MULTIPLE OBLIGATIONS: DISTINGUISHING THE DIMENSIONALITY AND CONFIRMING THE ROLE OF IDEOLOGY WITHIN THE PSYCHOLOGICAL CONTRACT FRAMEWORK

A Dissertation

by

JOHN BYRON BINGHAM

Submitted to the Office of Graduate Studies of
Texas A&M University
in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

August 2005

Major Subject: Management

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Major Subject: Management

ABSTRACT

Multiple Obligations: Distinguishing the Dimensionality and Confirming the Role of Ideology within the Psychological Contract Framework.

(August 2005)

John Byron Bingham, B.A., University of Utah;

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Chair of Advisory Committee: Dr. Richard W. Woodman

I seek to further understand and empirically test the role of ideology, or commitment to an espoused cause, as part of a multidimensional psychological contract among employees in organizational settings. I present and provide a preliminary validation of a measure of ideological contracts and propose a model that suggests employees develop perceived obligations with their employers based on economic, social, and ideological reasons. Different behaviors are likely to be expected based on the obligation types that are most significant to the employees. Specifically, my model suggests obligations stemming from the espousal of a cause may elicit positive employee contributions toward organizational goals. Further, I posit that employees may seek to benefit distinct individuals and/or entities within the organization based on their psychological contract form. Cross-sectional data from four distinct samples provided strong support for the idea that transactional, relational, and ideological components of the psychological contract are distinct, and preliminary support that such components are predictive of specific individual-level outcomes.

ACKNOWLEDGEMENTS

It takes a village to raise a doctoral student. I wish to thank the many friends and associates who brought me successfully through this process. First, I would like to thank the faculty and doctoral students who helped break me down and then develop me to understand how to be a good scholar. I want to thank my chair, Dick Woodman, and committee members, Adrienne Colella, Elizabeth Umphress, Bert Cannella, and Winfred Arthur. I also express thanks to Wendy Boswell and Michael Wesson for their selfless investments of time and energy and Ramona Paetzold and Gilad Chen for their methodological expertise. All these individuals spent countless hours providing developmental feedback and instruction. I also thank David Hicks and the executives and human resource managers of Chaco, Trajen, Roycebuilders.com, and Petzl for providing venues through which this study was conducted. I want to thank my outstanding friends and ever-supportive cohort members, Race Yu, Luis Perez-Batres, Celile Iter Gogus, Carrie Belsito, and Chazara Clark-Smith. I thank my family members, who provided never ending support and encouragement, and my own little family—Amy, Hannah, and William. This dissertation is yours as well.

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CHAPTER I

INTRODUCTION

The psychological contract is an individual's belief regarding the terms of an exchange agreement, beyond those of any formal contract, between an individual and the organization (Rousseau, 1989, 1995), and has become an increasingly important concept of study. Adopting MacNeil's (1985) distinction between economic and social components to the contract, psychological contracts research generally describes the dimensions of the contract as either transactional or relational (e.g., Rousseau 1989; Rousseau & McLean Parks, 1992). This distinction has been central to both theory and empirical research on employment exchange and psychological contracts (Rousseau, 1989; Shore & Coyle-Shapiro, 2003).

Premised on Blau's (1964) seminal work on exchange relationships and the underlying norm of reciprocity (Gouldner, 1960), research has often alluded to the idea that different behavioral outcomes are likely to result from psychological contracts premised on either transactional or relational obligations of employment exchange (Emerson, 1990). Indeed, central to psychological contracts research is the recognition that the content of the perceived obligations contained within the psychological contract impacts employees' reactions to them (Rousseau & McLean Parks, 1992). Differences in the nature of perceived obligations within such contracts result in distinct emergent properties that subsequently influence employee behavior (Emerson, 1990). Transactional contracting has generally been found to be an important predictor of employees' fulfillment of explicit requirements and basic job performance (Rousseau &

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Parks; 1992; Shore & Barksdale, 1998), whereas relational contracting is typically associated with employee behavior extending beyond job role requirements (Shore & Barksdale, 1998; Turnley, Bolino, Lester, & Bloodgood, 2003). More recent conceptualizations have also included hybrid contracts, which characterize high involvement work in highly competitive markets (Rousseau, 1995) wherein dynamic performance requirements and career development are involved (Dabos & Rousseau, 2004; Rousseau, 1995). Hybrid contracts, however, still contain some combination of psychological contracts that are transactional or relational in nature.

Psychological contracts serve as an important regulator of employer-employee exchange relationships (Coyle-Shapiro, 2002), and in general, the type of exchange relations differ based on the nature of the benefits, or currency, that is exchanged and the means by which these benefits occur (Blau, 1964; Shore & Tetrick, 1994). Research on employment relationships generally considers economic and socioemotional exchange as foundational to transactional and relational contracts, respectively. Economic exchange characterizes transactional contracts, emphasizing the financial and more tangible aspects of relationships (Blau, 1964; Shore, Tetrick, & Lynch, 2003). Socioemotional exchange, on the other hand, underlies relational contracts and involves fairly unspecified and open-ended obligations with longer term implications.

Research suggests most employees possess both transactional and relational contracts with their organizations, and the types of obligations within those contracts differ based on the nature of the benefits, or currency, that is exchanged and the means by which inducements are provided (Coyle-Shapiro, 2002; Robinson, Kraatz, &

Rousseau, 1994). Perceived obligations in this "multidimensional" contract are an important component of employees' assessments of what is expected from the organization. Consideration of a "multiple contracts" view inherently assumes that differential behavioral outcomes stem from the perceived fulfillment of obligations premised on different components of the employment relationship. Psychological contracts affect behavior through a norm of reciprocity (Gouldner, 1960), in which promised and fulfilled inducements by one party elicit contributions from the other. Different inducements and their level of perceived fulfillment may be more or less salient to employees, based on the perceived contracts held with the organization. Such inducements are likely to trigger different reciprocation responses in employees. In other words, the way in which employees seek to reciprocate perceived and fulfilled obligations through different behaviors depends on the currency exchanged (Blau, 1964), or rather, the content of the psychological contract.

Because the psychological contract is comprised of two components: the perceived obligations (contract form) and perceived fulfillment of obligations (contract fulfillment) (Arnold, 1996), research has generally focused on the discrepancy between what was promised and what was actually fulfilled (e.g., Porter, Pearce, Tripoli, & Lewis, 1998; Robinson, 1996). Yet, recent research suggests positive attitudes and behaviors may be a function of contract fulfillment, independent of what may have been originally promised (Lambert, Edwards, & Cable, 2003). Little research has examined the impact of psychological contract fulfillment on employee behavior and no research has considered how the perceived form of the contract differs from the perceived fulfillment of those obligations in predicting behavior. Both the form and fulfillment of the psychological contract have been utilized in research focusing on employee outcomes, but no study has empirically differentiated the relative predictive power of each. Further, research on psychological contracts generally involves global perceptions of psychological contract form and fulfillment and neglects the diverse and multidimensional nature of individuals' anticipated and received inducements in the employment relationship. This study seeks to further explore and understand how perceived fulfillment of different psychological contracts affects individual-level outcomes.

Adding to the multidimensional view, Thompson and Bunderson (2003) recently suggested that psychological contracts, beyond the exchange of economic or socioemotional currency, can be extended to include "ideological currency." Perceived obligations between employer and employee can also be based on the pursuit of a highly-valued cause, and cause-driven elements of exchange within the employee-organization relationship can have a profound effect on employees and their behavior. The exchange relationship characterizing ideology-infused contracts is likely to be covenantal in nature (Graham & Organ, 1993) wherein employees base their exchange on a "transcendent set of values" rather than entirely on self interest. Thompson and Bunderson (2003), elaborating Blau's (1964) view of rewards premised on ideological grounds, note that the "espousal of a cause can represent a distinct inducement to elicit employee contributions and commitment." Such contributions may come in the form of extra-role behavior directed toward advancing the cause. Thus, when employees perceive a fulfilled ideological contract premised on covenantal exchange, employees may reciprocate by exerting effort to benefit unique components, targets, or constituencies associated with the cause.

Given the introduction of the concept of ideology into the dialogue on psychological contracts, it would be important to understand how ideology-infused contracts differ from contracts that are more transactional or relational in nature. Including the ideological contract adds to the complexity of the multidimensional contract, and assessing its predictive validity will be an important next step in the development of a "multiple contracts" view. Little research has examined this potentially influential construct. In fact, with the exception of Bunderson (2001), virtually no research has empirically explored the relationship between individuals and their employers based on the espousal of a cause, and no valid measure currently exists to examine this construct. Moreover, little has been done to distinguish among Blau's (1964) original explications and to consider the economic, socioemotional, and ideological currencies of exchange simultaneously. Thus, another purpose of this research is to develop and test a measure of ideological obligations within the psychological contract and differentiate the theoretical dimensionality of the nature of the perceived obligations and perceived fulfillment of the multidimensional contract (i.e., transactional, relational, and ideological contracts).

I argue that in addition to self-interested models of exchange (i.e., economic and socioemotional), covenantal exchange underlies the multidimensional contract framework, and that employment relationships may also be premised on ideological grounds. Perceived obligations stemming from the espousal of a highly-valued cause may lay the foundation for a unique type of stimulus to elicit positive employee contributions and behaviors. This study focuses on how fulfilled obligations, based on an individual's understanding of the exchange agreement, which is premised on economic, socioemotional, or covenantal agreements, may differentially affect employee behavior. These factors may determine how individuals enact their roles and the level of effort they will exert in performing their job (O'Reilly & Chatman, 1986). I suggest that in relation to the nature of the psychological contract, employees consider whether they themselves, other individuals in the organization, and/or the organization will benefit, and engage in efforts to reward those respective entities accordingly (Maurer, Pierce, & Shore, 2002). Engagement in such behavior, I posit, may largely stem from the form of psychological contract between employees and their employers. Therefore, understanding psychological contracts between individuals and organizations may lead to a better understanding of why individuals exhibit extraordinary effort on behalf of different constituencies within their organizations.

Research has appeared differentiating transactional or relational contracts, however, there has been little work to simultaneously examine the effect of psychological contract fulfillment on behavior based on specific dimensions of the employment relationship. Indeed, McLean Parks, Kidder, and Gallagher (1998) noted that such studies on employment exchange are missing and necessary, yet "thus far has not been adequately executed" (pg. 726). And no work to date has integrated ideological forms of the contract in such an empirical analysis, suggesting the inclusion of ideology may further enhance current understanding in assessing employees' perceptions of the employment exchange. Given that employee-organization relationships are likely to be based on multiple psychological contracts, testing of hypotheses that simultaneously consider transactional, relational, and ideological obligations may be particularly useful.

In sum, I propose to investigate the theoretical dimensionality of the transactional, relational, and ideological components within the psychological contract and to examine the unique influence perceived fulfillment of each may have on employee behavior. Following existing work on psychological contracts (e.g., Blau, 1964; Shore & Barksdale, 1998; Rousseau, 1989; 1995), and adapting existing measures based on work in psychological contracts (Dabos & Rousseau, 2004; Rousseau, 2000) and ideology-infused contracts (Thompson & Bunderson, 2003), I explore dimensions of the psychological contract by assessing the differential effects of transactional, relational, and ideological contract fulfillment on employee behavior in a field setting. Specifically, I examine the effect of transactional, relational, and ideological contract fulfillment perceptions on in-role behavior, organizational citizenship behavior directed toward individuals in the organization, and organizational citizenship behavior directed toward the organization. A proposed model (Figure 1) illustrates the multidimensional psychological contract, its components, and outcomes.

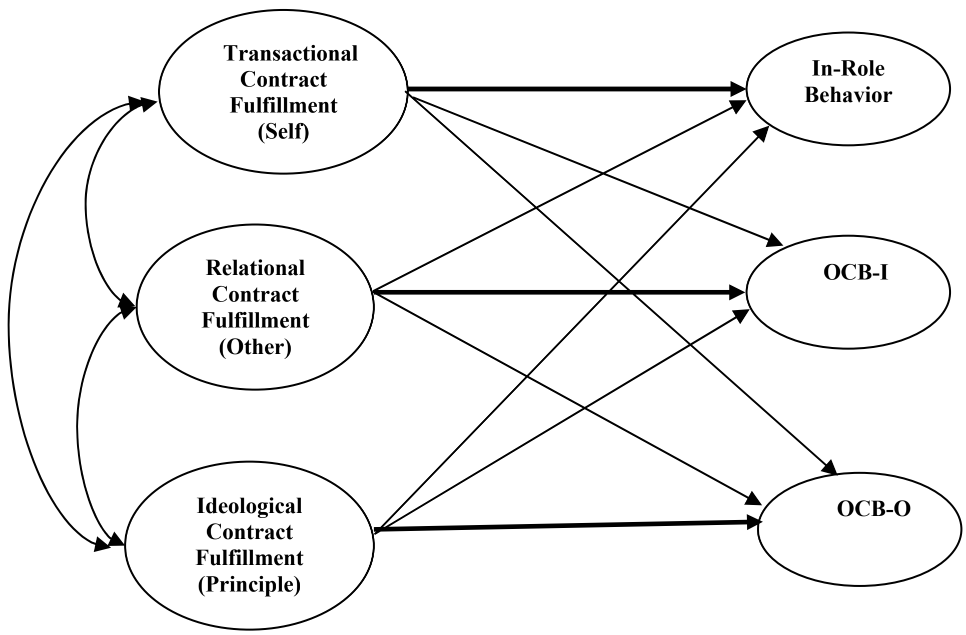
Overview of the Research Method

The theory and hypotheses in this study were tested using a sample of approximately 466 employees from four different companies and industries. Building on previous research utilizing multiple samples to capture employee-organization differences (e.g., Raja, Johns, & Ntalianis, 2004), employee and supervisor data were gathered among four disparate organizations. The research sites included a home construction company, a high-end outdoor shoe/boot manufacturer, an aviation support and logistics solutions firm, and a rescue equipment manufacturer and distributor. Selection of the companies sets the firms in distinct contexts. Each of the four participating firms espoused some ideological ideal or principle as a concomitant to financial performance. These unique contexts provide the opportunity to generalize about the dimensionality of the predictor and outcome variables across multiple samples.

Organization of the Dissertation

This remainder of this dissertation is structured as follows. Chapter II presents a review of the extant literature relevant to this study in psychological contracts, their fulfillment, and employment exchange. Further this chapter introduces a framework for examining the psychological contract terms and obligations from a multidimensional perspective. In Chapter III, the hypotheses and overall research model are presented. Chapter IV provides a description of the data collection procedure and research methods used to empirically test the hypotheses generated in this study. Sample selection, measurement issues, and statistical analysis techniques are discussed. Results of the empirical tests for the hypotheses are provided in Chapter V. Concluding this dissertation, Chapter VI presents explanations of results, conclusions, limitations and implications of this study, as well as future research suggestions.

FIGURE 1
Components and Outcomes in the Multidimensional Contract[a]



[a] Strength of relationship indicated by lines where bold lines indicate stronger path relationships than non-bold lines. OCB-I is organizational citizenship behavior directed at individuals within the organization, whereas OCB-O is organizational citizenship behavior directed at the organization itself.

CHAPTER II

THEORETICAL FRAMEWORK

Psychological Contract Form

In the traditional conceptual development of the psychological contract, the form of the contract generally refers to the type of relationship an individual perceives to have with the organization (Rousseau, 1995). Characterized by the obligations or promises given by employers to their employees, the form of the contract "defines the parameters of the relationship and signals to the employee the potential inducements that may be exchanged over the course of the relationship." (Coyle-Shapiro, 2002: 931). The inducements, or perceived promises, may involve perceptions about anticipated benefits including pay, wages, benefits, social and developmental support, contributions to causes, and so forth. Inducements differ by way of exchange and have traditionally been distinguished by the content of the contract they form; transactional or relational. These two forms of contracts are premised on Blau's (1964) economic and socioemotional exchange currencies. More recent conceptualizations also have included hybrid contracts, which assess both economic and socioemotional aspects of the employment relationship. These contracts often have characterized high involvement work in exceedingly competitive markets (Rousseau, 1995) wherein dynamic performance requirements and career development are involved (Dabos & Rousseau, 2004; Rousseau, 1995). Hybrid, or balanced, contracts, however, still involve varying degrees of relational or transactional arrangements.

Research has further refined the transactional-relational distinction to include elements of time (short-term vs. long-term) and performance (specified versus vague) (Rousseau & Wade-Benzoni, 1994). The psychological contract also involves elements of reciprocity duration, or the degree to which the contract involves investments on the part of the employee in return for long-term returns from the organization (Shore & Tetrick, 1994).

The distinction among the specialized forms of the psychological contract has been critical to understanding the likelihood of perceived psychological contract breach as well as employee attitudes (Morrison & Robinson, 1997; Rousseau, 1990). The form of the contract, for example, sends important signals that trigger particular employee responses (Robinson, 1996). Research has also recently begun to examine different psychological contract forms simultaneously (Raja et al., 2004), and how different contract forms may affect employee behavior (Hui, Lee, & Rousseau, 2004). Relational contracts have been shown to relate positively (and transactional contracts, negatively) to organizational commitment, job commitment, and expected job tenure (Millward & Hopkins, 1998; Rousseau, 1990). Rousseau (1990) also found that a new hire's perceptions regarding the relational obligations to the employer were positively related to expected organizational tenure, yet tenure was unrelated to transactional obligations. Coyle-Shapiro (2002) discovered that the anticipation of future inducements or promises by the organization (transactional and relational forms of the psychological contract) were positively related to employees' engagement in helping and change-oriented behavior.

The subjective nature of the psychological contract necessarily implies that perceptions of obligations and their fulfillment lie in the eyes of the beholder (Rousseau, 1995). Consequently, evaluations of what obligations are part of the psychological contract form are likely to vary across employees, even when an organization makes equal promises across all employees. More recent work has begun to focus on the actual provision of inducements, or the fulfillment of obligations. Psychological contracts research generally considers either the obligations inherent in the psychological contract (psychological contract form) or the perceptions of deficiency or excess in the relationship (psychological contract fulfillment).

The beliefs of the psychological contract become contractual when employees perceive that they owe their employer particular contributions when certain inducements are provided (Rousseau, 1989, 1995). Said differently, the expectations within psychological contracts are promissory and reciprocal, such that obligations of future employee behavior are contingent on action by the organization. Fulfillment of obligations suggests that the organization has provided adequate inducements for what employees perceived the organization was obligated to provide. When employees experience actual inducements, resources are available to satisfy employee needs, and thus contribute directly to employees' actions (Lambert et al., 2003). Accordingly, fulfillment may be a better predictor of attitudes and behaviors and research has begun to examine the effect of perceived fulfillment on outcomes more carefully (Lambert et al., 2003; Turnley et al., 2003).

Psychological Contract Fulfillment

Research into fulfillment of the contract, although gaining increasing interest in research arenas on psychological contracts, has generally received much less attention than the obligations of the psychological contract form. This is curious, considering that most organizational relationships between employees and organizations are largely functional (Shore & Tetrick, 1994). Fulfillment seems to be the desired, yet somewhat neglected counterpart to contract breach and violation. Shore and Tetrick (2004) recently noted the importance of developing models within the employee-organization relationship that outline productive modes of managing work relationships, given that the majority of the literature focuses on failure to fulfill obligations rather than taking a positive perspective on the outcomes of fulfilling employment obligations. Indeed Shore and Tetrick (2004: 96) suggest "while breach and violation remain important and meaningful areas of study, models of healthy employment relationships are the positive and yet understudied analogue."

Perceived obligations and the extent to which those obligations are fulfilled represent the essence of the psychological contract (Rousseau, 1989). Many employment relationships are likely characterized by 'mutuality', or the agreement of commitments between employer and employee, and employees and managers are more likely to agree than disagree with regard to the nature of the terms of the contract and the obligations involved (Dabos & Rousseau, 2004). Yet scant empirical attention has been paid to functionality within the employment relationship. Furthermore, only recently has research begun to consider the potentially positive behavioral outcomes stemming from perceptions of fulfillment within the psychological contract (Dabos & Rousseau, 2004; Turnley et al., 2003). Indeed, researchers have called for more research that considers the mechanisms linking psychological contracts to effective work outcomes (Hui et al., 2004).

Studies that consider the positive side of psychological contracts have noted that employees' beliefs about the contract can predict certain attitudes and behaviors. For example, some research has shown that when psychological contracts are fulfilled, employees respond positively (Robinson, 1996; Robinson & Rousseau, 1994). In terms of attitudinal consequences, research has indicated that the greater the fulfillment of psychological contracts, the greater the employees' job satisfaction (Robinson & Rousseau, 1994; Turnley & Feldman, 2000), organizational satisfaction (Robinson & Rousseau, 1994), and trust in the organization (Robinson, 1996). Research also suggests that psychological contract fulfillment may also have important effects on how individuals see and perform their work.

Psychological contract fulfillment on employee outcomes is usually inferred indirectly, through examination of the perception that one member of the contract has failed to fulfill the obligations of the contract (Robinson, 1996, Rousseau, 1995). As such, much of the existing literature has examined psychological contract violation and breach (Robinson & Morrison, 2000), or even the over-fulfillment of contracts (Turnley et al., 2003). These studies have often explored the discrepancies in employee-employer obligations and at times, the associated behavioral outcomes (Turnley & Feldman, 1999). Many have inferred fulfillment indirectly, suggesting obligations have been fulfilled when they have not been breached or violated. However, the failure to fulfill the obligation in the form of breach (or the cognition that the organization has not met its expectations) and violation (or the emotional state that results from the cognition of breach), are not perfectly negatively-related to psychological contract fulfillment (Rousseau & Tijoriwala, 1998). Accordingly, the behavioral reactions to breach and violation differ from those of perceived fulfillment (Robinson et al., 1994; Turnley & Feldman, 2000).

