasam bile gene şimdiki işimde çalışmaya devam ederdim.	1	2	3	4
14. İşte olmadığım zamanlar işimi çok fazla düşünmem.	1	2	3	4
15. İşimi, tıpkı nefes almak veya uyumak gibi, sadece hayatın bir gereği olarak görürüm.	1	2	3	4
16. Eve asla iş götürmem.	1	2	3	4
17. İşim, hayatımdaki en önemli şeylerden biridir.	1	2	3	4
18. Gençleri benim çalıştığım iş koluna girmeleri için teşvik etmem.	1	2	3	4

RUMUZ:

II. BÖLÜM:

AI) Mevcut işinizde aşağıda belirtilen maddelerin size ne ölçüde vaat edildiğini verilen ölçek üzerinde gösteriniz.

	Hiç vaat edilmedi	Az vaat edildi	Orta düzeyde vaat edildi	Oldukça vaat edildi	Önemli ölçüde vaat edildi
1- Fiziki koşullar açısından uygun bir çalışma ortamı	1	2	3	4	5
2- Yüksek performans standartları	1	2	3	4	5
3- Şirket kararlarında çalışan çıkarlarının gözetilmesi	1	2	3	4	5
4- Belirgin ve net çalışma saatleri	1	2	3	4	5
5- Uygun düzeyde yetki ve sorumluluk	1	2	3	4	5
6- İstikrarlı bir iş	1	2	3	4	5
7- Belirgin ve net bir iş tanımı	1	2	3	4	5
8- Terfi ve ilerleme fırsatları	1	2	3	4	5
9- Olumlu bir şirket imajı ve prestij	1	2	3	4	5
10- Uygun bir maddi kazanç	1	2	3	4	5
11- Gelişme ve öğrenme fırsatları	1	2	3	4	5
12- Sosyal haklar	1	2	3	4	5
13- İyi düzenlenmiş ast-üst ilişkileri	1	2	3	4	5
14- İşyeri içinde ve dışında kişisel bağlantılar	1	2	3	4	5
15- Uyumlu iş arkadaşlıkları	1	2	3	4	5
16- Tüm hayatımı kaplayacak bir iş	1	2	3	4	5
17- İşimi kendime uygun şekilde düzenleme olanağı	1	2	3	4	5
18- Manevi tatmin	1	2	3	4	5
19- Uzun vadeli çalışma	1	2	3	4	5
20- Eğlenceli bir ortam	1	2	3	4	5
21- Adil bir yönetim	1	2	3	4	5

RUMUZ:

A2) Mevcut işinizde aşağıda belirtilen maddelerin sizin için ne kadar önemli olduğunu verilen ölçek üzerinde gösteriniz.

	Benim için hiç önemli değil	Benim için pek önemli değil	Benim için biraz önemli	Benim için önemli	Benim için çok önemli
1- İşyeri içinde ve dışında kişisel bağlantılar	1	2	3	4	5
2- Uygun düzeyde yetki ve sorumluluk	1	2	3	4	5
3- Adil bir yönetim	1	2	3	4	5
4- Terfi ve ilerleme fırsatları	1	2	3	4	5
5- Tüm hayatımı kaplayacak bir iş	1	2	3	4	5
6- Fiziki koşullar açısından uygun bir çalışma ortamı	1	2	3	4	5
7- Gelişme ve öğrenme fırsatları	1	2	3	4	5
8- Şirket kararlarında çalışan çıkarlarının gözetilmesi	1	2	3	4	5
9- İşimi kendime uygun şekilde düzenleme olanağı	1	2	3	4	5
10- Eğlenceli bir ortam	1	2	3	4	5
11- Belirgin ve net çalışma saatleri	1	2	3	4	5
12- Olumlu bir şirket imajı ve prestij	1	2	3	4	5
13- Manevi tatmin	1	2	3	4	5
14- İyi düzenlenmiş ast-üst ilişkileri	1	2	3	4	5
15- Uyumlu iş arkadaşlıkları	1	2	3	4	5
16- İstikrarlı bir iş	1	2	3	4	5
17- Yüksek performans standartları	1	2	3	4	5
18- Belirgin ve net bir iş tanımı	1	2	3	4	5
19- Uzun vadeli çalışma	1	2	3	4	5
20- Uygun bir maddi kazanç	1	2	3	4	5
21- Sosyal haklar	1	2	3	4	5