For instance, employees whose psychological contracts have not been fulfilled tend to cut back on constructive behaviors such as organizational citizenship behaviors (Robinson, 1996; Robinson & Morrison, 1995) and loyalty to the organization (Turnley & Feldman, 1999), and also are more likely to neglect job duties (Turnley & Feldman, 1999, 2000). Psychological contract fulfillment, on the other hand, has been associated with behaviors extending beyond formal organizational requirements and aimed at benefiting specific targets (e.g., Turnley et al., 2003). Coyle-Shapiro (2002) found that adopting a psychological contract framework provided unique understanding of three distinct dimensions of citizenship behavior (i.e., helping, advocacy, and functional participation). Another study by Turnley, et al. (2003) found that psychological contract fulfillment was positively related to employee performance, and engagement in behaviors that benefit the organization's goals. Taken together, these studies provide a foundation suggesting that psychological contract fulfillment is an important organizational construct in understanding specific employee behavior intended to benefit the organization or its constituents. However, extant research examining the influence of psychological contract fulfillment on behavior generally assesses global perceptions of contract fulfillment, neglecting the multidimensional nature of individuals' perceived obligations in the employment relationship. As such, the divergent effects on fulfilled multidimensional psychological contracts on employee behavior have not been empirically explored.

Those studies that have differentiated relational-based and transactional-based psychological contracts have largely focused on employee behavior stemming from unfulfilled psychological contracts, or behavior based on the interrelationship between employee and employer obligations. Robinson (1996), for instance, discovered relational psychological contract breach was negatively related to employee contributions including performance, civic virtue behavior, and intentions to stay with the organization. In other research, psychological contract violations based largely on relational terms have been found to be negatively associated with satisfaction, trust, civic virtue behavior, and employees' intentions to remain with their employer (Robinson et al., 1994).

Although our understanding of psychological contracts is more comprehensive given the results of these studies, the multidimensionality of the psychological contract (Rousseau, 1995) suggests the perceived fulfillment of some obligations may not signify the fulfillment of others, and that outcomes differ based on different perceptions of fulfillment. Those few empirical studies that have examined psychological contract fulfillment have largely ignored the divergent effects such multidimensional contracts may have on different outcomes, and evidence supporting the differential outcomes of transactional and relational contract forms is indirect (Robinson et al., 1994; Shore & Barksdale, 1998). Further, virtually no empirical research has considered ideology in the psychological contract as an impetus for how employees and organizations reciprocate (see Bunderson, 2001 for a notable exception). Yet, employment relationships built, at least in part, on the espousal of a cause, are likely to significantly impact how employees behave, perhaps much differently than employees who work simply under transactional or relational obligations. Employees who hold strong ideological expectations within the employment exchange may see their role in advancing the cause differently than those whose exchange relationships are built primarily on economic and-or socioemotional exchange. The efforts to reciprocate fulfillment, for example, may differ greatly in terms of attitudes and behavioral intentions toward specific targets.

The view here, then, is consistent with the general conceptualization in psychological contracts literature that employment relationships can involve a combination of different characterizations within the same contract (Robinson et al., 1994; Thompson & Bunderson, 2003). Employees often distinguish the more salient elements of their employment relationship and behave in response to the more dominant aspects of the psychological contract (Dabos & Rousseau, 2004). This study seeks to empirically disentangle the multidimensional view, and empirically examine the divergent outcomes of employees' perceived contract fulfillment. Understanding how perceptions of fulfillment impact behavior from a theoretical framework lies in social exchange.

Social Exchange

The psychological contract serves as an important regulator of employer-employee relationships (Coyle-Shapiro, 2002) based primarily on social exchange theory (Blau, 1964). The relationship between employee and employer is often seen as a relationship of exchange (Blau, 1964; Shore & Tetrick, 1994) and thus warrants discussion of the role of social exchange in psychological contract fulfillment. Employees engaging in different types of behavior may be influenced by the characteristics of that exchange relationship. Social exchange theory, as a theoretical basis for explaining how psychological contracts form, develop, and progress to fulfillment, is particularly relevant to this study's research questions regarding unique forms of psychological contract and the perceived obligations associated with each. Social exchange theory explains why and how the nature of the relationship between employee and employer can influence employee behavior. The following section outlines the general principles of social exchange relevant to understanding the multidimensionality of the psychological contract, and includes a description of how social exchange theory represents specific aspects operative within the psychological contract.

Exchange Relationships in Organizations

Social exchange theory highlights the nature of employment relationships between individuals and their organizations, and suggests distinct relationships may differentially affect behavior (Emerson, 1990). Within psychological contracts, the obligations that are perceived, and the reactions to fulfillment, may be seen quite differently depending on which obligations are used in the exchange. Many different disciplines have emphasized the importance of exchange, suggesting what one receives through specific interactions is contingent upon the benefits provided (Emerson, 1990). Benefits are generally defined as any good, financial compensation, or socioemotional reward that can be exchanged as "currency" between parties (Blau, 1964) suggesting the nature of the exchange relations can develop for multiple reasons.

The terms and conditions of exchange relations develop over the history of transactions between interdependent parties. Differences in terms and conditions of exchange relations can result in differences in emergent properties that subsequently influence behavior and future interactions (Emerson, 1990). As an example, one entity may provide a non-contingent benefit to another party. If the second party reciprocates, the first party is likely motivated to provide benefits again. Thus, the act of reciprocation provides an inducement for future exchanges between the two parties. This reinforces the exchange process between the parties and reciprocity is likely to become generalized. Through this mutually reinforcing exchange agreement, a psychological bond forms by which the two parties develop mutual dependence on the value of the benefits exchanged (Blau, 1964). The nature of the exchange relations creates the basis of the perceived obligations of the psychological contract form that develops (Rousseau, 1998).

The psychological contract is the employee's perception of the terms and conditions of the exchange relation (Rousseau, 1995) as opposed to either the objective terms and conditions of the employment relationship (e.g., Lepak & Snell, 1999) or the employer's perceptions of these terms and conditions (Tsui, Pearce, Porter, & Tripoli, 1997). In some instances, there may be specific objective terms and conditions of the employment relationship, yet the means by which these terms are perceived will vary across individuals (Shore & Tetrick, 1994) based on their perceptions of importance. Consequently, the form of psychological contract is particularly relevant to the specific behavior of individuals and their intention to reciprocate, or benefit those entities that are most salient to their perceived obligations.

In general, the type of exchange relations differ based on the nature of the benefits, or currency, that are exchanged and the means by which these benefits occur. With each type of exchange operating under a unique currency, the question of what one receives for the resources given becomes important (McLean Parks, 1997). Research on employment relationships generally considers two types of exchange, economic and socioemotional, which underlie the psychological contract construct. First, economic exchange frameworks emphasize the financial and more tangible aspects of relationships, and transactions between parties are not long-term or on-going, but represent discrete, financially oriented interactions (Blau, 1964; Shore et al., 2003). In the case of economic exchange, conditions of exchange tend to be clearly specified, predetermined, and usually rigid and often concern the self-interest of the parties--thus maintaining equivalence between the value of the benefits involved in the transaction is closely monitored. Economic exchanges do not generally include long-term or diffuse obligations, but rather focus on economic currency based on quid pro quo agreements. Second, and unique from economic exchange, socioemotional exchange involves fairly unspecified and open-ended obligations with longer term implications. Benefits traded in socioemotional exchange involve trust, interpersonal attachment, obligations to specific exchange partners, etc., that are not easily monetized. Employees contribute their active involvement in the organization in return for loyalty, career training, and longer-term career opportunities.

The difference between economic and socioemotional exchange within the employment relationship is often associated with unique forms of reciprocity inherent in each type of exchange (Emerson, 1990). More specifically, economic exchange relations involve a higher focus on monetizable benefits such as goods or money, greater specificity with respect to the terms of the exchange, and fewer investments in the other party based on assumptions that long term returns will not exist. Socioemotional exchanges, on the other hand, are characterized as exchange relations that include a higher focus on social benefits, less specificity with regard to the terms of the exchange, and greater investments in the other party based on assumptions of long-term results. Central to the norm of reciprocity in both economic and socioemotional exchange is the view that exchanges are made to benefit the parties who contribute to them. That is, employees who engage in economic and socioemotional exchange relations generally do so to profit their own self-interests, whether through financial or socioemotional benefits (Rousseau et al., 1992).

Blau (1964) suggested that beyond economic and socioemotional exchanges, the adoption of a cause may also provide a stimulus for organizational relationships, and is yet another form of exchange that forms the basis for a psychological contract. Graham and Organ (1993) propose such arrangements that link employees with their organization are covenantal in nature. Covenantal exchange, or exchange based on “cherished ideals”, however, has just begun to receive attention within the framework of employment relationships between organizations and employees (Coyle-Shapiro, Kessler, & Purcell, 2004; Van Dyne, Graham, & Dienesch, 1994). Covenants are relationships of mutual commitment where specific behaviors required to maintain the relationship are not necessarily specified in advance (Van Dyne et al., 1994). This specialized form of relationship between an employer and the organization differentiates it from other types of exchanges as it is more principle-focused in nature (Etzioni, 1988; Gordon, Anderson, & Bruning, 1992). Covenantal exchanges can be seen as reciprocation episodes that lead to an ideology-infused contract between individuals and their organizations through obligations toward specific causes.

Unlike economic or socioemotional exchange, which are based either on financial or interpersonal transactions and generally rely on equity and fairness considerations, a covenantal exchange is based on mutual commitment and fealty to a cause, or a transcendent set of ideals such as an overarching mission or the furtherance of a distinctive concept (Graham, 1991; Graham et al., 1993). Further differentiating exchange types, covenants imply identification with and internalization of the espoused cause (Etzioni, 1988; O'Reilly et al., 1986) that binds employees to their organizations and organizations to their employees (Kanter, 1968). Consistent with Van Dyne et al. (1994), the organization and the employee must display a high level of devotion to a particular cause to which the other may attribute their dedication. Such a relationship requires a mutual pledge by both parties to exert extraordinary efforts if necessary to uphold commonly held ideals.

Consistent with mutually reinforcing behavior in economic and socioemotional exchanges, norms of reciprocity can also be based on covenantal exchange, wherein both parties are obligated through the contribution to a highly valued cause. The espousal of a highly-valued cause by the individual and organization creates a unique type of exchange relationship based on mutual expectations to reciprocate toward the benefit of the cause, rather than solely or primarily on self interest. This differentiates covenantal exchange from both economic and socioemotional exchange, which are both largely based on the assumption that benefits accrue to the individual actor(s) engaged in the exchange. This is not to say that covenantal exchange is completely void of internal benefits, because "helping to advance cherished ideals is intrinsically rewarding" (Blau, 1964: 239). Yet, within covenantal exchange, the norm of reciprocity entails significant contributions to a particular ideology as a focus of the employment relationship. With covenantal norms of reciprocity in advancement of the highly-valued cause, more specific obligations, or an ideology-infused contract, develop between employee and employer.

Ideology in the Employee-Employer Relationship

Including a perspective on ideological obligations provides a more complete understanding of a person's psychological link to his or her organization. Affinity for the work and a larger sense of purpose are enhanced through pursuit of highly esteemed goals (Mitroff & Denton, 1999), and current business environments are characterized by growing emphasis on people's need for increased meaning in their work (Wrzesniewski, 2002; Wrzesniewski & Dutton, 2001). Ideological considerations may cause individuals to take stock of their lives, and focus attention on what their work may be contributing to the wider world (Boyatzis, McKee, & Goleman, 2002). Moreover, employees are increasingly focused on how what they do at work influences larger societal change and improvement (Follett, 1996).

Ideology may be represented by these quotes which describe the relationship between individuals and their organizations based on a higher purpose. These statements were from organizations other than those used in the analysis for this study, and provide evidence to support the importance of ideology in employee-employer exchanges:

> "This University equips individuals with the tools for their professions….We all hold the mission of helping produce tomorrow's leaders, and I feel all staff play a vital role in producing this mission."

Texas A&M University employee comments from annual employee (non-faculty) survey.

> " I do believe and stand behind what my company represents-- their mission, but I also think it's important for them to live up to their commitment too….They owe it to the employees, their co-op members, and the environment."
>
> Recreational Equipment Incorporated employee statements during interview August, 2004.

With the exception of recent work examining ideology as an underlying motive for the breach and violation of an employee's psychological contract (Thompson & Bunderson, 2003), the breadth of literature on employee-organization relationships has primarily emphasized the development of exchanges for economic and socioemotional reasons. Ideology-infused contracts exist when employees' expectations are not grounded in personal entitlements, but also stem from a belief that by contributing to the organization they are benefiting a valued cause. Understanding the role of ideology in creating part of an employee's multidimensional psychological contract warrants first understanding how ideology operates in organizational settings.

The idea that individuals may base their employment relationship on ideological objectives is not necessarily new to the organizational sciences. General views of such attachment were cursorily introduced and analyzed in early organizational research wherein Katz and Kahn (1966: 56) reasoned that "the ideology of the system gears into the very functions in which individuals are engaged and invests them with a significance and meaning they would otherwise not possess" O'Reilly and Chatman (1986) suggested some employees premise their attachment on the adoption of attitudes and behaviors because their content is congruent with organizational goals or values. Penley and Gould (1988) used Etzioni's (1975) organizational model of involvement to describe acceptance of and identification with organizational goals as "moral commitment."

These and other conceptualizations of organization-employee relationships based on internalization of goals, values, or ideals, however, have often been subsumed under the rubric of other similar constructs such as affective, value-related, or moral commitment (Jaros, Jermier, Koehler, & Sincich, 1993; Mayer & Schoorman, 1992) and the literature on person-organization (P-O) fit (Kristof, 1996). Yet, these existing constructs describe an affective attachment based on simple perceived congruencies, and inadequately address obligations in the employment relationship based on the espousal of a highly-valued cause. The relatively small body of literature that does include ideology has been largely theoretical in nature (Wade-Benzoni et al., 2002) or has focused on the role of ideology in specific organizational practices (Bunderson, 2001; Simons & Ingram, 1997). There has yet to be empirical evidence to validate the role of ideology and individual-level outcomes using a psychological contract fulfillment lens.

Employees undoubtedly base their relationships with their organizations on multiple processes and allegiances to multiple constituencies (Reichers, 1985), but some are likely more salient than others in motivating employee behavior. This is consistent with Lawler's (1992) idea of nested collectivities that exist simultaneously and Gordon and Ladd's (1990) view of multiple allegiances, including those outside of the organization. Central to these perspectives is the notion that the employment relationship is made up of multiple constituencies, and that understanding those relationships most highly valued by the employee refines our thinking about how such relationships affect work-related behavior.

Consistent with this view, the multiple perspectives view of commitment, for example, suggests people develop attachment through various motivational factors (Becker, 1992), and these factors determine how individuals enact their roles and the level of effort they will exert in performing their job (O'Reilly et al., 1986). Specific behaviors are heavily influenced by strongly esteemed principles (Van Dyne et al., 1994). Employment relationships and their inherent obligations often lead to idiosyncratic behavior directed toward benefiting specific constituencies (Meyer & Allen, 1997).

Recent research on organizational commitment generally examines the attachment of employees to their organization based on multiple components (Cohen, 2003). Essentially, commitment can be seen as (1) an affective orientation, involving emotional attachment and involvement, (2) a moral obligation, stemming from a responsibility, civilized duty, and normative expectations, and (3) continuance or a calculated orientation of the costs associated with leaving the organization, involving transactions, side-bets, and economically-concerned participation “costs” (Meyer & Allen, 1997).

Beyond affective, normative, or calculative components of how individuals perceive their attachment with the organization, attachment to and perceived obligations with the organization can likely also be founded on an ideological component (Blau, 1964). Conceptualization of such commitment, based on the relative strength of an individual’s internalization of, identification with, and obligation toward credible attempts to pursue a highly-valued cause or principle, is not currently found in the literature. Given the conceptual similarity, however, among attachment based on ideology and existing conceptualizations of commitment, a short discussion highlighting the unique contribution of ideology in the employment relationship warrants consideration.

Continuance commitment involves the employee's awareness of the costs associated with leaving, and employees high in continuance commitment stay with the organization because of lack of alternatives (Meyer & Allen, 1991). Continuance commitment is concerned with the level of investments that are made into the organization and the opportunities for employment that are perceived to exist (Meyer & Allen, 1997). Unique from continuance components, however, commitment based on ideology is not necessarily premised entirely on self-interest. That is, employees may premise their attachment with the organization based on fealty to the cause, with less emphasis on personal entitlements, perceptions of fairness, or individual support. Rather, employees with strong ideological commitment exhibit concern toward the organization's capacity, willingness, and ability to pursue the cause and the provision of opportunities for employee contribution toward cause advancement (Thompson & Bunderson, 2003).

Normative commitment deals with employees' feelings of obligation to remain with the organization based on the belief that it is the right or moral thing to do (Meyer & Allen, 1991). Similar to normative perceptions of organizational commitment, employees who exhibit attachment to an ideology may feel an obligation to remain with the organization due to their desire to advance the cherished cause through means of organizational participation. Yet such obligations do not necessarily develop from normative pressures exerted on individuals either prior to or following entry into the organization through socialization. In other words, although commitment based on ideology may create feelings of obligation toward the pursuit of the cause, and new employees may emphasize such norms during the socialization process, it is likely that employees high in ideology have pre-existing commitments to the espoused cause extending beyond organizational boundaries. Further, ideological exchanges are based primarily on intrinsic desire to advocate the espoused cause, and do not necessarily involve personal extrinsic investments (e.g., paying college tuition, costs of job training) that create a feeling of obligation to reciprocate through commitment until the debt has been repaid.

Similar to affective commitment, attachment between employee and employer based on ideological considerations may likely involve emotional content and involvement. Yet unique from affective commitment, ideological relationships extend beyond a purely affective component and are premised on a specific cause, highly valued, and espoused by both the individual and the organization. Ideology-based obligations further differ from affective commitment given that employee perceptions are not founded only in self-interested individual entitlements, but in "the promotion of a cause they highly value" (Thompson et al., 2003: 571). Promotion of the cause involves a covenantal exchange (Van Dyne et al., 1994) whereby the employment relationship stems from a dutiful and mutually held commitment to uphold highly cherished ideals.

Mayer and Shoorman (1992: 673) extend the multidimensional view of commitment to include "value commitment" or the "belief in and acceptance of organizational goals and values and a willingness to exert considerable effort on behalf of the organization." Jaros et al., (1993) suggested a similar form of attachment based on internalization and identification they called moral commitment. They suggest such a commitment form is important to consider given that individuals' incorporate the goals and values of the organization into their personal identities. Their efforts echo those of previous researchers who attempted to differentiate moral commitment from other forms of affective or normative commitment (Allen & Meyer, 1990; O'Reilly, Chatman, & Caldwell, 1991). On the basis of Mayer and Shoorman's (1992) work they suggested that the degree of attachment "through internalization of its goals, values, and missions" characterized moral commitment.

Both Mayer and Shoorman's (1992) and Jaros et al.'s (1993) conceptualizations, although similar in terms of internalized attachment, differ from the view of ideology as an impetus for attachment. First, their conceptualizations consider the development of morals-based commitment as a progression by which such values *become* congruent over time and involve self-interest. Inherent in the view of ideology, however, is the assumption that the motives toward advancing the highly valued cause existed *before* organizational membership. For example, an employee highly dedicated to environmental conservation and preservation who joins a firm, in part, because the firm espouses responsible and environmentally sensitive business practices, has strong attachments to the environment before entering the organization. Although the dedication to the espoused cause may evolve through socialization and acculturation within the organization, attachment to the ideology is a preexisting condition that may represent the initial thrust to gain membership in the organization. Attraction to, identification with, and dedication toward an organization that coincides with an individual's personal ideology is a natural reaction of individuals given that such activities reinforce and preserve the continuity of one's self-concept (Dutton, Dukerich, & Harquail, 1994). This idea is further confirmed in the literature on psychological contracts. Indeed, the beliefs that construct the obligations between employer and employee are often shaped by pre-employment factors such as values and motives and the broader societal context (Dabos & Rousseau, 2004).

Furthermore, moral and value commitment are based on organizational "goals and values," yet these concepts have broad interpretations (Meglino & Ravlin, 1998). This may partially explain why such values-based commitment constructs are often subsumed under affective and/or normative commitment and have received scant attention in more current research. Further, these conceptualizations lack the specific link to a particular cause--highly-valued and potentially less focused on self-interested instrumental motives.

One final difference involves the focus of the behavior. Adopting the view of previous multiple commitments research (e.g., Becker, 1992; Reichers, 1985), individuals attach themselves to and direct effort toward specific foci within the organization. When an individuals' base for attachment with the organization is created through the espousal of a highly valued cause, the pursuit of that ideology can then also become the focus of their commitment. This perspective finds support from the work on exchange relationships forwarded by Blau (1964) and Graham and Organ (1993). Central to this view is that the significance of employment relationship depends, to a great extent, on the form of agreement that unites the parties in an organizational entity.

This type of agreement occurs as beliefs about how individuals ought to behave, and socially desirable ways to fulfill needs are compatible or congruent (Ravlin, 1995).

Attachment premised on ideology is also conceptually similar to some conceptualizations of person-organization fit, yet ideology-infused contracts are distinct. Person-organization (P-O) fit is defined as “the compatibility between people and organizations that occurs when at least one entity provides what the other needs, or they share similar characteristics or both” (Kristof, 1996). Much of this literature suggests people remain committed to their organizations because they have found or created niches in their organizations that match their needs or talents. However, work by Cable and Judge (1996) suggests that person-organization fit is represented by a cognitive belief rather than an emotional response per se .

As suggested by Mitchell, Holtom, Lee, Sablynski, and Erez (2001: 1107) the basis of how individuals’ internalize characteristics of the organization is “fundamentally different from fit to organizations.” Fit can be seen as a more specific perspective of similarity based in a few explicit dimensions, whereas the view of ideology-infused contracts is a much deeper notion. The ideology-infused contract component is based on internalization and is fulfilled through a covenantal relationship between an individual and the organization to uphold values that support a highly esteemed cause.

In sum, existing constructs in both the commitment and P-O fit literatures are theoretically similar, yet conceptually distinct from the role of ideology as a foundation for attachment with the organization. Ideology also has important implications for understanding employee behavior and more specifically, the perceived beneficiary of specific behavior directed toward some target.

Despite the classical works of Barnard (1938) and Katz and Kahn (1966), and their assertions that values-related constructs explain the presence of extra-role and cooperative behavior, little has been done to examine the behaviors stemming from fealty to a cause. This dissertation seeks to address this gap and differentiate the unique contribution of ideological exchange and the behavioral outcomes that likely emerge from employment relationships based not only on economic or socioemotional considerations, but also on fealty to a cause. More specifically, I seek to evaluate the role psychological contract components play in affecting in-role and extra-role (i.e., OCB) behavior. The next section explores this relationship.

CHAPTER III

HYPOTHESES

In this chapter, specific hypotheses are developed regarding the means by which form of psychological contract influences employee behavior and how such behavior may be directed at different perceived beneficiaries.

The Psychological Contract and Employee Behaviors

The norm of reciprocity represents the explanatory mechanism that generally underlies the psychological contract. Gouldner (1960) notes that the need to reciprocate is universal, yet contingent upon the receipt of the benefits. When certain benefits are received, employees may target behavior toward reciprocating met obligations from their employer. That is, benefits provided to employees by the organization create the drive for employees to reciprocate through their behaviors. Building on Robinson and Morrison's (1995) assertion that employee prosocial behaviors can be further understood by adopting a psychological contract lens, in this chapter I examine the relation between the content of the psychological contract and the display of in-role and organizational citizenship behaviors.

Organizational citizenship behavior (OCB) has long been accepted as an important factor for organizational functioning and can be defined as "behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate, promotes the effective functioning of the organization" (Organ, 1988: 4). Much of the research on OCB argues that exchange relationships of employees and employers are particularly salient for understanding unique behaviors that extend beyond formal job requirements (Rousseau, 1995). In psychological contract situations wherein employees perceive certain obligations are met, or exceeded, employees are inclined to respond by replacing the imbalance in the relationship by extending their contributions (Wayne, Shore, & Liden, 1997). Research generally supports this idea with the finding that employees often reciprocate perceptions of obligation fulfillment not only through in-role behavior, but also with behaviors such as cooperating, volunteering, and sharing ideas (Turnley et al., 2003). For example, fulfilled psychological contracts have been found to positively relate to civic virtue (Robinson et al., 1995), loyalty (Turnley & Feldman, 1999) and helping behavior (Van Dyne & Ang, 1998).

Recently, OCB researchers also have noted that citizenship behavior can be directed toward different foci within the organization (McNeely & Meglino, 1994; Williams & Anderson, 1991). Indeed, Van Dyne et al. (1995) suggest research on extra-role behavior should focus on specific dimensions or aspects of attempts at benefiting organizational agents rather than global constructs of OCB. Thus, researchers have begun to examine the role of citizenship behaviors considering that extra-role behaviors may be directed toward benefiting a specific target, or beneficiary. Such targets have generally included the organization as a whole (OCB-O) as well as specific individuals in the organization (OCB-I) (McNeely & Meglino, 1994). According to this line of thought, employees consider whether they themselves, a co-worker or supervisor, or the organization as a whole will benefit from engaging in a particular behavior.

Using this "perceived beneficiary" framework, the content of the employment relationship and the accompanying behavior is viewed from the perspective of the individual employee. Assuming a self-interested perspective, the idea that one will personally benefit is the most consistent and primary motivator of employee behavior in upholding obligations (Coyle-Shapiro & Kessler, 2000; Coyle-Shapiro, 2002). From this view, the employee engages in behavior only to satisfy self-interested motives, with any benefits accruing for other constituents falling outside of the employee's motivation for action (Turnley et al., 2003). Yet it is likely under certain conditions that an entity (such as a supervisor) or the organization, when perceived to benefit from the behavior, may also likely serve as an alternate motivator. In these situations, employees seek to reciprocate to individuals who have benefited them. Yet such behavior need not necessarily be directed toward the organization. Indeed, McNeely and Meglino (1994) suggest that the factors responsible for behavior intended to benefit specific individuals and organizations are different. When directing behavior toward benefiting a salient target, such as a supervisor or coworker, secondary unintended benefits may occur that promote the organization, yet such repayments may be an unintentional consequence.

Perceptions of organization and/or co-worker benefit can have powerful effects on employees' overall motivation to contribute and behave proactively (Maurer et al., 2002). These perceptions may also play substitutive roles as primary motivators. In other words, perceptions of personal benefit may not always be the primary motivator to engage in some behavior, and behavior directed toward benefiting some other entity may become more salient. In the current research, this distinction is important because the perceived beneficiary behavior approach is based on perceptions of the individual employee. As such, there may be numerous behaviors that indeed benefit multiple parties either immediately or over time; however the psychological contract perceptions most important to the employee are the obligations most proximal to the employee's behaviors.

Much of the work utilizing social exchange suggests individuals reciprocate to different constituencies for different reasons (Wayne et al., 1997). Indeed, it is well known that employees engage in different exchange relationships and derive benefits from each (Settoon, Bennett, & Liden, 1996). This is consistent with the "coalitional" view of organizations in which multidimensional commitments indicate employee's view of benefiting a foci to which they are most strongly attached (Becker, 1992; Reichers, 1986). Separate factors are responsible for OCB intended to benefit specific individuals and OCB intended to benefit the organization (McNeely et al., 1994).

The more dominant frames in which social exchange has been considered when evaluating reciprocity are in focused, dyadic relationships between subordinates and their supervisors called Leader-Member Exchange (LMX) and also in global assessments of the employee-organization relationship called Perceived Organizational Support (POS). From the view of LMX, the quality of the relationship between supervisor and employee determines the behavior an employee may direct toward benefiting that supervisor (Settoon et al., 1996). As the supervisor-subordinate exchange increases in quality, supervisors enlist additional help from subordinates by offering influence and support (Graen & Scandura, 1987). Supervisor contributions create perceptions of imbalance and obligations to reciprocate. Subordinates reciprocate benefits received and maintain a high-quality leader-member exchange often through behavior that extends beyond formal job requirements (Wayne & Green, 1993).

From the view of POS, employees assess the extent to which the organization values their contributions and cares about their wellbeing (Eisenberger, Huntington, Hutchison, & Sowa, 1986). High POS creates perceptions within individuals to repay the organization and is positively related to the performance of conventional job responsibilities (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Shore & Wayne, 1993). For example, performing required duties (i.e., in-role behaviors) is one way individuals can reciprocate to the organization (Settoon et al., 1996). After repeated exchanges confirming the organization's concern for the individual's welfare, an employee's felt obligation and willingness to help the organization increases (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Such willingness to help is also likely to be carried out through non-obligatory behaviors that benefit the organization's goals (Settoon et al., 1996) such as organizational citizenship.

LMX and POS are helpful social exchange frameworks to better understand how and why employees reciprocate. Employees engage in multiple exchange relationships within the organization simultaneously which likely include those relationships formed with supervisors, co-workers, and the organization itself. Factors that might explain under what conditions an employee may be more likely to engage in self-sacrificing vs. other-benefiting behavior are likely to be different. Adopting this logic, different obligations inherent in employment relationships based on different types of exchange are also likely to elicit unique behavior (Coyle-Shapiro, 2002). This has important implications for the enactment of distinctive citizenship-type behaviors, which are likely to be directed toward benefiting a specific entity, whether the organization, the individual, or a co-worker, and the motives underling the enactment of that behavior.

The psychological contract itself represents a strong impetus for engaging in work behavior, yet the strength and direction of prosocial behaviors are influenced by social exchange relationships based on the fulfillment of certain obligations between parties (Mayer et al., 1992; O'Reilly et al., 1991). The idea that psychological contract fulfillment may lead to citizenship behaviors directed at specific entities, or a perceived beneficiary, has not been well developed. Yet, the specific behavior and perceived beneficiary of that behavior likely depends on the type of employment relationship that underlies the behavioral intentions (Maurer et al., 2002). And the developed manifestation of an employee’s exchange relationship with an employer is characterized by specific obligations inherent in the psychological contract (Shore & Tetrick, 1994). Behavior that might be expected to benefit one organizational agent is likely premised on fulfilled obligations of a perceived contract between the employee and that agent (organization, supervisor, etc). When considering the psychological contract fulfillment on employee behavior, individuals reciprocate based on their perceptions of personal treatment by the organization, the supervisor, or co-worker. Thus, a key assumption from social exchange theory and the norm of reciprocity is that the employee directs efforts toward reestablishing the balance in the relationship when he/she has positive interactions from a self-interested point of view.

Robinson and Morrison (1995) suggest that psychological contracts are more likely to be positively related to OCB directed toward the organization than behavior targeted at other individuals or entities within the organization. Yet their study only evaluated whether breach of the psychological contract was negatively related to organizationally-directed civic virtue behavior. Turnley and colleagues (2003) tested the idea that psychological contract fulfillment is more strongly related to behaviors directed toward the organization. Their study used a global assessment of psychological contract, and yielded inconclusive evidence with regard to employees' psychological contracts and specific behaviors and attitudes. These findings may be due to the global nature of their measurement, which neglects the dimensionality inherent in the perceived obligations of employees. As noted by Turnley et al. (2003), considering the multiple dimensions of the psychological contract may have aided a clearer understanding of individual behavioral outcomes. Further, employee's exchanges with leaders, co-workers, and the organization have distinct antecedents and consequences (Wayne et al., 1997), and employees' exchange relationships with organizations and supervisors are differentially related to employee behaviors. Each of these relationships includes perceived obligations, and such obligations likely overlap with one another (Shore et al., 2004). Given the evidence relative to the multidimensionality of the psychological contract (Rousseau, 1995), and the relative effects such dimensions exert on employee behavior (Coyle-Shapiro et al., 2000; Coyle-Shapiro, 2002), considering a multidimensional psychological contracts lens helps to elucidate how and why employees attempt to engage in OCB in attempts to benefit specific constituencies within the organization.

Using psychological contract fulfillment to simultaneously examine these relationships provides a way to uniquely determine the influence of multiple obligations to multiple organizational agents. Understanding the obligations (transactional, relational, ideological) of the psychological contract also allows for a fuller appreciation of these obligations and their differential effects on employee behavior based on individual-level perceptions of the employee-employer relationship. Indeed, (Shore et al., 2004: 15) suggested evaluating such a multidimensional contract would "increase understanding of the role of obligations in the employee-organization relationship."

As suggested earlier, the form of the psychological contract differs from the fulfillment of the obligations themselves. The form of the contract includes the anticipated inducements expected by employees, which are comprised of the obligations employees perceive. Some expectations for what the employer should do are more tangible to some employees than others, and such differences in content distinguish the form of the psychological contract. Fulfillment, on the other hand, involves the actual employer inducements, which is comprised of employees' perceptions about how well the organization has realized its promises.

Fulfillment of the psychological contract involves the delivered inducements, or "payments by the organization to participants, independent of utility" (March & Simon, 1958: 84) relative to what was promised. That is, employees ultimately must make an assessment of whether the promises the organization made are delivered, and fulfillment occurs when organizations meet the expected obligations to employees. Fulfillment can also occur when organizations over-fulfill their obligations to employees (Turnley & Feldman, 2000). In this situation, reciprocity becomes unbalanced, and employees seek to repay the organization through enhanced performance. Regardless, however, whether the organization merely meets or exceeds the expectations for inducements from employees, the fulfillment relationships are assumed to be linear wherein satisfaction, loyalty, dedication, and the need to reciprocate increase as the delivered inducements exceed promised inducements (Lambert et al., 2003).

Distinguishing the multidimensionality and divergent effects of psychological contract fulfillment on behavior becomes more salient when the previously unexamined ideological component is included in the analysis. Previous literature would suggest that ideology may be heavily considered by employees when evaluating their relationship with the organization (Wade-Benzoni et al., 2002), and that ideologies operate concurrently with other obligations in the employment exchange. Thompson and Bunderson (2003: 574) suggest that “ideological obligations often represent one important dimension of a multidimensional contract.”

Employment relationships can involve a combination of different characterizations within the same contract (Robinson et al., 1994; Thompson et al., 2003). Employees often distinguish the more salient elements of their employment relationship and behave in response to those obligations that characterize the more dominant aspects of the psychological contract (Dabos & Rousseau, 2004). Ideology-infused contracts represent one influential component of a multidimensional contract that likely also includes transactional and relational components. That is, employees with ideology-focused psychological contracts also likely possess perceived relational and transactional obligations with their employers. However, given the differences in exchange currencies among transactional, relational, and ideological contracts, distinguishing their relative effects would provide empirical support for the theoretical distinction. Such a differentiation of a multiple contracts view with the organization has yet to be undertaken. That such a distinction exists in the form of the contract, and that perceived fulfilled obligations may affect efforts directed toward unique beneficiaries within the organization, requires empirical differentiation. This leads to the first hypotheses of this dissertation.

> *Hypothesis 1a. Transactional, relational, and ideological forms (perceived promised inducements) of the psychological contract are independent constructs, distinguishable from one another.*

> *Hypothesis 1b. Transactional, relational, and ideological fulfillment (perceived received inducements) of the psychological contract are independent constructs, distinguishable from one another.*

Research considering the form of the contract assumes the anticipated benefits impact employee actions, while research that has examined psychological contract fulfillment generally considers the failure or excess of the actual inducements provided by the organization as a primary driver of behavior. Both have been utilized in research focusing on the actual behavior of employees, but no study has empirically differentiated the relative predictive power of each on employee behavior. In other words, is the perception of anticipated future benefits by the employer evaluated in the psychological contract form a better predictor than perceived fulfillment of the obligations when examining employee outcomes? For instance, Dabos and Rousseau (2004) focus on the form of the contract and find significant effects for the idea that a mutual understanding of the obligations in the contract positively impact research productivity and career advancement in a research setting. Hui et al., (2004) found that relational and transactional contract forms differentially predict employee OCB outcomes.

On the other hand, research focusing exclusively on deficiencies or excesses (fulfillment) has found similar results. For example, Robinson (1996) and Robinson and Morrison (1995) found that under-fulfilled contracts lead to reductions in constructive behaviors, whereas Coyle-Shapiro (2002) and Turnley et al., (2003) found that fulfillment of promised inducements positively affected employee helping behaviors. Coyle-Shapiro (2002) did examine both form and fulfillment through perceived employer obligations and actual inducements, but, no study has examined the relative predictive strength of both the form of the contract entailing anticipated employer inducements in tandem with employees' perception of actual fulfillment.

Perceived employer obligations set the boundaries on the kind of relationship an individual forms with the organization (Coyle-Shapiro, 2002). Thus, the form of the psychological contract signals the organization's future intent to contribute to the exchange relationship. Such perceptions by employees undoubtedly influence, and even motivate, behavior, particularly given that their eventual fulfillment may be perceived to be largely controlled by employees themselves (i.e., if I live up to my end of the bargain, the company is obligated to live up to theirs). Yet, based on the norm of reciprocity, individuals are motivated to compensate positive rewards when they receive positive inducements from the organization. Attempting to match the inducements provided by the employer, then, employees reciprocate through enactment of prescribed as well as discretionary behaviors. Focusing on the delivered, as opposed to the promised inducements, is likely a better predictor of behavior given that employee reactions are more strongly related to work experiences than criteria such as expectations (Hom, Griffeth, Palich, & Bracker, 1999). Following this logic, I suggest that psychological contract fulfillment (received inducements) will be a better predictor of behavior than the form of the contract (anticipated inducements).

> *Hypothesis 1c: Transactional, relational, and ideological fulfillment (perceived received inducements) of the psychological contract will better predict employee behavior than transactional, relational, and ideological contract form (perceived promised inducements).*

The next section highlights these differences and presents the different components of the psychological contract and how such components differentially affect employee behavior, and the intended beneficiary of those actions.

<u>Transactional Component of the Psychological Contract</u>

The seminal writings of McNeil (1985) proposed typologies based on unique promissory contracts inherent in relationships. McNeil's (1985) distinction between transactional and relational arrangements has guided much of scholars' theoretical and empirical development on the construct of the psychological contract. Building on McNeil's distinctions, Rousseau (1995) described transactional contract forms as those involving short term arrangements with largely an economic focus that require limited involvement by the organization and employee. A transactional contract is characterized by an explicit enumeration of *quid pro quo* (Blau, 1964) bounded by a specific period of time, and is also static, narrow, and easily observable.

Research suggests employees comply with minimal obligatory requirements when their psychological contracts are largely based on transactional components. For instance, Rousseau (1990) found that in exchange for high extrinsic rewards (e.g., pay and career development) employees engage in specific work efforts toward achieving those ends. Dabos and Rousseau (2004) found that transactional exchanges were characterized by equivalent reciprocity, or only the inputs necessary to achieve the desired outputs. Such findings should not be surprising when relationships are based more strongly on economic factors. As noted by Graham and Organ (1993: 485) "there is no reason to assume or expect that an individual entering into such an agreement will feel committed to what is not in the contract." In essence, the transactional nature of the relationship is explicit enough that altruism does not occur, nor is it expected (MacNeil, 1985). Even when obligations are perceived as fulfilled, the financial emphasis on economic exchange is likely associated with meeting minimal job requirements through behavior that is merely acceptable, rather than superior. Or as suggested by Shore et al., (2003), financial components of the exchange serve to encourage behavior that meets, rather than exceeds expectations the organization may have for employee job performance. Non-transactional obligations are likely to trigger employees' second-order needs involving a broader range of obligations. Thus, employees may seek to engage in a wider array of citizenship behaviors directed at specific targets (e.g., OCB-I and OCB-O). Since citizenship behaviors, whether directed at individuals or the organization go above and beyond formal job requirements, economic exchange with a narrow set of transactional obligations should be more highly related to in-role behavior. However, the existence of mutual understandings between parties likely creates some degree of trust and motivation to cooperate (Malhotra & Murnighan, 2002) implying that transactional fulfillment may be positively related to some forms of extra-role behavior. Indeed, previous research has found positive relationships between transactional contracts and citizenship behaviors (Hui et al., 2004). However, because employees under these circumstances believe their organizations are only obligated to provide short-term economic exchanges, they may be less likely to consider extending far beyond in-role requirements. Accordingly, one would expect behavior that meets, and then exceeds in-role behavior, but any efforts beyond task responsibilities will be minimal and specific in their intentions. Thus, I hypothesize:

> *Hypothesis 2a: Transactional contract fulfillment will be positively related to in-role behavior.*
>
> *Hypothesis 2b: Transactional contract fulfillment will be positively related to organizational citizenship behavior directed toward individuals (OCB-I).*
>
> *Hypothesis2c: Transactional contract fulfillment will be positively related to organizational citizenship behavior directed toward the organization (OCB-O).*
>
> *Hypothesis 2d: Transactional contract fulfillment will be more strongly related to in-role behavior than relational or ideological contract fulfillment.*

Relational Component of the Psychological Contract

Relational obligations are based more on socioemotional exchange, and are typically long-term, dynamic, subjective, relationship-oriented, and based on trust (Rousseau, 1990; 1995). In such contracts, the predominant focus likely surrounds the interests of others and maintaining contributions toward the group through generalized reciprocity (Rousseau & McLean Parks, 1993). This norm of reciprocity compels the reciprocation of favorable treatment, and to the extent that both donor and recipient are willing to supply resources, reciprocation of such resources strengthens the relationship over time (Gouldner, 1960).

Relational contracts are based on the idea that, over an extended period, the parties will reciprocate benefits through perceptions of trust and good faith (Graham & Organ, 1993). Studies on psychological contracts have generally focused on cases in which employees perceive they have received less than they were promised. Yet, other studies note that organizations may benefit from the fulfillment, or overfulfillment of anticipated obligations (Shore & Barksdale, 1998). Given that loyalty and devotion are essential to relational contracts, it is likely that employees may provide what they believe they agreed to provide when they feel the organization has fulfilled even part of its obligations. That is, employees possessing relational contracts are likely to feel an obligation to complete required elements of the job.

Hypothesis 3a: Relational contract fulfillment will be positively related to in-role behavior.

Mutual understandings between individuals and their organizations based on interpersonal support and respect creates a degree of trust and willingness to cooperate (Malhotra et al., 2002). Employees in such relationships are likely to feel satisfied and are more likely to remain with their employer (Cavanaugh & Noe, 1999), and engage in voluntary behavior directed toward maintaining relationships with the organization (Turnley et al., 2003). Fulfilled expectations signal that support and respect is upheld, and is likely to elicit highly positive responses from employees that extend beyond formal job definitions and aim to improve the functioning of the organization (Organ, 1990). Using a reciprocity (Gouldner, 1960) framework to understand the effect of relational psychological contracts on employee behavior and consistent with previous research (Morrison et al., 1997; Robinson et al., 1994), the receipt of socioemotional benefits characteristic of relational contracts should also be positively related to employees' citizenship behaviors directed toward the organization.

> *Hypothesis 3b: Relational contract fulfillment will be positively related to organizational citizenship behavior directed toward the organization (OCB-O).*

Another important aspect of relational contracts involves the employee's belief that their co-workers and supervisors care about them and value their contributions (Rousseau, 1995). This has important implications given that reciprocity results in motivation by the recipient, and acts as an inducement for further exchanges between the two parties (Blau, 1964). Employees under relational contract relationships are likely to extend reciprocity efforts toward co-workers or supervisors due to the value perceived in the socioemotional exchange and also in the goal of continuing the relationship. Indeed, interpersonal interactions become the primary motivator for action and maintenance of valued relationships. In relational contracts, resources are given voluntarily, are welcomed as an indication that the donor genuinely values and respects the recipient (Blau, 1964), and are likely to be reciprocated with behavior directed toward benefiting the donor (Aselage & Eisenberger, 2003). Thus, employees will strive to repay co-workers for a high level of support by increasing their efforts toward helping others achieve their goals, fulfilling their end of the relational contract. Following the logic of social exchange, I suggest the organization's fulfillment of relational obligations affects citizenship behaviors directed toward others. I also hypothesize a stronger relationship between relational contracting and citizenship behaviors directed toward individuals in the organization than for in-role behavior or citizenship behaviors directed at benefiting the organization alone.