T.C.
BOĞAZIÇI ÜNİVERSİTESİ
İKTİSADİ ve İDARİ BİLİMLER FAKÜLTESİ
İşletme Bölümü

TIME 2

Sayı :

Konu :

04.12.2008

Değerli katılımcı,

Elinizdeki anket, ilk aşamasını 4 Haziran 2008 tarihinde gerçekleştirdiğimiz ve Boğaziçi Üniversitesi İşletme Bölümü'nde Prof. Dr. Hayat Kabasakal'ın danışmanlığında yürütmekte olduğum “Organizasyonlarda Çalışma Yönelimleri ve Psikolojik Sözleşme Üzerine Etkileri” başlıklı doktora tezi kapsamında hazırlanan anketin ikinci aşamasını oluşturmaktadır. Bu doktora tezi, genel anlamda çalışanların işyerleriyle aralarında kurulan ilişkiyi araştırmaktadır. Amacımız, iş ilişkisine dahil olan tarafların birbirlerinden beklentilerine ışık tutmak ve uzun vadede bu beklentilerin ne derecede tatmin olduğunu gözlemlemektir.

Cevaplamanızı istediğimiz sorular, birtakım kişisel bilgilerle başlamakta, işinizde karşılıklı verilmiş vaatlerin son altı aylık dönemde ne ölçüde gerçekleştiğini ve bunların sizin için önemini araştırarak devam etmektedir. Son kısımda ise işle ilgili genel tutumlarınıza ve işinize karşı yaklaşımınıza yönelik sorular yer almaktadır. Soruların cevaplanması en fazla 20 dakikanızı alacaktır. Gün içinde ofislerinize dağıtılacak olan soru formları, aynı gün kapalı zarf içinde teslim alınacaktır.

Soruları cevaplarken, ilk aşamada kullanmış olduğunuz rumuzu tekrar kullanmanız istenmektedir. İlk aşamada cevaplayıcılar tarafından kullanılmış olan rumuzlar, sizlere hatırlatma amacıyla liste halinde zarfın içinde sunulmaktadır. Sadece sizin bildiğiniz kendinize ait rumuzu listeden bularak lütfen yeni anket formunda tekrar belirtiniz.

Sorulan soruların doğru veya yanlış cevapları yoktur. Vereceğiniz samimi cevaplar, araştırmanın gerçek sonuçları yansıtabilmesi açısından büyük önem taşımaktadır. Araştırmacı, cevaplarınızın gizliliğinin kesin bir şekilde sağlanacağını ve toplanan verilerin sadece bilimsel araştırma amacıyla kullanılacağını temin eder.

Değerli zamanınız ve katkılarınız için şimdiden çok teşekkür eder, çalışmalarınızda başarılar dilerim.

Özen Aşık Dizdar

Boğaziçi Üniversitesi İşletme Bölümü Doktora Öğrencisi
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Demografik Bilgiler

I. Kişisel:

a) RUMUZ:

b) Cinsiyetiniz: E K

c) Yaşınız:

II. Eğitim:

a) En son tamamladığınız eğitim: İlkokul / ortaokul
 Lise
 Üniversite
 Yüksek lisans / Doktora

b) Mezun olduğunuz okul / program ve bölüm:

c) Mezuniyet tarihiniz:

III. Çalışma hayatı:

a) Çalıştığınız bölüm ve pozisyon:

b) Çalıştığınız şirket: Üretim Şirketi Satış Şirketi

c) Ne kadar zamandır bu şirkette çalışıyorsunuz?

d) Şimdiki işiniz ilk işiniz mi? Evet Hayır

e) Kaç yıldır çalışma hayatının içindesiniz? 0-2 yıl
 2-5 yıl
 5-10 yıl
 10 yıldan fazla

f) i. Son 6 ay içinde hayatınızda işle ilgili bir değişiklik oldu mu? Evet Hayır

ii. Cevabınız “evet”se, uygun seçeneği işaretleyiniz:

- Aynı şirkette terfi ettim.
- Aynı şirkette başka departmana / projeye geçtim.
- Aynı iş kolunda başka bir şirkete geçtim.
- İşimi tamamen değiştirdim.
- Diğer (lütfen belirtiniz):

RUMUZ:

I. BÖLÜM:

AI) Mevcut işinizde aşağıda belirtilen vaatlerin son 6 ay içinde ne ölçüde gerçekleştiğini verilen ölçek üzerinde gösteriniz.