Therefore, I posit:

> *Hypothesis 3c: Relational contract fulfillment will be positively related to organizational citizenship behavior directed toward individuals (OCB-I).*
>
> *Hypothesis 3d: Relational contract fulfillment will be more strongly related to OCB-I than transactional or ideological contract fulfillment.*

Ideological Component of the Psychological Contract

A major thrust of the current study examines the ways in which psychological contract fulfillment, and more specifically, fulfillment of ideological obligations within the psychological contract influences behavior in terms of carrying out job duties not formally prescribed, but aimed at benefiting the organization. Previous discussions have alluded to the idea that psychological contracts premised on ideological obligations entail unique characteristics and implications for employee behavior. One of the primary assertions suggests that fulfilled ideological contracts are likely to result in distinctive behavior carried out with the intent to forward the espoused cause. Given that individuals are more likely to reciprocate with organizations whose ideological missions concur with their own, they may reciprocate perceived contract fulfillment through prescribed and citizenship behavior that affects the highly valued cause. The display of such behaviors depends on the obligations perceived by the employee, and the actual advancement of the cause may be in-role or extra-role in nature.

Work by Penner, Midili and Kegelmeyer (1997) helps to highlight why employees with ideological contracts would attempt to benefit specific targets. OCB may also be proactive behavior and people may consciously choose to engage in OCB because such behaviors satisfy particular motives. Thus, consistent with the idea that individuals engage in OCB as proactive behavior toward achieving specific, non-self-interested ends from a functional view of behavior (Snyder, 1993), principle-based motives may serve as a prime driver of individuals' willingness to engage in OCB. That is, people may also engage in OCB because it satisfies certain needs and motives that underlie such behavior (Rioux & Penner, 2001). When based on a covenantal exchange, fulfilled mutual obligations between employee and employer are likely to elicit employee behavior directed toward forwarding the ideological cause.

According to expectancy theory (Vroom, 1964), employees who believe that their efforts will lead to valued outcomes are motivated to persist in those efforts.

Consequently, individuals will be more likely to engage in devotedly fulfilling job activities when they believe both they and their organizations are contributing to a valued cause. The work of Van Dyne et al. (1994) supports this view, indicating that if employees believe their organization respects and advances a set of cherished values, then they will be more likely to devote effort to contribute to those organizational values. Thus, covenantal ties form as both employees and organizations participate in upholding commonly held ideals. We can expect that when individuals possess a strong sense of ideological obligation based on covenantal grounds, employee behavior will be enhanced through perceived fulfillment of those obligations. The most basic manifestations of this behavior are likely to be exhibited through fulfillment of in-role requirements. That is, it is likely difficult for an employee to engage in extraordinary behavior without first completing in-role requirements prescribed as part of the job. This leads to the following hypothesis.

Hypothesis 4a: Ideological contract fulfillment will be positively related to in-role behavior.

Ideological obligations may also be a central component of the enhancement and reconfirmation of an individual's self concept in relation to their organization. If the organization espouses a worthy cause, highly valued by the individual, it is likely that members may, through behavior that affects the highly valued cause, reaffirm their commitment to pursue a highly esteemed set of ideals. The beliefs formed in the context of an ideology-infused contract entail a special subset of obligations based on mutual promises of reciprocity (Blau, 1964). This distinction is important because exchange relationships based largely on ideology can engender more intense and emotionally salient reactions than do other forms of exchange or expectations (Robinson, 1996; Rousseau, 1989; Thompson & Bunderson, 2003). Such reactions are likely to elicit behavior that includes benefits targeted at other individuals within the organization given that other employees likely share the ideological obligations. Like-minded people who categorize themselves into psychological groups are likely to see the pursuit of a valued cause as central to a positive self identity (Tajfel & Turner, 1986; Tsui, Egan, & O Reilly, 1992). As a way of promoting self identification and identification with the organization, employees may seek out opportunities to benefit salient individuals within the organization (Dutton et al., 1994). Thus, I propose the following:

> *Hypothesis 4b: Ideological contract fulfillment will be positively related to organizational citizenship behavior directed toward individuals (OCB-I).*

Obligations based on ideology are unique from transactional or relational obligations in their engagement with principal-interested values rather than explicitly on self-interest that further instrumental rewards. In other words, reciprocity based on transactional and relational obligations primarily concerns self-interest and other-focused interest, whereas some tangible or relational reward may not be the primary concern of reciprocation efforts under ideology-infused contracts. This does not explicitly imply self interest is not a motivator. Individuals with high levels of ideological focus may be self-interested to the extent that they are concerned with the “organization’s fidelity to and embodiment of the espoused principle.” (Thompson & Bunderson: 574). Such engagement is personally “rewarding” when fulfilled and potentially “painful” psychologically not to do so (Blau, 1964). As long as the organization continues its pursuit of the valued cause, individuals who premise their employment relationships on ideological considerations are more likely to focus on advancing such considerations through extraordinary efforts.

Shamir argues that the motivation to fulfill one's moral obligations has little to do with needs satisfaction, and is not necessarily reflective of self-interested desires (Shamir, 1996: 153). Rather, "it demands something of the person," and accounts for the drive to fulfill one's moral obligations (Etzioni, 1988), or "for individual contributions to collective concerns which cannot be translated into individual rewards." Shamir (1996) further suggests we need better ways to understand and explain individual sacrifices for collective concerns and to account for the role of values and moral obligations in energizing and directing work behavior. These ideas draw from the idea that self-concept drives behavior and that "satisfaction accrues to the person from the expression of attitude and behavior reflecting his or her cherished belief and self image" (p. 162).

Involvement anchored in transcendent ideals is likely to focus on sustaining the welfare of the parties, which includes forwarding the organization's mission and ability to pursue the highly valued cause. Researchers' conceptualizations of organizational citizenship behavior (Van Dyne et al., 1995) have acknowledged the idea that the enactment of behavior may also represent an attempt to promote a particular ideal within the organization. For example, O'Reilly and Chatman (1986) and O'Reilly, Chatman, and Caldwell (1991) reported that internalized psychological attachment was associated with distinct positive outcomes. Specifically, employee attachment to the organization based on values congruency (internalization) was positively associated with higher cooperation, and extra-role behaviors. Thus, within the employment contract based on ideological currency, employee perceptions of fulfilled obligations may elicit citizenship contributions toward the organization's capacity to pursue the cause.

Under fulfilled ideological contracts, employment exchanges become covenantal in nature, and employees reciprocate by targeting the perceived beneficiary of the behavior. In many cases, the perceived beneficiary of exchanges highlighted by covenantal exchange is the cause espoused by the organization. However, because the ideology is presumably espoused by the organization, and the organization represents the vehicle through which advancement of the cause can occur, behavior is likely to be directed toward the organization itself. Although it is likely that under ideologically-infused contracts employees fulfill their in-role requirements, and also engage in behavior directed toward benefiting individuals who are similar in their perceived identification with the highly valued cause (Ashforth & Mael, 1989), the more salient beneficiary is likely the organization. Thus, I hypothesize a stronger positive relationship with OCB-O for ideological contract fulfillment than for relational or transactional fulfillment.

Thus, I posit:

> *Hypothesis 4c: Ideological contract fulfillment will be positively related to organizational citizenship behavior directed toward the organization (OCB-O).*
>
> *Hypothesis 4d. Ideological contract fulfillment will be more strongly related to OCB-O than transactional or relational contract fulfillment.*

CHAPTER IV

METHOD

Sample and Procedure

Employees working in four well-established private sector (for profit) organizations in the United States comprised the sample. Selection of the companies involved targeting organizations possessing a sense of commitment to some specific ideology. The research sites included a home construction company, a high-end outdoor shoe/boot manufacturer, an aviation support and logistics solutions firm, and a rescue equipment manufacturer and distributor. The home construction company for example, espouses three ideals of community service - education, health and welfare, and civic enrichment. The high-end shoe/boot manufacturer espouses business sustainability and financial support of environmental protection programs. The aviation support and logistics firm espouses upholding the values of the U.S. Armed Forces. The rescue equipment manufacturer promotes and supports the active participation in outdoor recreation and conservation. Research access was gained through contracts with the companies who made their employees available for sampling.

Study respondents completed questionnaires during normal working hours. A cover letter explained the purposes of the questionnaire and all employees were assured confidentiality of responses. Two questionnaires were used in this sample of employees: one for respondents and another for their immediate supervisors. Subordinate (non supervisor) employees were asked to respond to items measuring their perceptions of the nature of the psychological contract between themselves and the organization (psychological contract form), psychological contract fulfillment (transactional, relational, and ideological), and demographic questions. Data was also collected from the employees' immediate supervisors to assess the job performance of their subordinates. Supervisors were asked to complete a section assessing their subordinates' in-role behaviors, and organizational citizenship behaviors (OCB-I, OCB-O).

Of the 732 surveys distributed, 300 went to the home construction company (responses, 118; response rate, 39%), 90 went to the shoe/boot manufacturer (responses, 80, response rate, 89%), 300 went to the aviation support and logistics firm (responses 170, response rate, 57%) and 42 went to the rescue equipment manufacturer and distributor (responses 36, response rate, 86%). Overall, from the 732 surveys I received 404 responses, representing a response rate of 55 percent. To test the first hypotheses distinguishing the dimensionality among psychological contract forms and fulfillment, I had a usable sample size of 371 (51%). For hypotheses 2-4, testing the formal hypotheses involving predictor and outcome variables, responses were required from employees and their immediate supervisors to provide complete sets of data. These data analyses were conducted on the matched sample of 277 (38%) cases in which the subordinate and supervisor responses could be paired.

Of the usable responses, respondents had a mean age of 36.18 years (s.d.= 11.16) and 60 percent were male. Mean tenure with the organization was 3.01 years (s.d.=2.74). Respondents mean full time work experience was 16.78 years (s.d. 12.40). Education levels ranged from high school completion to receiving a terminal degree (i.e., PhD, JD, MD). Responses indicated that 62 percent of the sample was Caucasian and respondents occupied diverse occupational levels ranging from clerical and administrative staff to upper management and chief executive officers.

Measure Development

Item generation for the ideological contract measure involved several steps to ensure an adequate degree of content validity. The first part of the field study consisted of detailed interviews held with key informant employees. I compiled a representative list of the psychological contract obligations to better understand how an organization's ideology is managed, encouraged, and upheld within the organization, and the extent to which individual employees are expected to endorse the objectives of that ideology. The interviews illuminated important contextual aspects of the working environment, including the actions performed by an organization in pursuit of the valued ideology. Many of the employees, managers, and executives with whom I spoke saw their non-financial missions, causes, or enduring principles as highly integrated with their financial objectives. That is, many employees seem to see their ideological obligations as highly compatible with the overall objectives of the firm, albeit distinct. After the interviews, focus groups were conducted to refine and validate the core components of what an ideology represents. Items generated from these interviews were then included in a content validation exercise with 11 management faculty and 12 management PhD students. Items were coded according to raters' understanding of the transactional, relational, and ideological descriptions. Items that fell below approximately 50 percent response rate were modified or removed entirely. The remaining measures for the ideological contract construct were validated through pre-tests on a small group of managers (n=28) and masters students (n= 38) from outside of the organizations under study.

Nine items remained after the content validation processes described above. The items remained consistent with Thompson and Bunderson's (2003) conceptualization of ideology. More specifically, the items captured (1) contributions to the cause (3-items), (2) involvement and advocacy for the cause (3-items), and (3) internal practices and policies furthering the cause (3-items).

Generating the ideological contract items using some of the seminal works in the literature of psychological contracts and ideology in the employment relationship (i.e., Blau, 1964; Thompson & Bunderson, 2003) helped ensure a degree of content validity. However predictive validity is also necessary as part of any construct validation process (Nunnally, 1978; Nunnally & Bernstein, 1994). Thus, a critical choice in the construct validation process was that of outcome variables. The outcome variables (in-role, organizational citizenship behaviors directed at individuals (OCB-I), and organizational citizenship behaviors directed at the organization (OCB-O) were chosen based on several criteria. First, the outcomes were relevant to all four of the study settings. Second, the outcomes had to represent both heavily researched and recently introduced outcomes. Thus, the recently introduced distinction between the outcomes of OCB-I and OCB-O were examined in conjunction with in-role behavior, a variable that has been researched with more frequency (LePine, Erez, & Johnson, 2002). Third, the outcomes had to be applicable to transactional, relational, and ideological components of the psychological contract, given that applying all three contract components simultaneously in one study provides a more robust test of the relative importance of forms of psychological contract fulfillment on specific employee outcomes.

Measures

With the exception of the measure of ideological contracts, which was developed and validated for this study, established measures were used in the questionnaire given to employees and supervisors. Slight modifications in some existing measures were made to increase the clarity and depth of the questions. Adaptations are noted with regard to their respective items and/or measures where appropriate.

Dependent Variable

The dependent variables were assessed by employees' immediate supervisors using a supervisory questionnaire.

In-role and organizational citizenship behaviors. I assessed this difference among in-role, extra-role behavior directed at individuals within the organization (OCB-I), and extra-role behavior directed toward the organization itself (OCB-O). This coincides with the "perceived beneficiary" approach to employee behavior in which the employee, the supervisor/coworker, and the organization can be seen as benefiting to varying degrees (Maurer et al., 2002).

Recent research has noted that behavioral elements of OCB may overlap with each other (LePine et al., 2002), particularly as they relate to Organ's (1988) five-dimensional conceptualization which considers altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. Williams and Anderson's approach involves combining Organ's five dimensions into two, more broadly distinguishable behavioral types with

OCB-I representing altruism and courtesy and OCB-O representing sportsmanship, civic virtue, and conscientiousness. Much of recent research on OCB has largely adopted this model given some evidence that the broader dimensions explain the variability between predictor-criterion relationships (LePine et al., 2002). Further, the OCB-I/OCB-O distinction involves assessing the behavioral performance based on ratings of how likely it is that an employee would engage in these behaviors, rather than asking respondents how many instances of a specified behavior from a standard pool of items are typically enacted.

I adopted the OCB-I/OCB-O distinction based on recent evidence supporting its dimensionality. Other research efforts have suggested the potential benefits of combining the five dimensions of OCB into two more inclusive measures. For example, Lee and Allen (2002) revealed a distinct two-factor model using confirmatory factor analysis and confirmed the empirical distinction between OCB-I and OCB-O. Turnley et al. (2003) also found the same dual distinction among citizenship efforts directed toward individuals and those directed at the organization. Consistent with this research and empirical justifications for such distinctions (Lee & Allen, 2002), I adapted four items to create an aggregated measure of in-role behavior, and six items to create an aggregated measure of OCB-I using Williams and Anderson (1991). I used six items from Lee and Allen (2002) to create an aggregated measure of OCB-O. These items can be found in Table 8. Cronbach's alpha was .91, .88, .89 for in-role, OCB-I, and OCB-O respectively. Responses to each of the 14 items inclusively assessing in-role, OCB-I and OCB-O were given on a 7-point scale where 1= strongly disagree and 7= strongly agree.

Independent Variables

Psychological contract form. Rousseau (2000) developed the psychological contract inventory (PCI) to represent forms of the psychological contract. The form of the psychological contract is the content of the obligations between employee and employers (Rousseau, 1995). The PCI's dimensions include transactional, relational, balanced, and transitional. Balanced contracts represent a combination of transactional and relational forms, while transitional contract forms are not necessarily a form of psychological contract, but rather is a breakdown of a contract. Thus, neither of these components of the PCI was included in the research or analysis. Given the ubiquity of transactional and relational distinctions in the literature, and the exclusion of balanced or transitional contracts by Thompson and Bunderson (2003) in their theoretical treatment of ideology, my exclusive focus on the transactional-relational dimensions and their relation to the ideological contract form seems justified.

The original version of the PCI contained 20 items tapping transactional and relational contract forms (10 items for each form). Rousseau conducted validations of the PCI using data collected from samples in the U.S. (n=492) and Singapore (n=138). Recent literature using the PCI measure (Dabos & Rousseau, 2004; Hui et al., 2004) found that several of the items intended to gauge transactional and relational contract form failed to adequately tap their respective constructs and were either preemptively removed or dropped from the analysis. Indeed, some of Rousseau's most recent work includes a reduced version of PCI items (e.g., Dabos & Rousseau, 2004). Consequently, I used the most consistent items in previous research to tap transactional (6-items) and relational (6-items) forms of the contract. Each of the six items for each contract form were aggregated to create a scale for transactional and relational forms. Following the structure of the PCI, I asked respondents to consider their relationship with their employer and to identify the extent to which they felt their employers were obligated to provide certain inducements. Employees were asked to respond on a 5-point scale (1=not at all, 5=to a great extent).

Psychological contract fulfillment. Based on these proposed methods for accurately measuring the psychological contract form, I adapted the psychological contract inventory (PCI; Rousseau, 2000) to assess the extent to which the employee perceives that the organization has provided more or less than it is obligated to provide. Such adaptations to capture the fulfillment of the contract, rather than its form are consistent with recent research examining psychological contract fulfillment (e.g., Turnley et al., 2003). The psychological contract forms of interest from the PCI (relational, transactional) were slightly modified to capture the full range of responses possible—from under-fulfillment to over-fulfillment. Consistent with previous research (e.g., Turnley et al., 2003), this approach aids in understanding whether employees treat the forms of the psychological contract differently in how they respond to under- or over-fulfillment of perceived obligations.

Fulfillment of transactional, relational, and ideological obligations were assessed by respondents based on how well they thought the organization had fulfilled each of the promises to them. Specifically, individual employees were asked to mark the statement that most accurately described what they actually received from their organization relative to what the organization was obligated to provide. A 5-point scale was used ranging from 1 " receive much less than my company is obligated to provide" to 5 "receive much more than my organization is obligated to provide."

CHAPTER V

RESULTS

Psychological Contract Form

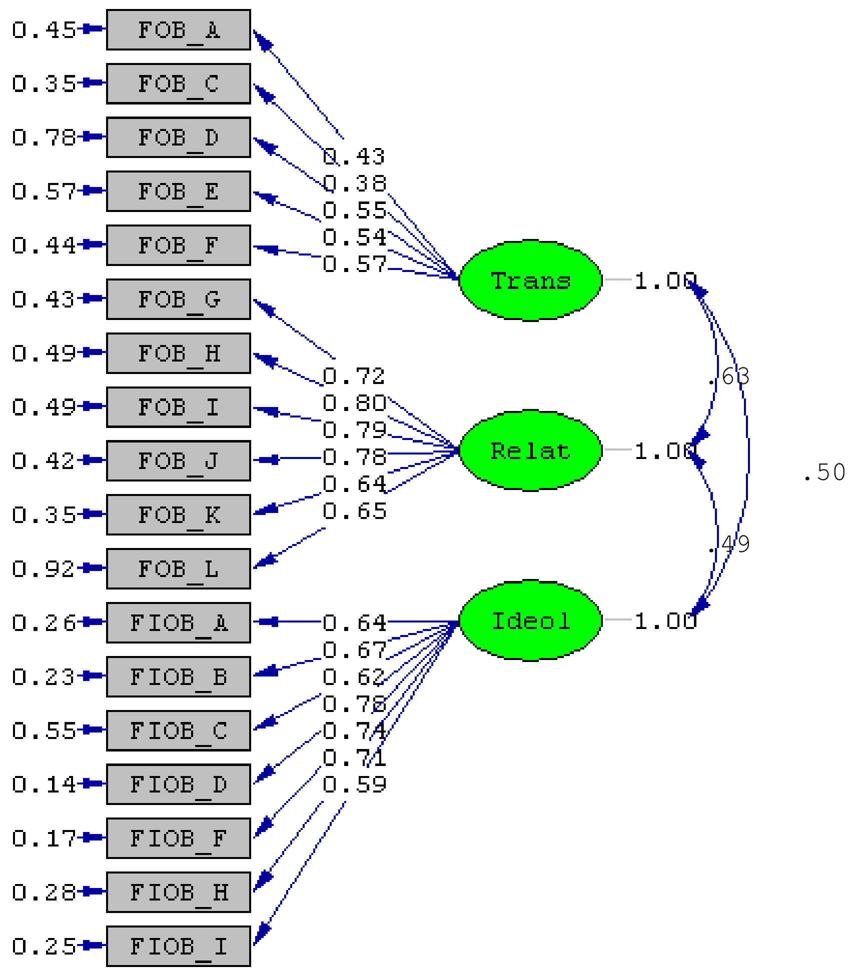
Distinguishing the dimensionality of the psychological contract form was the first step in my analysis. Principal components analysis was employed for the exploratory factor analysis that provided initial evidence for the empirical distinctions among the component forms (see Table 1 and Figure 2). The number of indicators used to assess each form of the psychological contract was critical, particularly given the modest sample size of matched responses I would use for the structural model. Following the Kaiser criterion and the scree plot, initial results suggested that either two or three components should be extracted. Rotating the data using varimax rotation showed that several high cross loadings existed. I retained only those transactional and relational items with factor loadings greater than .40, which included 83% of the items (5 of the 6 items for transactional contract form). One item was dropped from further analysis.

The exclusion of this one item is not necessarily surprising, particularly given that such cutoffs resulted in the elimination of similar items in some previous research assessing dimensions of the psychological contract (e.g., Dabos & Rousseau, 2004). I retained 7 of the initial 9 items used to assess ideological contract form due to redundancies and reliability analyses showing minimal incremental scale variance and reliability gained with their inclusion. The 5-item transactional contract form accounted for 13% of the total item variance ($\alpha = .71$). The 6-item relational contract form accounted for 20% of the total item variance ($\alpha = .86$), and the 7-item ideological contract form accounted for 26% of the total item variance (α = .94). Individual items are shown in Table 1.

Psychological Contract Fulfillment

I used an identical approach for the exploratory factor analysis that provided initial evidence for the empirical distinctions among the fulfillment types. Table 2 shows the actual fulfillment items and Figure 3 illustrates their relationship with their intended latent factors. Similar to analyses with psychological contract form above, a three-factor solution fit the data best for each contract form. However, after rotating using varimax, I retained only those transactional and relational fulfillment items with factor loadings greater than .40, which included 83% of the items (5 of the 6 items for relational contract fulfillment). One item was removed and dropped from subsequent analyses. Also as with psychological contract form, I retained 7 of the initial 9 items used to assess ideological contract fulfillment. Transactional contract fulfillment accounted for 18% of the total item variance, relational contract fulfillment accounted for 20% of the total item variance, and ideological contract fulfillment accounted for 34% of the total item variance. For psychological contract fulfillment, Cronbach's alpha coefficients were .84 for the 6-item transactional fulfillment measure, .93 for the 5-item relational fulfillment measure, and .95 for the 7-item ideological fulfillment measure. Individual items are shown in Table 2.

FIGURE 2
3-Component Measurement Model for Psychological Contract Forms[a]



[a] Trans= transactional contract form; Relat= relational contract form; Ideol=ideological contract form.

TABLE 1
Exploratory Factor Analysis for Psychological Contract Forms[a]

Psychological Contract Form	**Ideological**	**Relational**	**Transactional**
Item	λ	λ	λ
1. provide opportunities for involvement in our cause	**.830**	.227	.197
2. create internal practices/policies that advance company ideals	**.827**	.071	.127
3. commit resources toward advancing the stated cause	**.817**	.148	.086
4. maintain company culture that promotes corporate principles	**.811**	.093	.106
5. contribute to the stated cause	**.801**	.139	.067
6. Act as a public advocate of the espoused cause	**.764**	.223	.132
7. stand behind our corporate ideology, even if financial sacrifice	**.680**	.170	.134
8. encourage employee involvement in the cause	*	*	*
9. be dedicated to the company's mission	*	*	*
10. show concern for my personal welfare	.126	**.804**	.088
11. make decisions with my interests in mind	.128	**.796**	.141
12. provide a workplace where I feel I belong	.209	**.771**	.135
13. show concern about my short and long term well-being	.170	**.726**	.227
14. provide steady employment	.066	**.640**	.148
15. value me as an individual	.285	**.638**	.320
16. train me for my specific job duties	.068	.215	**.735**
17. pay me for the specific duties I perform	.054	.154	**.723**
18. require me to do the duties I was hired to perform	.249	.063	**.639**
19. provide a well-defined set of working hours	.066	.165	**.616**
20. provide a job with specific well-defined responsibilities	.275	.308	**.424**
21. provide a job for a specified time period	*	*	*

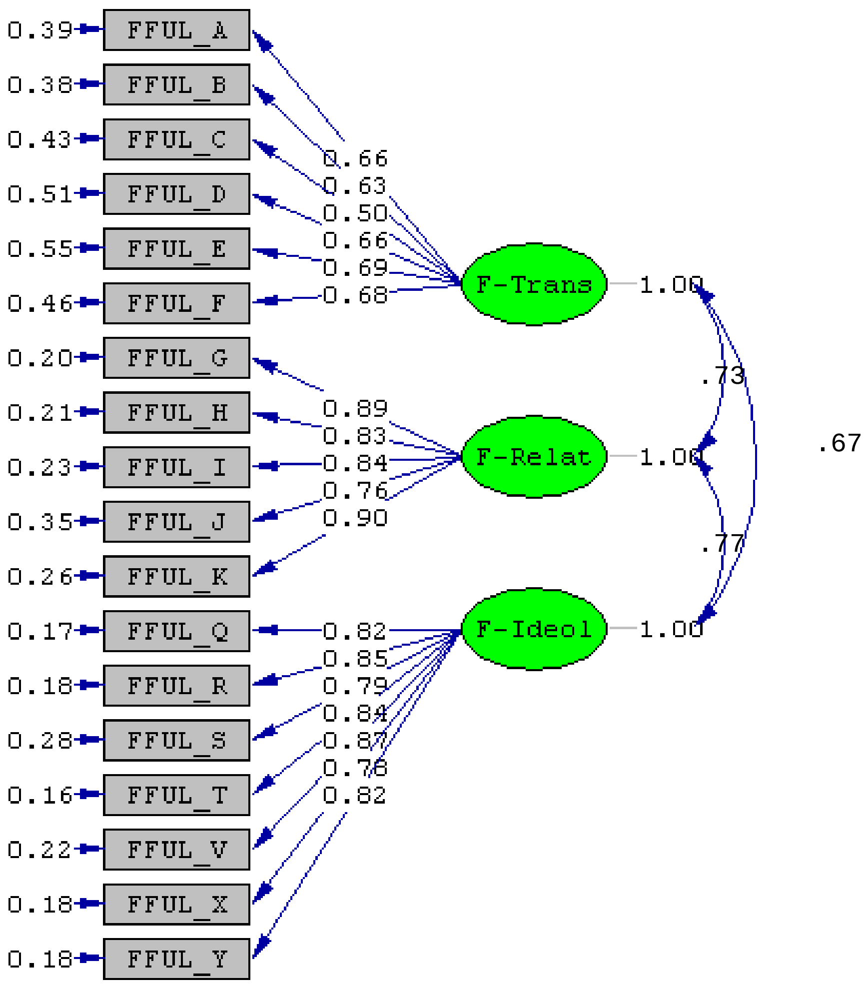
[a] n=386; principle components analysis with Varimax rotation employed.
* item dropped

TABLE 2
Exploratory Factor Analysis for Psychological Contract Fulfillment[a]

Psychological Contract Fulfillment	**Ideological**	**Relational**	**Transactional**
Item	λ	λ	λ
1. public advocacy of the espoused cause	**.841**	.230	.222
2. support of the corporate ideology, even if financial sacrifice	**.807**	.278	.193
3. opportunities for involvement in the cause	**.802**	.338	.188
4. commitment of resources toward advancing the stated cause	**.801**	.331	.258
5. contributions to the stated cause	**.800**	.357	.217
6. company culture that promotes our corporate principles	**.737**	.353	.327
7. internal practices and policies that advance our ideals	**.726**	.395	.287
8. encouragement of employee involvement in cause	*	*	*
9. dedication to the company's mission	*	*	*
10. a place where I am valued as an individual	.365	**.787**	.253
11. concern shown for my personal welfare	.358	**.778**	.250
12. concern about my short and long term well-being	.352	**.769**	.313
13. decisions made with my interests in mind	.365	**.768**	.261
14. a workplace where I feel I belong	.361	**.719**	.253
15. provision of steady employment	*	*	*
16. a job for a specified time period	.222	.179	**.747**
17. a well-defined set of working hours	.289	.071	**.734**
18. requirement to do the duties I was hired to perform	.021	.217	**.720**
19. a job with specific well-defined responsibilities	.220	.287	**.678**
20. training for my specific job duties	.226	.381	**.595**
21. payment for the specific duties I perform	.393	.230	**.569**

[a] n=371; principle components analysis with Varimax rotation employed
* item dropped

FIGURE 3
3-Component Measurement Model for Psychological Contract Fulfillment[a]



[a] F-Trans= transactional contract fulfillment; F-Relat= relational contract fulfillment; F-Ideol=ideological contract fulfillment.

General Descriptive Results

Table 3 presents these internal consistency reliabilities as well as descriptive statistics and intercorrelations among all the variables used in the analyses. It should first be noted that the components of the psychological contract were related in the zero-order bivariate correlation matrix. The positive and significant correlations between relational and transactional contract forms (.50) and ideological contract form with the other two contract forms (.38, transactional), (.41, relational) is consistent with my Hypothesis 1a and previous conceptualizations (i.e., Thompson & Bunderson, 2003) suggesting that the components of the psychological contract are related. Fulfillment of the contract forms were also positive and significantly related with the correlation between relational and ideological (.75) being the highest. The somewhat lower correlations between relational and transactional (.65) and transactional and ideological fulfillment (.63) also lend preliminary support to Hypothesis 1b that fulfillment of the three psychological contract forms are related, yet distinct. Similarly, the bivariate correlations among the outcomes were all positive and significant. The relation between OCB-I and OCB-O was the highest (.68) followed by the relation between OCB-O and in-role behavior (.61), and OCB-I and in-role behavior (.56). It should also be noted that although some of these correlations were higher than ideal (e.g., relational and ideological fulfillment; .75), I anticipated covariance among many variables consistent with previous research (LePine et al., 2002).

Hypotheses 2 a-c suggested that transactional contract fulfillment would be positively related to in-role behavior, OCB-I, and OCB-O. Notwithstanding the positive relationship with the outcomes, as shown later in the structural analyses, the zero-order correlations among transactional fulfillment and in-role, OCB-I, and OCB-O were not statistically significant. The strongest bivariate relationship, however, was with in-role behavior (.09). The fulfillment-outcome correlations in Table 3 lends preliminary support to Hypotheses 3 a-c indicating relational fulfillment is positively and significantly related to in-role behavior ($r=.14$, $p<.05$), OCB-O ($r=.18$, $p<.01$), and OCB-I ($r=.18$, $p<.01$). Hypotheses 4 a-c suggested that ideological contract fulfillment would be positively related to all three outcome variables. All three of the fulfillment-outcome correlations were significant, indicating that in-role behavior ($r=.16$, $p<.01$), OCB-O ($r=.15$, $p<.05$), and OCB-I ($r=.14$, $p<.05$) were positively related to ideological fulfillment, providing preliminary evidence to support Hypotheses 4 a-c. On a zero-order basis, fulfillment-outcome correlations suggest the fulfillment measures possess a good degree of predictive validity. These relationships also provide an initial view of the discriminant and convergent validity of the newly developed ideological contract measure with existing transactional and relational measures, given that discriminant variance is being accounted for by each individual construct.

TABLE 3
Means, Standard Deviations, Correlations, and Reliabilities[a]

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9
Transactional fulfillment	3.29	0.69	(.84)								
Relational fulfillment	3.24	0.87	.65**	(.93)							
Ideological fulfillment	3.30	0.83	.63**	.75**	(.95)						
In-role	5.50	0.92	.09	.14*	.16**	(.90)					
OCB-I	5.50	0.96	.04	.18**	.14*	.56**	(.84)				
OCB-O	5.42	0.98	.02	.18**	.15*	.61**	.68**	(.87)			
Transactional Contract	4.24	0.60	.10*	-.04	.01	.03	.03	-.02	(.71)		
Relational Contract	3.98	0.79	.01	.07	.01	-.02	.03	.03	.50**	(.86)	
Ideological Contract	4.25	0.68	.02	-.01	.09	-.08	.03	.02	.38**	.41**	(.94)

[a] n=277; alpha reliabilities are given in parentheses along the diagonal.
*p<.05.
**p<.01.

Formal Tests of Hypotheses

To formally test Hypotheses 1a and 1b, I subjected the items to confirmatory factor analysis using LISREL 8.2 for psychological contract form and fulfillment, respectively. I used the comparative fit index (CFI), the incremental fit index (IFI), and the root mean square error of approximation (RMSEA) as key indicators of overall model fit (Gerbing & Anderson, 1993). Both CFI and IFI represent a fit that is derived from the comparison of the hypothesized model with the independence model that takes into account sample size (Byrne, 1998). CFI and IFI values greater than .90 indicate an acceptable fit of the data (Bentler, 1992). RMSEA measures the discrepancy between the parameter values of the chosen model and the actual population covariance if it were available (Brown & Cudeck, 1993). General cutoff points of RMSEA values ranging from .08 to.10 indicate a reasonable (or fair) fit and those greater than .10 indicate a poor fit as suggested by MacCallum, Browne, & Sugawara (1996). The criteria used to assess such fit are not absolute, but are suggested as guidelines for approximation given that an exact fit where RMSEA = 0.0 is highly unlikely (Byrne, 1998). Further evaluation of model fit using RMSEA is evaluated with 90% confidence intervals around the RMSEA values. An integral strength of using RMSEA, this interval is interpreted to denote that over all possible randomly sampled RMSEA values, 90% would fall within with upper and lower bounds of the 90% confidence interval presented. A narrower (rather than wider) confidence interval suggests good precision of the RMSEA value in reflecting model fit in the population of interest.

Chi-square is an index of absolute model fit that assesses the degree to which the covariances implied by the model's structure match the observed covariances. This discrepancy is measured relative to degrees of freedom. The greater the departure from zero, the worse the fit; making chi-square a "badness of fit" measure. A significant chi-square indicates a significant difference between the implied and observed covariances. The chi-square formula contains the sample size, meaning its value is inflated with large sample sizes, almost always making them statistically significant. Some researchers gauge chi-square relative to its degrees of freedom, with a ratio of 2 usually used as an arbitrary indicator of good fit (Byrne, 1998).

Table 4 presents the fit indices and chi-square values for each model. For psychological contract form, a total of 386 cases were retained. The three-factor CFA yielded acceptable fit indices χ^2 (132, N=386) = 521.35; CFI = .95; IFI = .95; RMSEA = .088, RMSEA confidence interval (.080, .095). The results showed a clean three-factor structure with all items loading significantly onto their a priori latent variables (psychological contract form). Standardized item loadings for the three-factor measurement structure for psychological contract forms can be seen in Table 5.

TABLE 4
Comparison of Psychological Contract Form and Fulfillment Factor Structures[a]

Structure	χ^2	df	$\Delta\chi^2$	χ^2\df	IFI	CFI	RMSEA	RMSEA Confidence Interval
Contract Form								
1-Factor	2110.57	135		15.63	.84	.84	.195	(.19, .20)
2-Factor	753.80	134	1356.77*	5.63	.93	.93	.110	(.10, .12)
3-Factor	521.35	132	232.45*	3.94	.95	.95	.088	(.080, .095)
Contract Fulfillment								
1-Factor	2172.67	135		16.01	.92	.92	.202	(.19, .21)
2-Factor	1984.64	134	717.07*	14.81	.94	.94	.193	(.16, .17)
3-Factor	461.41	132	1523.23*	3.50	.98	.98	.082	(.074, .090)

[a] n=386 for psychological contract form; n=371 for psychological contract fulfillment; all χ^2 values are significant at p<.05. IFI = incremental fit index; CFI = comparative fit index; RMSEA = root-mean square error of approximation.

TABLE 5
Confirmatory Factor Analysis of Psychological Contract Forms[a]

Transactional	**Standardized Loadings**
Provide a job with specific well-defined responsibilities	0.43
Require me to do the duties I was hired to perform	0.38
Provide a well-defined set of working hours	0.55
Pay me for the specific duties I perform	0.54
Train me for my specific job duties	0.57
Relational	
Show concern about my short and long-term well-being	0.72
Make decisions with my interests in mind	0.80
Show concern for my personal welfare	0.79
Provide a workplace where I feel I belong	0.78
Value me as an individual	0.64
Provide steady employment	0.65
Ideological	
Contribute to the stated cause	0.64
Commit resources toward advancing the stated cause	0.67
Stand behind our corporate ideology, even if it requires a financial sacrifice	0.62
Provide opportunities for involvement in our cause	0.78
Act as a public advocate of the espoused cause	0.74
Maintain corporate culture that promotes our corporate principles	0.71
Create internal practices and policies that advance our organization's ideals	0.59

[a] n=386; all factor loadings are significant at $p < .05$. The inter-factor correlation between transactional and relational forms is .63; the inter-factor correlation between transactional and ideological is .50; the inter-factor correlation between relational and ideological is .49.

The acceptable fit of the three-factor structure indicates the presence of three distinguishable forms of psychological contract, which provides initial support for Hypothesis 1a. However, establishing a three-factor over a two or one-factor structure would be important given this would provide evidence that respondents could distinguish the three contract forms measured. More importantly, the distinction would provide a strong indication that ideology forms a unique basis for a psychological contract form that is empirically distinguishable from relational and transactional forms. Subsequently, I compared the relative fit of one-factor and two-factor structures as indicated in Table 4. Creating the two-factor models required identifying the two contract forms that were most highly correlated and collapsing them into one factor. Testing the two-factor model yielded a significantly worse fit than the three-factor model, χ^2 (134, N=386) = 753.80, p<.05; CFI = .93; IFI = .93; ΔCFI= .02; ΔIFI= .02. The one-factor model structure was a much worse fit still χ^2 (135, N=386) = 2110.57, p<.05; CFI = .84; IFI = .84; ΔCFI= .11; ΔIFI= .11. Assessing whether the fit of one model is significantly better than that of other models was done using a chi-square difference test. As an example, the difference in chi-square between the two and three-factor models for psychological contract form is 232.45 with (134 – 132 = 2) degrees of freedom. This value is statistically significant (p<.05), suggesting the three-factor model is significantly better than the two-factor model. Given the significantly better fit of the 3-factor model, and the fact that the contract forms were positively correlated, but distinguishable, Hypothesis 1a is supported. Table 5 shows the standardized loadings for the confirmatory factor analysis with psychological contract forms.

Having established the dimensionality of the psychological contract forms, I proceeded to test Hypothesis 1b by assessing the dimensionality of psychological contract fulfillment using CFA. Results can be seen in Table 4. A total of 371 cases were retained for analysis of psychological contract fulfillment. Respondents' perceptions of contract fulfillment were largely consistent with the form of the contract. As indicated in Table 4, the three-factor structure fit the data reasonably well; χ^2 (132, N=371) = 461.41;

CFI = .98; IFI = .98; RMSEA = .082, RMSEA confidence interval (.074, .090). I then tested the fit of a two-factor model, which yielded a significantly worse fit than the three-factor structure; χ^2 (134, N=371) = 1984.64, $p<.05$; CFI = .92; IFI = .92; ΔCFI= .06; ΔIFI= .06. Finally, I tested a one-factor structure and found that the fit was, again, significantly worse than that of the three-factor model χ^2 (135, N=371) = 2172.67, $p<.05$; CFI = .92; IFI = .92; ΔCFI= .06; ΔIFI= .06. Using the chi-square difference test to assess improvement in model fit indicated significant improvements when the three-factor model was used. The difference between the two and three-factor models, for example, was 1523.23 with (134-132 = 2) degrees of freedom. This difference was statistically significant ($p<.05$). With significant differences among the three models and the three-factor fitting the data best, Hypothesis 1b was thus supported for the dimensionality of transactional, relational, and ideological psychological contract fulfillment. Standardized item loadings for the three-factor measurement structure for psychological contract fulfillment can be seen in Table 6.

The results in Table 4 suggest that the three factor models were the best fitting, with the one-factor models resulting in the worst overall fit. The chi-square difference test is only appropriate in comparing nested models (Kline, 1998). In this case, both forms and fulfillment measurement models were more restricted versions of the same model. Thus, using a chi-square difference test, the three-factor structures for both psychological contract forms and fulfillment were significantly better than the two-factor models, supporting both Hypotheses 1a and 1b. Further confirming the fit of the models, the RMSEA 90% confidence interval can be used to show a “better” fit when the intervals do not overlap. Using this standard, the three-factor models were significantly better than the two-factor models because the intervals did not overlap. Following this same approach, the two-factor models were also both significantly better than the one-factor models for psychological contract forms and fulfillment.

Hypothesis 1c suggested that the structural model incorporating transactional, relational, and ideological fulfillment would be a better predictor of the proposed outcomes in this study than the model with psychological contract forms. To test this hypothesis, chi-square difference tests could not be used given the comparison of two independent models. As such, fit indices were used to evaluate the comparative fit of the two models. The Expected cross-validation index, (ECVI) and Akaike Information Criterion. (AIC), were used, in addition to IFI, CFI, and RMSEA to evaluate model fit. Both ECVI and AIC are useful for comparing non-nested models. AIC is a goodness-of-fit measure which adjusts model chi-square to penalize for model complexity (that is, for overparameterization). Thus AIC reflects the discrepancy between model-implied and observed covariance matrices in non-hierarchical models. AIC close to zero reflects good fit and between two AIC measures, the lower one reflects the model with the better fit. Like AIC, ECVI reflects the discrepancy between model-implied and observed covariance matrices. Lower ECVI is better fit. As indicated in Table 7, the freely-estimated fulfillment model for psychological contract form did not provide an adequate fit to the data χ^2 (309, N=277) = 1482.54; AIC = 1620.54; ECVI = 5.87; CFI = .86; IFI = .86; RMSEA = .117 (.11, .12). Further, the structural model that included psychological contract fulfillment on in-role, OCB-I, OCB-O was significantly better than the model that included psychological contract form χ^2 (309, N=277) = 988.35; AIC = 1126.35; ECVI = 4.08; CFI = .96; IFI = .96; RMSEA = .089 (.083, .096); $\Delta\chi^2$ 494.19; ΔAIC = 494.19; ΔECVI = 1.79; ΔRMSEA = .028; ΔCFI= .10; ΔIFI= .10. Thus, consistent with the relationship proposed in Hypothesis 1c, psychological contract fulfillment was found to be a better predictor of outcomes than psychological contract form.

TABLE 6
Confirmatory Factor Analysis of Psychological Contract Fulfillment[a]

Transactional	**Standardized Loadings**
A job with specific well-defined responsibilities	0.66
A job for a specified time period	0.63
Requirement to do the duties I was hired to perform	0.50
A well-defined set of working hours	0.66
Payment for the specific duties I perform	0.69
Training for my specific job duties	0.68
Relational	
Concern about my short and long-term well being	0.89
Decisions made with my interests in mind	0.83
Concern shown for my personal welfare	0.84
A workplace where I feel I belong	0.76
A place where I am valued as an individual	0.90
Ideological	
Contributions to the stated cause	0.82
Commitment of resources toward advancing the stated cause	0.85
Support our corporate ideology, even if it requires a financial sacrifice	0.79
Opportunities for involvement in our cause	0.84
Public advocacy of the espoused cause	0.87
Corporate culture that promotes our corporate principles	0.78
Internal practices and policies that advance our organization's ideals	0.82

[a] n=371; all factor loadings are significant at $p < .05$. The inter-factor correlation between transactional and relational fulfillment is .73; the inter-factor correlation between transactional and ideological is .67; the inter-factor correlation between relational and ideological is .77.