	Hiç gerçekleşmedi	Az gerçekleşti	Orta düzeyde gerçekleşti	Oldukça gerçekleşti	Önemli ölçüde gerçekleşti
1- Fiziki koşullar açısından uygun bir çalışma ortamı	1	2	3	4	5
2- Yüksek performans standartları	1	2	3	4	5
3- Şirket kararlarında çalışan çıkarlarının gözetilmesi	1	2	3	4	5
4- Belirgin ve net çalışma saatleri	1	2	3	4	5
5- Uygun düzeyde yetki ve sorumluluk	1	2	3	4	5
6- İstikrarlı bir iş	1	2	3	4	5
7- Belirgin ve net bir iş tanımı	1	2	3	4	5
8- Terfi ve ilerleme fırsatları	1	2	3	4	5
9- Olumlu bir şirket imajı ve prestij	1	2	3	4	5
10- Uygun bir maddi kazanç	1	2	3	4	5
11- Gelişme ve öğrenme fırsatları	1	2	3	4	5
12- Sosyal haklar	1	2	3	4	5
13- İyi düzenlenmiş ast-üst ilişkileri	1	2	3	4	5
14- İşyeri içinde ve dışında kişisel bağlantılar	1	2	3	4	5
15- Uyumlu iş arkadaşlıkları	1	2	3	4	5
16- Tüm hayatımı kaplayacak bir iş	1	2	3	4	5
17- İşimi kendime uygun şekilde düzenleme olanağı	1	2	3	4	5
18- Manevi tatmin	1	2	3	4	5
19- Uzun vadeli çalışma	1	2	3	4	5
20- Eğlenceli bir ortam	1	2	3	4	5
21- Adil bir yönetim	1	2	3	4	5

RUMUZ:

A2) Mevcut işinizde aşağıda belirtilen vaatlerin sizin için ne kadar önemli olduğunu verilen ölçek üzerinde gösteriniz.

	Benim için hiç önemli değil	Benim için pek önemli değil	Benim için biraz önemli	Benim için önemli	Benim için çok önemli
1- İşyeri içinde ve dışında kişisel bağlantılar	1	2	3	4	5
2- Uygun düzeyde yetki ve sorumluluk	1	2	3	4	5
3- Adil bir yönetim	1	2	3	4	5
4- Terfî ve ilerleme fırsatları	1	2	3	4	5
5- Tüm hayatımı kaplayacak bir iş	1	2	3	4	5
6- Fiziki koşullar açısından uygun bir çalışma ortamı	1	2	3	4	5
7- Gelişme ve öğrenme fırsatları	1	2	3	4	5
8- Şirket kararlarında çalışan çıkarlarının gözetilmesi	1	2	3	4	5
9- İşimi kendime uygun şekilde düzenleme olanağı	1	2	3	4	5
10- Eğlenceli bir ortam	1	2	3	4	5
11- Belirgin ve net çalışma saatleri	1	2	3	4	5
12- Olumlu bir şirket imajı ve prestij	1	2	3	4	5
13- Manevi tatmin	1	2	3	4	5
14- İyi düzenlenmiş ast-üst ilişkileri	1	2	3	4	5
15- Uyumlu iş arkadaşlıkları	1	2	3	4	5
16- İstikrarlı bir iş	1	2	3	4	5
17- Yüksek performans standartları	1	2	3	4	5
18- Belirgin ve net bir iş tanımı	1	2	3	4	5
19- Uzun vadeli çalışma	1	2	3	4	5
20- Uygun bir maddi kazanç	1	2	3	4	5
21- Sosyal haklar	1	2	3	4	5

RUMUZ:

II. BÖLÜM:

A) Lütfen iş tutumlarıyla ilgili aşağıda verilen ifadelere ne ölçüde katıldığınızı belirtiniz.

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Tüm etkenleri düşündüğümde, işimden memnunum.	1	2	3	4	5
2. Genel olarak burada çalışmayı seviyorum.	1	2	3	4	5
3. Gelecek yıl yeni bir iş arama olasılığım çok yüksek.	1	2	3	4	5
4. Genel olarak işimi seviyorum.	1	2	3	4	5
5. Sık sık işten ayrılmayı düşünüyorum.	1	2	3	4	5

B) Sizce yöneticiniz aşağıdaki performans boyutları açısından çalışma arkadaşlarınıza kıyasla sizi nasıl değerlendirir? Lütfen uygun seçeneği işaretleyiniz.

	İlk %5'in içinde	İlk %10'un içinde	İlk %25'in içinde	İlk %50'nin içinde	Son %50'nin içinde
1. Başkalarıyla iyi geçinebilme	1	2	3	4	5
2. Performans kalitesi	1	2	3	4	5
3. İşi verimli bir şekilde yapabilme	1	2	3	4	5
4. Çalışma hedeflerine ulaşma	1	2	3	4	5
5. Genel performans	1	2	3	4	5

C) Aşağıda bir kurumda çalışanların iş tanımlarında yer almayan, ancak gönüllü olarak gerçekleştirdikleri birtakım davranışlar verilmiştir. Lütfen bunları ne ölçüde gerçekleştirdiğinizi aşağıda verilen ölçek üzerinde belirtiniz.

	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. İşinde geri kalmış olanlara yardım ederim.	1	2	3	4	5
2. Başkalarının etkinliğini geliştirmek için onlara yapıcı önerilerde bulunurum.	1	2	3	4	5
3. Olayların olumlu yönlerinden çok olumsuz yönlerine bakarım.	1	2	3	4	5
4. Uzmanlığımı gönüllü olarak diğerleriyle paylaşıyorum.	1	2	3	4	5
5. Kurumun veya başkalarının iyiliğine inandığım görüşlerim için onaylanmamayı göze alırım.	1	2	3	4	5
6. Ufak sorunlardan sürekli şikayet ederim.	1	2	3	4	5

RUMUZ:

D) Lütfen işinizi yapışınızla ilgili aşağıdaki ifadelere ne ölçüde katıldığınızı belirtiniz.

“İşimde aşağıdakileri yapmaya çalışırım:”	Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Şirkette işle ilgili sorumluluklarımı yeniden tanımlamak	1	2	3	4	5
2. İşimin yapılış prosedürlerini değiştirmek	1	2	3	4	5
3. Şirketteki pozisyonumun amaç veya misyonunu değiştirmek	1	2	3	4	5
4. Gündelik iş yapış şekillerimi değiştirmek ve yeni iş hedefleri koymak	1	2	3	4	5
5. Benim için yararlı olmayan veya verimliliğimi düşüren kural ve politikaları değiştirmek	1	2	3	4	5
6. İşimde verimliliğimi arttırmak için yeni yapılar, teknolojiler veya yaklaşımlar geliştirmek	1	2	3	4	5
7. İş hedeflerime daha etkin bir şekilde ulaşabilmek için başkalarıyla çalışma şeklimi değiştirmek	1	2	3	4	5
8. İşimde gerekli bilgileri edinebilmek için yakın çalışma arkadaşlarım dışındaki kişilerle de iletişim kurmak	1	2	3	4	5
9. İşle ilgili iletişimimi yakın çalışma arkadaşlarımla sınırlı tutmak	1	2	3	4	5
10. İşimi yapmada bana yardımcı olmak üzere iletişime geçeceğim kişileri kendim seçmek	1	2	3	4	5

APPENDIX B: Descriptive Details of the Sample
in terms of Work Orientations

The tables that follow cross-tabulate work orientations with firm, years of working, gender, and education.