TABLE 7
Comparison of Structural Models for Psychological Contract Form and Fulfillment[a]

Structure	χ^2	df	Model AIC	ECVI	IFI	CFI	RMSEA	RMSEA Confidence Interval
Contract Form								
3-Factor	1482.54	309	1620.54	5.87	.86	.86	.117	(.11, .12)
Contract Fulfillment								
3-Factor	988.35	309	1126.35	4.08	.96	.96	.089	(.083, .096)
Model Change	**$\Delta \chi^2$**	**Δ df**	**Δ Model AIC**	**Δ ECVI**	**Δ IFI**	**Δ CFI**	**Δ RMSEA**	
	494.19	-	494.19	1.79	.10	.10	.028	

Performance Outcomes

To ensure the dimensionality of the three outcome measures in this study (i.e., in-role, OCB-I, OCB-O), I conducted exploratory, followed by confirmatory factor analyses before testing the structural model. Using principle components analysis with varimax rotation, I entered all 14 items used to tap the three performance constructs. Initially, 4 items were intended to tap in-role performance, 4 items were intended to tap OCB-I, and 6 items were intended to tap OCB-O. Results showed that several of the items intended to load on one specific behavioral type had high cross loadings on or did not load predominantly on their intended factors. Items with high cross-loadings were dropped from the analysis. Subsequently, coefficients less than .40 were dropped from the CFA. In total, 1 item was dropped from the in-role performance measure, 1 item was dropped from the OCB-I measure, and 3 items were dropped from the OCB-O measure. It should be noted that an attempt to verify the factor structure of the original 14 items using principal-components analysis with varimax rotation failed to yield the expected three factors. Rather, the analysis produced a three factor solution that was difficult to interpret given the cross loadings and loadings on unexpected factors. This necessitated the removal of items as specified above. The OCB literature has noted the inherent difficulty in distinguishing among dimensions of OCB (LePine et al., 2002), which was evidenced in the analysis here. Nonetheless, factor analysis may not adequately capture the distinctions among behavioral types (i.e., in-role, OCB-I, OCB-O) given the nature of the constructs. Because individuals who engage in OCB-O are also likely to engage in OCB-I and in-role behavior, there are dependencies among the items that may preclude detection of a clean three-factor structure when all item are entered simultaneously. However, when the problematic items were removed, a three-factor structure did emerge and items measuring in-role behavior, OCB-I, and OCB-O were averaged to form respective measures for each respective outcome based on this modified data reduction technique and intuitive judgment of construct relevance.

Using CFA, all performance items were set to load on their intended latent factor. A three factor model fit the data reasonably well with acceptable fit indices and items generally loading on their intended factors χ^2 (24, N=277) = 144.31; CFI = .95; IFI = .95; RMSEA = .13, RMSEA confidence interval (.11, .16). The three-factor model fit the data significantly better than a two factor in which the OCB-I and OCB-O items were constrained to load onto one factor χ^2 (26, N=277) = 261.03, $p<.05$; CFI = .92; IFI = .92; ΔCFI= .03; ΔIFI= .03; RMSEA = .18, RMSEA confidence interval (.16, .20) as well as a two-factor model in which in-role and OCBI items were constrained to load onto one factor χ^2 (26, N=277) = 265.94, $p<.05$; CFI = .92; IFI = .92; ΔCFI= .03; ΔIFI= .03; RMSEA = .18, RMSEA confidence interval (.16, .20). Cronbach's alpha was .90 for the three-item in-role performance scale, .84 for the three-item OCB-I measure, and .87 for the three-item OCB-O measure. Confirming the distinctions among the performance constructs provides greater assurance for predictive validity, given that the three fulfillment types were proposed to differentially predict the three different outcomes. The items and the standardized confirmatory factor loadings are presented in Table 8.

TABLE 8
Confirmatory Factor Analysis of Employee Performance Items[a]

In-role Performance	**Standardized Loadings**
Fills all the responsibilities specified in his/her job description	.72
Consistently meets the formal performance requirements of his/her job	.64
Conscientiously performs tasks that are expected of him/her	.55
Adequately completes all of his/her assigned duties	*
OCB-I	
Willingly gives his/her time to aid others who have work-related problems	.70
Takes a personal interest in the well-being of other employees	.70
Generally helps others who have heavy workloads	.79
Goes out of the way to help new employees	*
OCB-O	
Keeps up with developments in the organization	*
Adheres to informal organizational rules devised to maintain order	*
Shows pride when representing the organization	.75
Offers ideas to improve the functioning of the organization	*
Expresses loyalty toward and concern about the image of the organization	.86
Takes action to protect the organization from potential problems	.76

[a] n=277
* item dropped

Structural Model

Several researchers and studies (e.g., Anderson & Gerbing, 1988; Byrne, 1998) have suggested the specification and testing of the measurement model prior to attempting to examine the structural model. Finding that a three-factor model for psychological contract fulfillment fit the data best using confirmatory factor analysis (supporting the proposed multidimensionality of the psychological contract), I then tested the full (i.e., measurement and structural) model by allowing all latent factors to correlate freely (freely estimated model). I then placed parameters on the nested (constrained) models, only allowing specific relationships to vary freely. I used structural equation modeling (SEM) to allow for the simultaneous examination of the direct effects of psychological contract fulfillment (i.e., transactional, relational, and ideological) on in-role behavior and OCB-I and OCB-O.

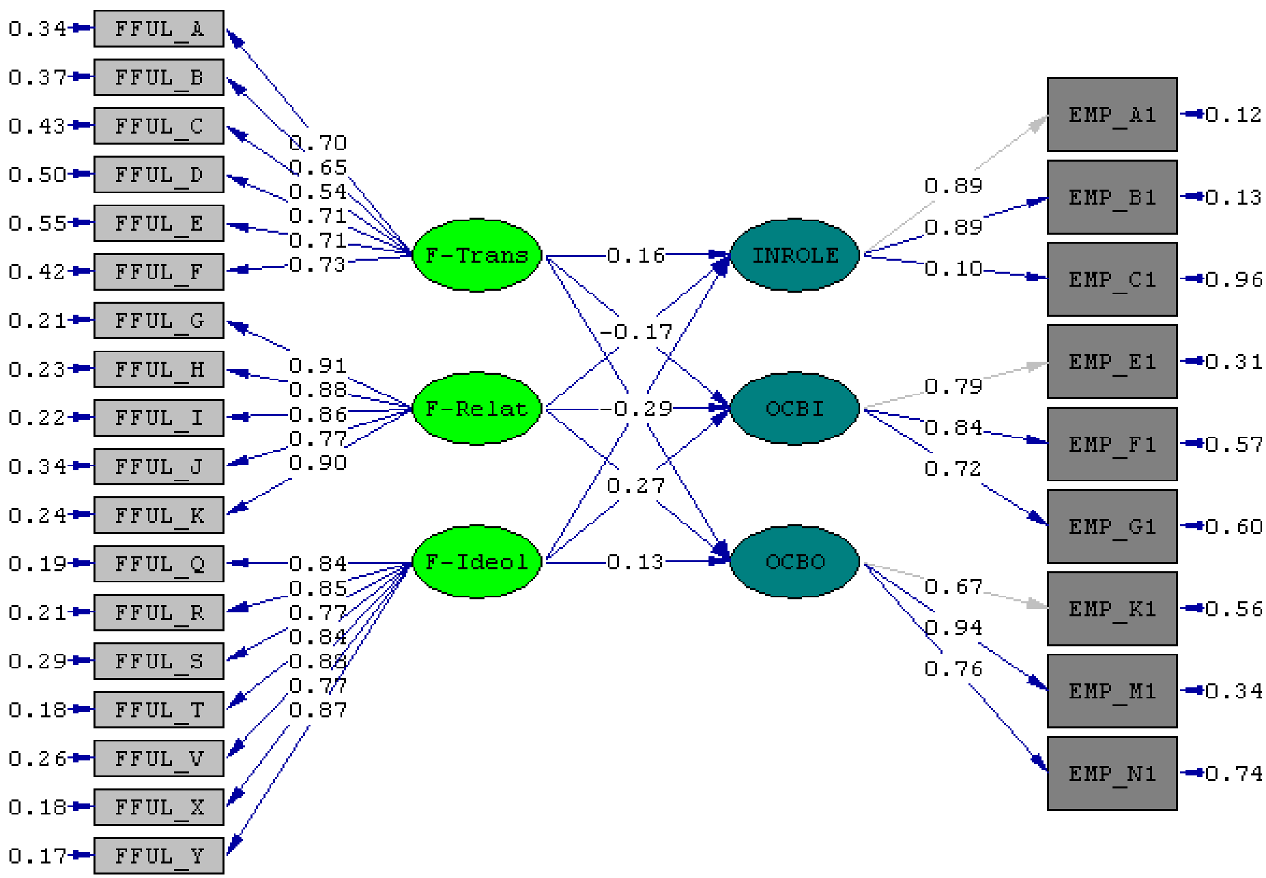
In testing the fulfillment measurement model with the structural model (i.e., fulfillment and outcomes), it was important to first ensure that the model evaluated in the analysis would be "overidentified" (Byrne, 1998). That is, the model must be one in which the number of estimable parameters is less than the number of data points (which includes the variances and covariances of the observed—not latent—variables). An overidentified model allows for the rejection of the model based on adequate degrees of freedom, allowing it to be usable for scientific use. With a specific model with p variables, there are $p(p+1)/2$ such elements. There were 27 observed variables resulting in 378 total data points. With 66 unknown parameters (which includes covariances, factor variances, and error variances), there were 312 degrees of freedom. Because the number of estimable parameters (66) was far less than the number of total data points (378), the model was overidentified and could thus be adequately tested. Given the medium sized parameters of the proposed model, some researchers have suggested at least 250 total response pairs (supervisor and employee dyads) were required for adequate analysis (Tabachnick & Fidell, 2001). The 277 complete sets of data used in the analysis were sufficient to test the proposed relationships and for reasonable statistical conclusion validity. The freely estimated model for psychological contract fulfillment is shown in Figure 4.

As indicated in Table 11, the freely estimated full (i.e., measurement and structural) model in which all the latent predictor and outcome variables were included provided a good fit to the data, χ^2 (309, N=277) = 988.35; χ^2 / df = 3.20; CFI = .96; IFI = .96; NNFI = .95; RMSEA = .089, RMSEA confidence interval (.083, .096). All freely estimated coefficients and covariances among the fulfillment latent variables were statistically significant with one exception (EMP_C1). Further, seven of the nine predicted path coefficients were in the direction proposed as indicated in Table 9.

In Hypotheses 2a -2c, I suggested that transactional contract fulfillment was positively related to (a) in-role behavior, (b) OCB-I, and (c) OCB-I. As shown in Table 9, transactional contract fulfillment was positively related to in-role behavior (λ = .16, $p<.05$), thus supporting Hypothesis 2a. Hypotheses 2b and 2c, on the other hand, were not supported. In fact, contrary to expectations, the relation between transactional fulfillment and OCB-I (λ = -.17, n.s) and OCB-O (λ = -.29, $p<.05$) were in the opposite direction to that hypothesized. Hypotheses 3a – 3c proposed that relational contract fulfillment was positively related to (a) in-role behavior, (b) OCB-O and (c) OCB-I. All three path estimates were in the correct direction, yet Hypothesis 3b was the only significant relationship ($\lambda = .27$, $p<.05$). Hypotheses 4a – 4c proposed that ideological contract fulfillment would be positively related to (a) in-role behavior, (b) OCB-I, and (c) OCB-O. All three estimates were in the intended direction, with Hypothesis 4a being the only significant relationship ($\lambda = .74$, $p<.05$). Despite the non-significant gamma coefficients, the fact that relationships were generally in the direction proposed in a good fitting model provides evidence for retention and interpretation of the model. Indeed, Byrne (1998: 104) suggests that such "nonsignificant parameters, with the exception of error variances, can be considered unimportant to the model." Factor loadings for the hypothesized freely-estimated model and the error and item loadings are shown in Table 12 and Figure 4. Path coefficients for the structural model are shown in Table 9 and Figure 5, respectively.

To test Hypotheses 2d, 3d, and 4d that the hypothesized paths between the fulfillment predictors and outcomes were stronger than the other two paths in the selected model, I constrained the relationships of the fulfillment factor of interest with its specified outcome to be equal to the correlations of the other two fulfillment paths with that same outcome. If, after the paths were constrained to be equal, the resulting model fit was worse than the freely estimated model, the null hypothesis that all gamma coefficients were equal could be rejected. Then, assuming the freely estimated model fit the data better, pairwise comparisons could be made between models to test the alternative hypothesis that the hypothesized path was greater than each of the other two. A similar pairwise comparison approach to testing differential relationships was used by Button, Mathieu, and Zajac (1996) and Chen, Gully, and Eden (2004). Results of pairwise comparisons can be seen in Table 10. Standardized loadings from the freely estimated model can be seen in Table 12.

FIGURE 4
Basic Model with Freely-Estimated Parameters[a]



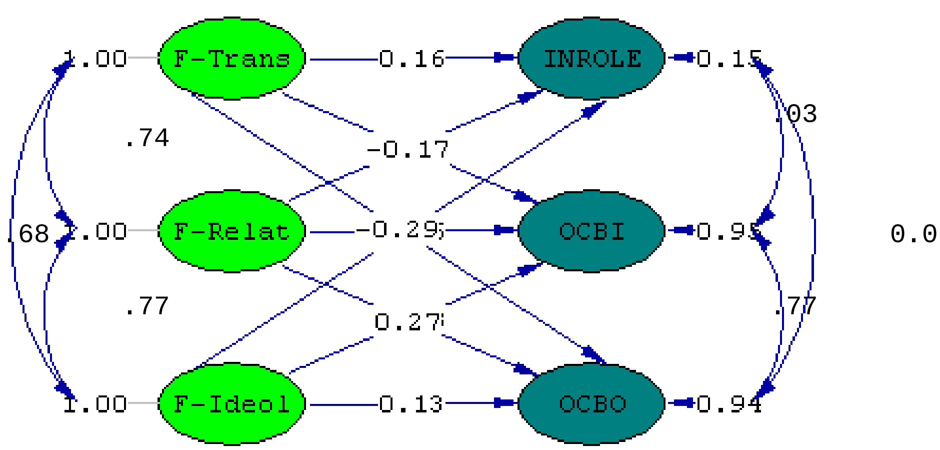
[a] F-Trans= transactional contract fulfillment; F-Relat= relational contract fulfillment; F-Ideol=ideological contract fulfillment. See Table 10 for a full listing of path estimates among latent variables.

TABLE 9
Standardized LISREL Phi Estimates of the Freely-Estimated Structural Model[a]

Factor	Transactional	Relational	Ideological
1. In-role	0.16*	0.08	0.74*
2. OCB-I	-0.17	0.16	0.18
3. OCB-O	-0.29*	0.27*	0.13

[a]n=277; coefficients for freely estimated model listed.
* p<.05.

FIGURE 5
Structural Model with Freely-Estimated Parameters[a]



[a] F-Trans= transactional contract fulfillment; F-Relat= relational contract fulfillment; F-Ideol=ideological contract fulfillment. See Table 10 for a full listing of path estimates among latent variables.

TABLE 10
Standardized LISREL Estimates of the Freely-Estimated Structural Model-- Relationships of Transactional, Relational, and Ideological Fulfillment with Individual-Level Outcomes[a]

Factor	In-role	OCB-I	OCB-O	$\Delta\chi^2$ (d.f. = 2)
1. Transactional	<u>0.16</u>	-0.17	-0.29	58.38*
2. Relational	0.08	0.16	0.27	2.77
3. Ideological	<u>0.74</u>	0.18	0.13	10.53*

[a]n=277; coefficients for freely estimated model listed. (p<.05). An underlined correlation is significantly greater in absolute magnitude than the other correlation in the same row (p<.05), as assessed by a chi-square difference test between a model in which the correlations of transactional, relational, and ideological fulfillment with the respective outcome were freely estimated and a model in which the correlations of transactional, relational, and ideological fulfillment with the respective outcomes were set to be equal.

TABLE 11
Summary for Alternative Structural Models[a]

Model	χ^2	d.f.	$\Delta\chi^2$	RMSEA
Freely estimated	988.35	309		.089
Transactional, relational, ideological = In-role	1046.73	311	58.38*	.093
Transactional, relational, ideological = OCB-I	991.12	311	2.77	.089
Transactional, relational, ideological = OCB-O	998.88	311	10.53*	.090

[a] n=277
* p<.05.

TABLE 12
Standardized Loadings from Hypothesized Structural Model[a]

Structure	Transactional Fulfillment	Relational Fulfillment	Ideological Fulfillment	In-role	OCB-I	OCB-O
Factor Loadings						
1. FFUL_A	0.70					
2. FFUL_B	0.65					
3. FFUL_C	0.54					
4. FFUL_D	0.71					
5. FFUL_E	0.71					
6. FFUL_F	0.73					
7. FFUL_G		0.91				
8. FFUL_H		0.88				
9. FFUL_I		0.86				
10. FFUL_J		0.77				
11. FFUL_K		0.90				
12. FFUL_Q			0.84			
13. FFUL_R			0.85			
14. FFUL_S			0.77			
15. FFUL_T			0.84			
16. FFUL_V			0.88			
17. FFUL_X			0.77			
18. FFUL_Y			0.87			
19. EMP_A1				0.89		
20. EMP_B1				0.89		
21. EMP_C1				0.10		
22. EMP_E1					0.79	
23. EMP_F1					0.84	
24. EMP_G1					0.72	
25. EMP_K1						0.67
26. EMP_M1						0.94
27. EMP_N1						0.76

[a] n=277; All values except “EMP_C1” are significant, p<.05.

For Hypothesis 2d, I set the paths to be equal and the resulting model had a much worse fit than the freely estimated model, indicating that the gamma coefficients were not equal, $\Delta\chi^2$ (2, N=277) = 58.38, p<.05. For Hypothesis 3d, I set the paths equal from all three predictors to OCB-I, with the resulting model not significantly differing from the freely estimated, $\Delta\chi^2$ (2, N=277) = 2.77, n.s. For Hypothesis 4d, I set the paths equal from all three predictors to OCB-O and found a significantly worse fit than the freely estimated model $\Delta\chi^2$ (2, N=277) = 10.53, p<.05. In general, these results demonstrate that fulfillment types differentially relate to in-role, OCB-I, and OCB-O. Comparing standardized values using pairwise comparisons (see Table 10) revealed that the significant gamma coefficient for transactional fulfillment is greater in absolute magnitude than the other two coefficients for in-role behavior, thus supporting Hypothesis 2d. Contrary to expectations for Hypothesis 3d, the constrained model did not differ significantly from the freely estimated model, suggesting that the effects for all three fulfillment types were not readily distinguishable on the outcomes under investigation. Thus, Hypothesis 3d was not supported. Finally, a significant gamma coefficient for ideological fulfillment was greater than the other two coefficients for in-role behavior, but not for OCB-O as hypothesized. Hypothesis 4d was thus not supported. Fit indices and a summary of the alternative structural models setting all fulfillment paths equal can be seen in Table 11.

LISREL provides the user with modification indices to alter the structural model using alternative paths, covariances, and error covariances to find whether the fit of the model could be improved by adding one or more paths. However, Williams (1995: 227) noted that “Specification searches, in which researchers sequentially revise their models in a post-hoc fashion based on statistical information from their model, have been known for some time to be problematic.” The modification indices did suggest adding additional paths among the three dependent variables. Because relationships among the outcomes were not the central focus of the model specification in this study, and any resulting improvements in model fit would be difficult to interpret, such modifications were not made.

As noted in Table 13, the differences among the chi-square in the factor models in some cases were small, yet research has indicated that differences even as small as 0.01 in fit indices such as chi-square may reflect meaningful differences in model fit (Cheung & Rensvold, 2002). As such, I conducted several path-specific post-hoc analyses to further evaluate the differential effect of fulfillment type on the outcomes. First, consistent with previous research (e.g., Hui, et al. 2004) and recommendations using structural equation modeling (Kline, 1998), I conducted nested model tests to evaluate the relative strength of each predictor-to-outcome path. I began with the fully-estimated model and retained the path of interest while constraining each of the other two paths to zero. I estimated three separate models for each hypothesis (fulfillment types) and then compared the two resulting models with the freely-estimated. Because I was adding (building) to a previously constrained model, the model with the path of interest that shows the best or "least worse" fit (i.e., remains similar to the freely-estimated model) is that which possesses the strongest relationship with the proposed outcome. Table 13 shows the relationships of these nested model tests.

For transactional fulfillment, constraining the paths of in-role and OCB-O yielded the model that differed least from the freely-estimated model. However, the path coefficient for the transactional fulfillment-OCB-I (as well as OCB-O) relationship was negative, and thus cannot be considered a functional alternative model. Consistent with the pairwise comparisons used to test the formal hypotheses, Model A in Table 13, which included the path from transactional to in-role was closest to the freely-estimated model with a path coefficient in the hypothesized direction, providing additional support for Hypotheses 2a and 2d.

For relational fulfillment, constraining the paths of in-role and OCB-I to zero yielded the model that most closely mirrored the freely-estimated model. In fact, the model showed an even better fit when only the relational-OCB-O path was retained χ^2 (311, N=277) = 987.19; $\Delta\chi^2$ = -1.16, n.s. Secondary to the relational-OCB-O path, these results indicate the next strongest relation is that from relational to OCB-I, followed by relational to in-role behavior. Interestingly, however, none of the path coefficients were significantly different from the freely-estimated model, implying that although simply including the relational-OCB-O path may provide a better fitting model, a parsimonious fit may be better achieved by retaining all three original paths in the model. These results provide additional support for Hypotheses 3a through 3c, indicating that retaining the paths does not significantly affect the models' overall predictive ability on the three outcomes. For ideological fulfillment, constraining the paths of OCB-O and OCB-I to zero provided the best solution, which follows earlier results found using the pairwise comparisons. More specifically, the inclusion of the ideological-to-in-role path was the only relationship that did not significantly alter the model from the freely-estimated version, implying that this relation had the strongest effect, followed by OCB-I, and then OCB-O. An alternative test of these same relationships is shown in Table 14 using comparisons among paired combinations of the fulfillment paths being set equal to their respective outcomes. Retention of the different pairs of fulfillment paths is indicated by a model that significantly differs from the freely estimated model. Model fit indices for each fulfillment path combinations are also given in Table 14. A summary of the hypotheses supported in this dissertation are presented in Table 15.