Table B1. Work Orientations Crossed on Participating Firms (n=120).

Work Orientation	Firm			Total
	IT firms	Food manufac.	Other	
Job	2	23	7	32
% within orient.	6.3	71.9	21.9	100
% within firm	11.1	35.9	18.4	26.7
Career	3	19	17	39
% within orient.	7.7	48.7	43.6	100
% within firm	16.7	29.7	44.7	32.5
Calling	13	22	14	49
% within orient.	26.5	44.9	28.6	100
% within firm	72.2	34.4	36.8	40.8
Total	18	64	38	120
% within orient.	15.0	53.3	31.7	100
% within firm	100	100	100	100

Table B1 shows that among IT firm employees, calling orientation represented the highest percentage (72.2%), whereas among the employees of the subsidiary of food manufacturer, job orientation was slightly higher than other types of orientations (35.9%). Other firms operating mostly in services industry, on the other hand, seemed to have a higher percentage of career oriented employees (44.7%).

Table B2. Work Orientations Crossed on Years of Working (n=120).

Work Orient.	Years of Working				Total
	0-2 years	2-5 years	5-10 years	10-above	
Job	8	8	3	13	32
% within orient.	25.0	25.0	9.4	40.6	100
% within years w	22.2	21.6	17.6	43.3	26.7
Career	14	11	7	7	39
% within orient.	35.9	28.2	17.9	17.9	100
% within years w	38.9	29.7	41.2	23.3	32.5
Calling	14	18	7	10	49
% within orient.	28.6	36.7	14.3	20.4	100
% within years w	38.9	48.6	41.2	33.3	40.8
Total	36	37	17	30	120
% within orient.	30.0	30.8	14.2	25.0	100
% within years w	100	100	100	100	100

Table B2 shows that within job orientation, the highest percentage was represented by those who have been working for 10 years and more (40.6%); in contrast to that, within career orientation, the highest percentage was represented by those who have just started their working life (35.9%). Within calling orientation, on the other hand, the highest percentage was represented by those who have been working for 2-5 years (36.7%). Within each group of working years, 0-2 years (38.9%) and 5-10 years (41.2%) had equal amount of employees with career and calling orientations. While calling orientation represented the highest percentage of employees with 2-5 years of working (48.6%), job orientation was the largest group in 10-above years of working (43.3%).

Table B3. Work Orientations Crossed on Gender (n=120).

Work Orientation	Gender		Total
	Male	Female	
Job	20	12	32
% within orientation	62.5	37.5	100
% within gender	29.4	23.1	26.7
Career	16	23	39
% within orientation	41.0	59.0	100
% within gender	23.5	44.2	32.5
Calling	32	17	49
% within orientation	65.3	34.7	100
% within gender	47.1	32.7	40.8
Total	68	52	120
% within orientation	56.7	43.3	100
% within gender	100	100	100

Table B3 shows that men and women displayed different patterns of work orientations. While for men, the highest percentage of work orientation was observed at calling orientation (47.1%), this was followed by job (29.4%), and then career orientations (23.5%). For women, on the other hand, the highest percentage of work

orientation was observed at career orientation (44.2%), and this was followed by calling (40.8%), and then job orientations (26.7%).

Table B4. Work Orientations Crossed on Educational Attainment (n=120).

Work Orient.	Educational Attainment			Total
	High school	Undergraduate	Graduate	
Job	8	21	2	32
% within orient.	25.0	65.6	6.3	100
% within education	44.4	23.9	20.0	26.7
Career	4	31	3	39
% within orient.	10.3	79.5	7.7	100
% within education	22.2	35.2	30.0	32.5
Calling	6	36	5	49
% within orient.	12.2	73.5	10.2	100
% within education	33.3	40.9	50.0	40.8
Total	18	88	10	120
% within orient.	15.0	73.3	8.3	100
% within educ.	100	100	100	100

Table B4 shows that job orientation was the highest percentage observed within the educational level of high school (44.4%), whereas calling orientation was somewhat higher than other orientations within the educational level of undergraduate (40.9%). Although there were few people at the graduate level of education, the highest percentage observed in this group was at calling orientation (50%).

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