TABLE 13
Nested Models Tests[a]

Structure	Path Added	χ^2	df	$\Delta\chi^2$ from freely est. model
Transactional Fulfillment				
Model A	In-role	997.70	311	9.35*
Model B	OCB-O	993.10	311	4.75 (N)
Model C	OCB-I	1000.45	311	12.10* (N)
Relational Fulfillment				
Model A	OCB-I	992.67	311	4.32
Model B	In-role	993.25	311	4.90
Model C	OCB-O	987.19	311	-1.16
Ideological Fulfillment				
Model A	OCB-O	1110.99	311	122.64*
Model B	In-role	991.70	311	3.35
Model C	OCB-I	1110.75	311	122.24*

[a] freely estimated model fit index = χ^2(309, N=277) = 988.35
* p <.05.
(N) = negative path coefficient

TABLE 14
Standardized LISREL Estimates of Hypothesized Relationships of Transactional, Relational, and Ideological Fulfillment with Individual-Level Outcomes[a]

Fulfillment Paths Set to be Equal	In-role - $\Delta\chi^2$	OCB-I - $\Delta\chi^2$	OCB-O - $\Delta\chi^2$	IFI/CFI	RFI	RMSEA
1. Transactional/Relational	0.61			.96	.94	.089
2. Transactional/Ideological	44.11*			.96	.93	.092
3. Relational/Ideological	41.06*			.96	.93	.092
1. Relational/ Transactional		-0.11		.96	.94	.089
2. Relational/ Ideological		0.14		.96	.94	.089
3. Transactional/Ideological		3.48		.96	.94	.089
1. Ideological./Relational			0.52	.96	.94	.089
2. Ideological/ Transactional			6.58*	.96	.94	.089
3. Relational/Transactional			8.44*	.96	.94	.090

[a] n = 277; Δ d.f. =1; p<.05. Differences were assessed by a chi-square difference test between a model in which the correlations of transactional, relational, and ideological fulfillment with the respective outcome were freely estimated to a model in which the correlations of transactional, relational, or ideological fulfillment pairwise combinations were set to be equal with the respective outcome.
*p<.05.

TABLE 15
Summary of Results and Hypotheses Supported[a]

Hypothesis	Results	Supported?
Hypothesis 1a	Three-factor was best-fitting model	**Yes**
Hypothesis 1b	Three-factor was best-fitting model	**Yes**
Hypothesis 1c	Fulfillment model was better predictor	**Yes**
Hypothesis 2a	Transactional related to in-role	**Yes**
Hypothesis 2b	Transactional negatively related to OCB-I	No
Hypothesis 2c	Transactional negatively related to OCB-O	No
Hypothesis 2d	Transactional greater than others	**Yes**
Hypothesis 3a	Relational positively related to in-role	No
Hypothesis 3b	Relational positively related to OCB-I	**Yes**
Hypothesis 3c	Relational positively related to OCB-O	No
Hypothesis 3d	Relational not greater than others	No
Hypothesis 4a	Ideological positively related to in-role	**Yes**
Hypothesis 4b	Ideological positively related to OCB-I	No
Hypothesis 4c	Ideological positively related to OCB-O	No
Hypothesis 4d	Ideological not greater than others	No

CHAPTER VI

DISCUSSION, IMPLICATIONS, AND CONCLUSION

This study examined the role of the multidimensional psychological contract on employee behaviors with the purpose of developing and testing a measure of ideological obligations within the psychological contract. A major emphasis was also to explore the theoretical dimensionality of the perceived obligations and fulfillment of the multidimensional contract (i.e., transactional, relational, ideological contracts), and better understand their divergent effects on employee behavior. In this study, I proposed and empirically tested the proposition that in addition to self- and other-interested models of exchange (i.e., economic and socioemotional), covenantal exchange underlies the multidimensional contract framework, and that employment relationships may also be premised on ideological grounds. I sought to extend the explanation for understanding why employees seek to benefit certain entities, and suggested targeted behavior may be due to the component of the psychological contract that is operative between the employee and the organization. In particular, I sought to extend the work of Thompson and Bunderson (2003) by empirically examining the role of ideology in the employment relationship and explore how fulfillment of ideological contracts may predict certain outcomes. In general, the cross-sectional survey data from the four distinct samples provided support for the idea that transactional, relational, and ideological components of the psychological contract are distinct, and some preliminary support that components of the psychological contract are predictive of specific individual-level outcomes.

Several unique methodological approaches used in this study led to a better understanding of the separate effects for the mechanisms under investigation. First, new psychological contract measures tapping ideological obligations were developed and underwent preliminary validation using a multiple-organization, single sample approach. This contributes to the literature by providing a measure of ideological contracts that can be distinguished from contracts possessing more transactional and relational components. Second, I examined the empirical dimensionality of the multidimensional contract by assessing both the content inherent in the exchange relationship between employee and employer as well as the extent to which the obligations have been fulfilled. This fills a void in the literature by simultaneously considering the form of the psychological contract, and the extent to which the obligations of the form have been realized. Third, and in line with reasoning from social exchange theory, I proposed that individual employees perceiving different fulfilled obligations would seek to benefit those entities most salient to the benefits received through fulfilled obligations. I explored the relations among three different psychological contracts and employee behavior intended, or directed, at specifically benefiting the employee themselves (in-role behavior), others within the organization (OCB-I), or the overall organization as a whole (OCB-O).

I include a more fine-tuned approach to the propositions provided in this research and their empirical confirmation or rejection with implications for their meaning and future investigation below.

The Ideological Contract Instrument and the Multidimensional Contract

Distinguishing among the psychological contract types has become an area of increasing interest in recent years given that researchers recognize divergent effects stem from contracts based on distinct obligations (e.g., Dabos & Rousseau, 2004; Hui et al., 2004; Raja et al., 2004; Thompson & Bunderson, 2003). The findings in this study clearly indicate that employees are able to distinguish among the different types of obligations inherent in their relationships with the organization. Further, the distinctions were fairly definitive in terms of overall perceptions of what the organization owed employees and what the organization actually provided. Assessing both the form and the fulfillment of the contract allowed for an in-depth view of items that were designed to assess the ideological component of individuals' relations with their company. Indeed the results indicated that individuals were able to recognize and report an ideological component that extended beyond profitability and social rewards. Using the cause or set of enduring principles as a reference point, individual employees assessed their organization's dedication to the cause and the extent to which that cause had been benefited through considerations of (1) contributions to the cause, (2) involvement and advocacy for the cause, and (3) internal practices and policies furthering the cause.

The results of this study show that the ideological measure developed has discriminant validity in both form and fulfillment, and is positively related to a diverse set of outcomes. These outcomes included commonly researched variables in the organizational literature that are both relevant to the relationships proposed and to psychological contract theory in general. That is, researchers have previously included in-role and extra-role behaviors in examinations of psychological contract breach or fulfillment, but have not simultaneously considered their relations with multiple dimensions of the contract.

The results demonstrated independence of the psychological contract dimensions and a robust empirical examination of ideological contracts, thus adding to the explanatory power of employees' relations with their organizations using a psychological contracts perspective. Steps taken to ensure content and construct validity were described earlier. To summarize, high measure reliabilities and factor loadings in both exploratory and confirmatory analyses further indicated the appropriateness of item development and measure content validation and adaptation procedures undertaken with the administration of the instrument to the pre-test and actual employee samples.

Dimensions that generally characterize the psychological contract are duration, or the length of the relationship, and specificity of the requirements, which range from vaguely specified to well-specified. The measures of transactional and relational contract form in this study stem from Rousseau's (2000) psychological contract inventory (PCI), which incorporates both of these dimension characteristics in the items. As noted in the results section, some of the items from the PCI were confusing to respondents in pre-tests and, at times, failed to load significantly on their intended factors. I address some of the methodological limitations of the individual items and measures later. As noted previously, however, adaptations and the removal of problematic items yielded factor structures that were acceptable and interpretable for establishing empirically the dimensionality among psychological contract forms and fulfillment in this research. In general, transactional and relational contracts were distinguishable from one-another and ideological contract was clearly distinguishable from both transactional and relational contracts.

Psychological Contract Form

Support from the first set of analyses executed suggests distinctions do exist among the form of the obligations employees see between themselves and their employers. More specifically, it appears that my findings generally support the empirical distinctions between transactional and relational psychological contract forms as proposed in Rousseau's (2000) psychological contract inventory. Adding to the PCI, I also found strong support to suggest that ideological obligations form an important piece of the multidimensional contract that extends beyond the economic or socioemotional rewards exchanged between employee and employer. My findings question the assumption in some psychological contracts research that economic and socioemotional rewards are exchanged on two opposite ends of a continuum (Rousseau & McLean Parks, 1993). My study indicates that the constructs share conceptual space, and are not necessarily mutually exclusive in the employment relationship. This builds on Thompson and Bunderson's (2003) assertion that ideology can indeed form another part of a multidimensional contract and confirms that transactional, relational, and ideological contract forms are a related and overlapping set of obligations, but are empirically distinguishable.

Psychological Contract Fulfillment

With regard to fulfillment, I found strong evidence to suggest that employees tend to distinguish among the fulfillment of the organization's obligations that are perceived to be more economic and well-specified in nature versus those obligations that are more diffuse involving social and emotional rewards. Employees could clearly delineate the distinction among the fulfillment of the previous two contract forms and the fulfillment of ideological obligations. When asked whether the organization had provided more or less than it was obligated to provide, employees were largely consistent in their determinations of ideological inducements compared to transactional, and even relational ones. As predicted, the results indicate psychological contract fulfillment had an overall better fit with its intended factors than psychological contract form, highlighting the initial importance of promised inducements may not be as critical as the actual delivered inducements. This makes conceptual sense, and follows the logic of other literatures that indicate what is actually experienced on the job may be more important than what is perceived to be important in terms of preferences, expectations, or referent others (Irving & Meyer, 1994). It may also be the case that employees can simply distinguish among psychological contract forms better when considering how well the organization has fulfilled them. The implications of this effect for fulfillment, versus psychological contract form, is examined shortly. In sum, extending recent research that takes a multidimensional psychological contracts perspective (e.g., Dabos & Rousseau, 2004; Hui, Lee, & Rousseau, 2004), I found that ideological fulfillment adds unique variance, above and beyond existing fulfillment constructs, to the understanding of psychological contracts, and more particularly, how employees assess whether the organization has delivered on its promised inducements.

Psychological Contract Fulfillment as a Predictor of Employee Behavior

Using a multiple perspectives view of the psychological contract, this study provides evidence to support a perceived beneficiary view of targeted citizenship behavior. Employees' exchanges with leaders, co-workers, and the organization have distinct antecedents and consequences (Wayne et al., 1997), and exchange relationships with organizations and supervisors are differentially related to employee behaviors. Each of these relationships includes perceived obligations, and such obligations likely overlap with one another (Shore et al., 2004). Using fulfilled obligations of the psychological contract to simultaneously examine these relationships helped provide a way to uniquely determine the influence of multiple obligations to distinct organizational agents.

I suggested that in relation to the nature of the psychological contract, employees would consider whether they themselves, other individuals in the organization, and/or the organization would benefit, and engage in efforts to reward those respective entities accordingly (Maurer et al., 2002). Engagement in such behavior, I suggested, would stem, at least in part, from the form of psychological contract between employees and their employers. Therefore, I attempted to explore how psychological contracts between individuals and organizations may lead to a better understanding of why individuals exhibit effort on behalf of different constituencies within their organizations.

Psychological contract theory suggests it is the discrepancy between what one expects and what one actually receives that matters most (Rousseau, 1995). This discrepancy was measured and was found to have superior predictive validity for behavior beyond the mere perception of anticipated inducements alone. Employees appear to evaluate their actual fulfillment perceptions more saliently than what they initially perceived as employer obligations. Thus, it was expected that the organization's delivered inducements, assessed by what employees actually received, would be a stronger predictor of behavior than the mere perception that the organization was obligated to provide specific inducements.

It was important to verify that psychological contract fulfillment was a better predictor of behavior than perceived obligations alone (psychological contract form) before testing the formal study hypotheses that included the individual-level outcomes. Psychological contracts research generally considers either the obligations inherent in the psychological contract (psychological contract form) or the perceptions of deficiency or excess in the relationship, or the level of fulfillment. My analysis revealed that the influence of perceived future inducements (organizational obligations of the psychological contract) in the form of the psychological contract, did not have the same effects on behavior as fulfillment of those inducements (actual obligations fulfilled). This potentially novel finding supports the hypothesis presented and suggests fulfillment of obligations are indeed a stronger predictor of employee behavior than promised inducements. When considered more fully, this idea is relatively consistent with psychological contract theory in that the discrepancy between what one expects and what one actually receives matters most in predicting behavior. Research that examines other types of referents and employee work experiences (Irving et al., 1994) outside of the psychological contract realm also supports this notion. It appears, then, that the effects of perceived fulfillment on outcomes may be influenced more by what employees experience on the job than by any kind of over or underestimation of what the organization was obligated to do.

Psychological Contract Fulfillment on Individual-Level Outcomes

Although it was hypothesized that the effects of an employee’s perceptions of psychological contract fulfillment on employee behavior would vary according to the type of obligations, the findings suggest the fulfillment effects were even more complex in reality.

I found some evidence to suggest that an individual’s understanding of the exchange agreement, which is premised on economic, socioemotional, or covenantal agreements, may differentially affect employee behavior and the level of effort they will exert in performing their job (O'Reilly et al., 1986). However, the strength of the relationships between predictor and outcome variables, in some circumstances, varied from those relations proposed, suggesting the effect of fulfillment on outcomes becomes complex when considering a multiple contracts perspective. Notwithstanding, it appears that perceived obligations stemming from the espousal of a highly-valued cause may lay the foundation for unique types of stimulus to elicit positive employee contributions and behaviors.

First, my results show that transactional contract fulfillment was an important and significant predictor of individual-level behaviors when analyzed with structural equation modeling. Individuals with high transactional contracts are most likely to engage in in-role behavior, even eclipsing the effects of relational and ideological fulfillment, as hypothesized. Whereas, contrary to my expectations, transactional contract fulfillment was negatively related to employees' display of extra-role behaviors (i.e., OCB-I, OCB-O). Although differing from the hypotheses, the finding that transactional contract fulfillment is negatively related to OCB-I and OCB-O, when also taking into account the effects of the other fulfillment types, may actually make theoretical and empirical sense. When considering the full model, the coefficient for transactional fulfillment represents the effect of that unique part of psychological contract fulfillment that is distinguishable from the other two psychological contract variables. Perhaps this unique part reflects an attitude on the part of those high in transactional fulfillment that the relationship with the organization really is just quid-pro-quo, and thus these individuals are less likely to engage in OCB-O and OCB-I simply because their relationship with the organization is primarily self-interested and focused on the exchange of economic currency.

Delving into this finding further, work examining the relation between psychological contracts and extra-role or prosocial behaviors has shown that the effects of psychological contracts on behavior are complex. Most studies have been largely inconclusive as to the relationship between transactional contracts and outcomes, with some studies showing negative effects (Robinson et al., 1994) and others showing positive relations (Hui, et al., 2004). Interestingly, studies where the relationship between transactional contracts and citizenship behavior has been positive have generally utilized international samples (e.g., Hui et al., 2004; Rousseau, 2000; Van

Dyne & Ang, 1998). Positive relations between transactional contracts and discretionary outcomes in these studies, sometimes resulting in outcomes contrary to hypotheses, have led some scholars to suggest that employees in countries outside of the U.S. may be motivated to gain the employer's goodwill and expand future employment options because alternative employment relationships may be limited (Hui et al., 2004; Van Dyne et al., 1998). Thus, a likely and important interpretation for the negative effects found between transactional fulfillment and OCB, then, is that U.S. employees, given their greater employment options, may be less concerned about creating or maintaining favorable impressions with employers through the expression of extra-role behaviors. These employees may more likely be concerned about merely completing those duties that ensure economic benefits and little more. This finding similarly falls in line with early social exchange theory that emphasizes the tit-for-tat obligations in the employment relationship (e.g., Blau, 1964), rather than supporting the notion that employees will over-exert in their efforts to reciprocate.

That relational contract fulfillment is positively related to in-role, OCB-I, and OCB-O is consistent with the theoretical reasoning presented in this study and implies that socioemotional exchange is an important component of employees' perceived obligations. But the finding that these relations were not significantly greater than the combined effects of transactional, relational, and ideological contract fulfillment together is curious. The structural models that predicted relational fulfillment would have divergent effects on the proposed outcomes were no better fitting than the model that included all three fulfillment types. Without a model that differs significantly from the freely-estimated, it becomes difficult to interpret the standardized coefficients differentiating paths from predictors to outcomes in Table 12.

In considering alternative explanations for the findings, it appears that the distinction between transactional and relational fulfillment, although separable, may become quite complex when considered simultaneously with targeted outcomes. That is, given the conceptual overlap of the constructs, elucidating unique effects from each fulfillment type on a specific type of helping behavior may be somewhat problematic when both are considered simultaneously. Previous research supports this notion, at times providing unclear conclusions when both transactional and relational contracts are proposed to affect behavior. For example, Turnley et al. (2003) found that fulfillment of the psychological contract is positively associated with citizenship behavior directed at the organization. However, they did not break apart transactional from relational components in assessing fulfillment, and thus it is difficult to determine whether the pay (transactional) or supportive relationships (relational) were operative in the positive relations with OCB. Hui et al., (2004) found a positive association between relational contracts and components of citizenship behavior; however, the relation was mediated by the effect of instrumentality, or the belief that such behavior would generate positive regard from the employer. Thus, blurring of transactional and relational obligations may become important to psychological contract fulfillment when considering their effects on specific outcomes. Further, fulfillment of socioemotional obligations on subsequent behavior is contingent on specific motivators, such as a belief that reciprocating those behaviors will result in particular outcomes. Although previous research has explored mediating forces that underlie the relation between psychological contracts and outcomes (e.g., Hui, et al., 2004), such influences are not fully considered here. However, future research would benefit from an examination of the mediating effects between fulfillment types and individual and organizational-level outcomes.

Considering the first alternative explanation, recall that Rousseau's earlier conceptualizations of psychological contracts include the distinction of transactional and relational components as existing on a continuum (Rousseau et al., 1992). Some of the measurement problems inherent in the inability to accurately distinguish differences among psychological contract fulfillment types and outcomes stems from the possibility that the contract terms in Rousseau's measure do not exist in exclusivity when breaking down similar behavioral outcomes. Employees may interpret identical exchanges (e.g., pay for performance) in quite different ways. Foa and Foa (1975) and Blau (1964) suggest that it is the individual's interpretation of the meaning of an exchange that defines the nature of the exchange relationship. Thus, depending on the individual's understanding of the exchange agreement, the transactional or a relational contract could be predictive of any combination of individual-level outcomes. Rousseau and Tijoriwala (1998) explained the variability in these relationships can also be affected by variations in organizational practices. For example, many contract workers expect high pay for working hard, especially since they forego many of the perquisites that are associated with permanent employment. Such employees are likely to view transactional contract fulfillment as most critical (Rousseau, 1995) but may attempt to engage in OCB with the aspiration to join the company or receive a positive recommendation for future contract work. On the other hand, many organizations reward permanent employees who work hard on behalf of the organization with high pay, signifying to the employee the fulfillment of a relational agreement. Given a high pay structure and the permanency of the job, however, such fulfillment may simply be reciprocated through the enactment of required task behaviors. And yet the two groups of employees (contract and permanent) may well view themselves as having different types of exchange agreements, even though their agreements may contain some of the same terms, and their behaviors to reciprocate a “perceived beneficiary” may vary.

Another explanation concerns the fact that psychological contract constructs have differential effects on substantive categories of OCB. Consistent with Williams and Anderson (1991), and more recent research (e.g., Lee et al., 2002; Turnley et al., 2003), I measured OCB making the distinction among behavior directed at different organizational foci. This distinction does not necessarily indicate divergent opinions regarding how extra-role behavior is defined in the organization, but rather involves the focus of a perceived beneficiary of the attempted behavior. Research has found that the OCB construct is multidimensional itself, with some research suggesting nearly thirty different dimensions for these types of citizenship behavior (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). With high conceptual overlap among citizenship-type conceptualizations and dimensions, some dimensions of OCB are not necessarily influenced by one’s exchange relationship with an employer Van Dyne et al., (1994). Further, as suggested in Coyle-Shapiro (2002), citizenship behaviors may be the first to be eliminated by employees based on the type of treatment of benefits received, particularly given that withdrawing extra-role behaviors carries fewer negative responses than decreasing in-role performance (Turnley & Feldman, 2000). Given that the exchange of socioemotional rewards is in-and-of itself rewarding, but reciprocated at times with the allocation of more personal resources, efforts to conscientiously complete in-role behaviors or extend to extra-role behaviors may be somewhat more limited.

In short, due to the large variation in organizational practices among the four different samples used in this study, together with the possibility for some other influential construct that was not included in the analysis, the results concerning relational contract fulfillment are somewhat inconclusive. Other studies adopting the psychological contract have, at times, found similar results (e.g., Cavanaugh et al., 1999). However, given evidence in other studies for the positive effects of social exchange relations between individuals (McNeely et al., 1994; Settoon et al., 1996) and their effects on behavior, future research should explore this relation further. Perhaps future research may benefit by further breaking down the dimensions of OCB, or extending the types of proactive and discretionary behaviors related to relational models of exchange.

Finally, I found support for the idea that fulfillment of ideological obligations within the employment exchange has important effects, above and beyond those exerted by relational and transactional fulfillment, on employee behavior. Results indicated that employees engaged in different behaviors based on the perception that the organization had provided more than it was obligated to provide from an ideological perspective. In particular, high ideological fulfillment has the strongest effect on in-role behavior, suggesting that employees who perceive the ideology as an important part of their relationship with the organization pay particular attention to fulfilling duties required of their jobs. These are important findings for several reasons. First, these results validate the general idea that ideological contract fulfillment is an important consideration for people, and indeed impacts the behavior of individuals at work. Empirical research considering this kind of second-order relationship between individuals and their organizations based on a specific, non-financial cause is particularly important given that such examinations are virtually non-existent in the literature. These findings contribute to a greater understanding of what motivates employees at work. Second, the finding that ideology influences behavior confirms and extends existing evidence from other literatures that individual and organizational values, and in particular those directed at benefiting specific principles, are important drivers of beneficial behavior (Chatman, 1991; O'Reilly et al., 1986). This helps substantiate research that includes how individuals derive meaning from benefiting a larger entity in which they believe and crafting work that is personally meaningful (Wrzesniewski et al., 2001).

Curiously, the strength of the ideological fulfillment – in-role relationship was stronger than either of the other two relations (i.e., ideological fulfillment with OCB-I or OCB-O). It appears, at least in these samples, that ideology, while exerting important effects on extra-role behaviors, is more important to the in-role components of the job. Further, the standardized coefficient for ideological fulfillment on in-role behavior had the greatest positive relationship of any path explored in the model. In other words, the relative relationship of ideological fulfillment to in-role behavior was greater in absolute magnitude than the relation between either of the other predictor variables on their respective outcomes. This finding is unique in the context considering the perceived beneficiary approach (Maurer, et al., 2002). According to social exchange (Blau, 1964) those driven by ideological rewards would be those most likely to engage in discretionary behaviors toward benefiting the organization, assuming they believe in the cause and its fulfillment on the side of the organization. Blau (1964) suggested the ideological rewards are rewarding for their own intrinsic value, and thus, led me to hypothesize that such individuals would seek to extend such intrinsic value by potentially benefiting the organization through behaviors that extend beyond in-role behaviors. This is not to say that ideological fulfillment is unrelated or negatively related with citizenship behaviors. Indeed, the relationship between ideological fulfillment and the OCB outcomes was positive. Rather, the results suggest an alternative dynamic may be operative here. One likely possibility when entertaining alternative explanations concerns the breadth that employees define to their roles.

Morrison (1994) highlighted how the boundaries between in-role and extra-role can become blurred in some scenarios. She found that employees who had higher affective commitment to their organizations defined their job definitions more broadly, or defined behavior generally seen as OCB as part of their job. In the context of a multidimensional psychological contract, individuals in circumstances characterized by covenantal exchange will generally form an ideological contract, the formation of which may also affect individuals' (as well as their supervisors) perceptions of what is in-role versus extra-role behavior.

Psychological contracts based on ideology are unique in terms of reciprocity toward cause-directed motives toward ideological ends. OCB is a function of how employees define their job responsibilities (Morrison, 1994). Thus, individuals who base their psychological contracts on ideological terms are likely to perceive their contributions as more intrinsically rewarding, and benefiting the ideals espoused by both the employee and employer. In such situations, individuals likely define their roles more broadly because the organization represents the means through which ideological ends may be met. For example, an environmental activist is likely to perceive a high ideology-infused contract with an organization that promotes nature preservation and advocacy as an ancillary part of its strategic objectives. This employee would likely perform with exactitude those tasks required to uphold and advance the organization's conservation and recycling efforts; which concerted efforts, in the case of this firm, not only promote environmental welfare, but also effective organizational functioning. The employee is likely to broadly define his/her job responsibilities and scope, conscientiously engaging in behavior required of the job with less regard for self interest. Yet the employee likely sees the behavior as merely extending his/her internal dedication to the cause through an organization that enables the fulfillment of such desires.

This is consistent with Graham and Organ's (1993) conceptualization of a "covenantal organization" in which the promotion of the realization of transcendent values entails contributions by employees, even to the point where distinctions between in-role and extra-role behaviors become blurred. Thus, in ideology-infused contracts marked by a covenantal relationship between employee and employer to uphold highly-esteemed ideals, employees may pay special attention to engaging in functional behaviors, knowing that performing such behaviors benefits the effective functioning of the organization. In essence, then, engaging in extra-role behaviors extending beyond task requirements may be secondary to fulfilling those behaviors most critical to ensuring organizational effectiveness.

Supporting this view, post-hoc correlation analyses showed that ideological fulfillment had the strongest significant relationship with organizational identification, affective commitment, job satisfaction, intentions to remain with the organization, and societal citizenship behaviors (an indicator of the organization's dedication to promoting social or societal benefits that extend beyond profitability). In short, the effect of ideological fulfillment on unique outcomes is undoubtedly complex, but consistent with Thompson and Bunderson's (2003) assertions that "the espousal of a cause" and more specifically, the fulfillment of those espoused obligations, "can represent a distinct inducement to elicit employee contributions and commitment." The distinction among those inducements provided by the employee, however, may be difficult to disentangle.

Managerial Implications

The results suggest that the psychological contract is a valuable predictor of key outcomes for organizations. While establishing specific obligations is important for employment relationships, our results indicate that fulfillment of certain obligations is very important. In fact, I would argue that the perceptions of fulfillment employees develop at work may have more influence on their behavior than many other work-related motivators. Further, results suggest that the development of a mission that employees can easily recognize is critical to fulfillment of ideological obligations.

There are many important and interesting managerial implications of this research. First, consistent with Thompson and Bunderson (2003), it appears that employees actively consider multiple theoretical obligations in the psychological contract by evaluating not only the transactional and relational components of their exchange with the organization, but also how fully the organization fulfills its ideological obligations. This suggests that managers and supervisors should be cautious about the kinds of promises that are made, explicitly or implicitly, during interactions with employees. When fulfilled, obligations perceived by employees can be an effective tool for eliciting important behaviors. In particular, managers should recognize that employees see multiple obligations in their employment relationship, and expectations for their fulfillment are critical to effective employee functioning. More importantly, if promised inducements are not delivered by the organization, perceptions of breach and the undermining of trust that is central to the facilitation and development of effective exchange relationships may occur.

Another point concerns whether employees view obligations as fulfilled to themselves or to the organization when considering ideology. That is, in transactional and relational contracts, employees can clearly distinguish themselves as the perceived recipients of fulfilled obligations given that each individual employee is receiving a certain amount of pay, scheduling, benefits, social support, concern for welfare, steady employment, etc. However, when ideology is on the table, the employee per se is not the beneficiary of the fulfilled obligations. Rather, the employee makes an evaluation as to whether the organization has provided more or less than it promised in terms of contributions to a specific cause (but not me personally). This raises an interesting and compelling issue with regard to the effects for ideological contracts. Given that ideology had significant effects on outcome behaviors, might it be possible that the effects would have differed if employees were evaluating whether the organization has fulfilled specific ideological obligations to the employee him or herself. Managers should assume that, when ideology is on the table, reactions to fulfillment or breach may be particularly heightened (Thompson & Bunderson, 2003). Managers would do well to assume that fulfillment of inducements toward the cause can also be interpreted as inducements to the individual employee. Fulfillment of ideological obligations, consequently, may be as important, or more important in some cases, as fulfillment of promised transactional and relational inducements.

One other important implication for management concerns the distinction among the four different types of companies with regard to ideology. More specifically, when post hoc regression analyses were run breaking the sample by firm, the results varied somewhat, as would be expected. Interestingly however, the firms with the strongest espoused ideology (as indicated by four items assessing ideology, or societal citizenship, in general—i.e., this company is dedicated to promoting a social benefit that goes beyond profitability, this organization cares about doing good in society, not only doing well financially, this organization has a principled (moral) conscience, and working for this organization allows me to contribute to something important), were not necessarily those with the strongest fulfillment of ideological obligations. It appears that there may be some substitutive effect for ideological fulfillment when the firm has a lower espoused ideology.

When ideology in the firm is high, it may be more important for the firm to fulfill its ideological obligations given that such expectations for fulfillment exist. Conversely, in firms where ideological fulfillment was higher (and where ideology strength was lower), expectations for fulfilling ideological obligations were inherently reduced. What might be termed, "organizational ideological citizenship behaviors," or organizational efforts to actively benefit the specific cause in question, may influence the perception of ideological fulfillment, and perhaps, the employees' decision to engage in ideologically-promotive behavior. In such a situation, respondents would have answered the question about accurately describing what they actually receive from the organization and the indicators for ideology as "receive much more than my organization is obligated to provide." Logically, if the employee felt that the organization had little obligation to provide ideological benefits to employees and the organization, any sense of ideological rewards could be interpreted as being "more" than the employee expected to receive. Previous research has begun to examine these relations, unfortunately however much of the measurement has involved the assessment of algebraic difference scores to determine these discrepancies describing breach and fulfillment (Coyle-Shapiro et al., 2000; Porter et al., 1998; Robinson, 1996). Lambert, Edwards, and Cable (2003: 896) note that even the method of asking employees to report the extent to which delivered obligations exceed or fall short of promised amounts may have some methodological limitations due to the “directional comparison between delivered and promised inducements.”

Future research should incorporate measurement evaluating the amount of obligations provided and the amounts received and evaluate the discrepancy using a non-difference scores approach. Consistent with Lambert (Lambert et al., 2003) an approach evaluating breach and fulfillment on two distinct continua would be beneficial. Work extending the relative effects of promised inducements with received inducements using polynomial regression and response surface methodology (Edwards & Parry, 1993) would be particularly helpful.

Additional insight can be gained from post-hoc analyses that included the effect of psychological contract fulfillment and employee attitudes such as affective commitment, identification, satisfaction, and intentions to leave. First, it appears that in order to elicit psychological attachment from employees who highly identify with the firm, the company should make their intentions known up front, and then follow through, particularly on those obligations that are most important to employees. Contrary to popular wisdom, the findings here suggest fulfillment of transactional obligations may not have as significant an impact on employee attitudes and behavior as fulfillment of relational and ideological obligations. Considering that many discretionary behaviors are required for the effective functioning of the organization, firms would do well to pay particular attention to the less-tangible obligations between themselves and their employees. The fulfillment of these obligations means employees will be more satisfied and remain loyal to the organization. The breach of these obligations might induce negative emotional reactions leading to dissatisfaction, lack of motivation, and, ultimately, intentions to leave the organization.

Post-hoc analyses also suggested that to elicit effective behaviors from employees, organizations should encourage a culture of balanced contracts. I found that all three forms of the psychological contract and their subsequent fulfillment impact employee attitudes and behaviors. When considering the effects of fulfillment on specific attitudes, the relative strength of one contract type over another, at times, was minimal, suggesting that many employees may equally evaluate the firms fulfillment (or lack thereof) of its obligations and determine to reciprocate accordingly. Organizations also should recognize that many employees seek out employment with specific companies based on what they represent. With myriad opportunities in the job market, well qualified employees may often look beyond tangible benefits offered by firms. A firm’s commitment to an ideology, cause, or set of enduring principles may be a stronger predictor of intentions to join the organization. Organizations in these cases should fulfill their obligations to employees as well as any intended beneficiaries of the ideology (e.g., the environment, the local community, a group of clients or constituents, etc.). Further, given that managers are often the primary means by which the firm communicates its obligations, firms would do well to educate and ensure employee supervisors are aware of the obligations and how they are being fulfilled. Post hoc analyses showed a significant discrepancy between manager and employee perceptions of the same behaviors. That is, when employees rated themselves on specific behaviors, and their immediate supervisors also rated them on those behaviors, major gaps emerged. As would be expected, employees' ratings of reported behaviors were significantly higher than managers' reported ratings. Further, discrepancies between managers' perceptions of required behaviors and perceptions of their immediate subordinates, suggests employees define their jobs less broadly. Organizations should ensure that employees are well aware of the behaviors required for the job, which may include behaviors on which employees are assessed during formal performance reviews.

In sum, the importance of psychological contract fulfillment and the notion of ideological fulfillment in organizations help enhance and sustain employee proactivity in the organization. Such proactivity in the form of in-role and citizenship behaviors is necessary for the effective functioning of today's organizations. Better understanding of the psychological contract, and employment exchange more generally, will improve managers' understanding of the processes and practices that may help organizations realize their human capital potential.

Study Limitations and Additional Directions for Future Research

The contributions of this research should be viewed in light of several limitations. First, it is important to highlight here the inherent difficulty in measuring an ideology, or mindset of attachment to a set of ideals, when individuals' conceptualizations of those ideals may be vastly different. Multiple attempts to accurately measure such ideals revealed inconsistencies that were modified before administration of the survey instrument. These modifications, I suggested, have been important to ensure a high level of measure validity. However, I recognize that the scale developed herein has not been submitted to a complete scale validation process involving confirmatory factor analyses with fully separate samples. It could be argued, and the results are consistent with this assertion, that the four different company contexts in which data were gathered provided sufficient evidence of scale validation. However, limitations in sample size by any one of the four companies precludes a thorough multi-sample examination stringent enough to allow for true multi-sample cross validation. Larger samples generating greater statistical conclusion validity will be required to further establish the validity of the ideological measure developed herein. Future research utilizing the ideological contract form and fulfillment scales in this research will undoubtedly aid in refining these measures.

The exchange of particular currencies in the employment exchange is a complex phenomenon that involves time specific relevance and thus is subject to variation and modification as the exchange relationship evolves. The nature of the resources involved in the exchange and the context in which rewards are being reciprocated suggests focusing on multiple transactions among parties would be particularly important. This particular study does not include a longitudinal assessment of recurring practices in organizations where exchanges of promise that occur over time are the norm. Data for this study were gathered at one point in time, so no inferences of causality can be conclusively established, nor can I discount the possibility of reverse causality. For example, although I proposed that fulfillment of the psychological contract predicts certain types of behavior, this study does not exclude the possibility when individuals engage in organizational citizenship behaviors, for example, they see their psychological contract as being or becoming fulfilled. In addition, it is possible that responding members of the different organizations surveyed feel under-fulfilled in their perceptions of the firms' obligations. Previous research has noted a causal effect deriving from the psychological contract leading to specific behaviors (e.g., Coyle-Shapiro, 2002), supporting the causal directionality proposed in this study. Nonetheless, future research should incorporate a longitudinal design, cross-validation of the findings, and additional sources of data which would enable a greater understanding of the causality of the specific hypothesized relationships.

Future research may build on longitudinal assessments of past research (e.g., Robinson et al., 1994; Robinson et al., 1995) and determine how ideology plays into an evolving psychological contract. Understanding how reciprocity evolves over time is especially salient, particularly in current dynamic organizational contexts characterized by unsettled employee attachments and waning loyalties. Building on this idea, it might be particularly important to better understand how ideology operates in motivating and influencing employees apart and irrespective of the organizational relationship. That is, how does commitment to a cause as an internal individual philosophy affect what people do beyond behaviors targeted toward some organizationally-relevant entity? Since ideologies obviously exist detached from organizational settings, how do employees fulfillment of their obligations toward the ideology, rather than the company per se, affect their work decisions?

Studies examining job attitudes such as commitment may be helpful in this regard. For instance, recent applications of Meyer and Allen's (1991) three-component conceptualization of affective, normative, and continuance commitment have been extended to include commitment to an organizational change (Herscovitch & Meyer, 2002) and to an individuals' occupation (Irving, Coleman, & Cooper, 1997). Research considering, for example, affective, normative, and continuance commitment to an ideology, respective or irrespective of the organization, would help elucidate the relations and distinctions among existing attachment constructs and ideology. Considering ideology both relative to, and separate from, the organization has important implications for today's organizational relationships that focus less on internalized attachment, and more on the flexibility and idiosyncratic relationships of individual employees with their organizations (Rousseau, Ho, & Greenberg, in press).

Information gathered from employees regarding their relationship with the organization and the extent to which the organization fulfilled its obligations relative to what it had promised to do was self-report in nature. Thus, another limitation is that data collected in this study may be subject to the problems of common method bias. However, I have taken several actions during data collection to improve reliability and validity of the data. I reduced the potential for common method problems by employing previously validated measures (Spector, 1987). Further, I guaranteed confidentiality and used responses for research purposes in the data collection efforts to improve the validity and accuracy of the data. Finally, the outcomes or the enactment of specific behaviors were assessed by the immediate supervisor of the employee. This supervisor assessment provides an assessment of employee behaviors without considering self-reported behavioral measures that may be tainted with the biases of individual employees' personal opinions.

Another potential limitation involves the measurement used in this study. I made concerted attempts to use existing scales, modifying and developing items only when necessary. Given that multiple measurement strategies exist for assessing psychological contracts, however, it may be possible that the measures used were inappropriate and should have been adapted further. Some research, for instance, has noted the inherent ambiguity and difficulty in assessing the distinction between relational and transactional components (Shore & Barksdale, 1998). Part of the measurement problem may stem from the idea that the psychological contract is idiosyncratic in nature, yet has often been measured as if constant across employees. Thus, examining the form of the psychological contract may become problematic as content measures that are useful across a variety of employment settings may be difficult to develop. Examining the psychological contract necessarily involves assessing the various types of unique expectations held by employees regarding their reciprocal obligations and entitlements. Some researchers have suggested psychological contract measurement adaptation using individual items to assess the specific obligations unique to the organization (Porter et al., 1998). In other words, given the idiosyncratic nature of the obligations between employees and their respective organizations, using a generalized measure of psychological contract form and fulfillment may obscure important relations that are idiosyncratic to the organization.

Further, some research has noted that items within some measures of psychological contract, such as Rousseau’s transactional and relational contract measures, inadequately assess the actual employment exchanges since employee obligations and employer obligations are measured separately (Shore et al., 2004). For example, Rousseau's (1990) measure of the psychological contract asks an employee for perceptions of the organization's obligations to him or her (e.g., promotion, high pay) as well as his or her own obligations to the organization (e.g., working overtime, loyalty). The individual items in Rousseau's (1990) measure (and other related measures) do not reflect the nature of the exchange relationship between employee and employer. Employees are asked how obligated the employer is to give them certain terms of employment (e.g., promotion, high pay, long-term job security) and how obligated they are to give the employer pro-organizational attitudes and behavior (e.g., loyalty, working extra hours). While examining these contract terms separately (i.e., employee obligations separately from employer obligations) is quite valuable, an underlying element of the theory of exchange is missing (Shore et al., 2004). Only by linking separate items (i.e., an employee obligation with an employer obligation), can exchange be assessed. Dabos and Rousseau (2004) overcame some of these limitations by considering mutuality and reciprocity in the contract, and considered the exchange relation through the simultaneous consideration of both employee and employer obligations. Future studies would do well to consider these perspectives, incorporating the exchange relationship, and focusing on the "what" of the exchange. As suggested by McLean Parks (McLean Parks, 1997), whether or not what is received is commensurate with what was promised introduces implications for perceived fairness, compliance, beneficence, and retribution. Considering the equivalence of the exchange is likely judged differently depending on which form is used in the exchange. These issues have not been fully included in current models of exchange, and thus may provide useful areas for future psychological contracts research.

Conclusion

Building on prior empirical and theoretical research, this study contributes to our understanding of the psychological contract framework and the importance of multiple obligations between employees and their employers. The preliminary development of a valid measure of ideological contracts provides a foundation for additional studies assessing the role of ideology in the employment relationship. Data from this study also provide the first empirical examination of how the espousal of a cause impacts employee behavior and how the fulfillment of perceived obligations affects employees' desire and willingness to benefit specific organizational entities. Notwithstanding the limitations, this research represents a novel approach to better illuminating the employee-organization relationship and provides a base upon which future studies examining the multidimensional contract can build.

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APPENDIX A

EXAMPLE SURVEY INSTRUMENT FOR EMPLOYEES

Dear Chaco employee,

In lieu of Chaco's annual employee survey, Chaco has agreed to participate in an important research project sponsored by Mays Business School at Texas A&M University. We request your individual assistance in this study by completing the attached survey. The purpose of the survey is to find out about interaction patterns of employees in the organization and about the perceived obligations that exist between you and Chaco. In addition, this is a chance for you to confidentially provide information about your relationship with Chaco. The survey should take about 20 minutes to complete. This research has been reviewed by the Institutional Review Board-Human Subjects in Research, Texas A&M University. As such, we are required to note that the risks associated with this study are minimal and there are no personal benefits (i.e., compensation) from participation in this study. The survey is entirely voluntary; there will be no penalty if you choose not to participate. However, it is critical for the success of the study that we receive a high response rate, so we would greatly appreciate your participation!

Your responses to this survey will be kept completely confidential. We will **never identify you as a participant in this study**, nor will we share your individual responses with anyone inside or outside of Chaco. When you have completed the survey, please enclose it, along with this signed consent form, in the provided pre-paid envelope. You may then drop the envelope into any U.S. Postal Service mail drop within the next 10 days. After the surveys are returned to the primary researchers, they will be stored in a secure place. We will make available to your company management team an executive summary of the findings and implications after the data are processed and analyzed. The report will **not** include any information that will allow anyone to identify any individual responses. After that, the hard copies of the data will be shredded and recycled.

You many contact either one of the researchers with questions you may have about this study. For questions regarding subjects' rights you can contact the Institutional Review Board through Dr. Michael W. Buckley, Director of Research Compliance, Office of Vice President for Research at (979)845-8585 or mwbuckley@tamu.edu.

I have been given the opportunity to keep a copy of this consent document for my records. By signing this document I consent to participate in the study.

____
Print Name

______________________________ ____________
Signature *Date*

Thank you!

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MAYS
BUSINESS SCHOOL
AT TEXAS A&M UNIVERSITY

Instructions:

Please **circle** (with pen or pencil) directly on this form, the number that best represents your agreement with the statement(s) provided. You will be asked to indicate your level of agreement or to determine which statement most accurately describes your perceptions. Multiple options will be provided from which you should choose only one (1) answer. Be sure to read the introduction to each new section to ensure you interpret and answer the questions correctly. A sample question is provided below:

EXAMPLE:

To what extent do you agree with the following statement:

	NOT AT ALL	TO A LIMITED EXTENT	TO SOME EXTENT	TO A CONSIDERABLE EXTENT	TO A GREAT EXTENT
a. Chaco makes the world's greatest sandals..........................	1	2	3	4	5

The questionnaire begins on the next page. Thank you!

Part 1: The obligations between you and Chaco

To what extent do you agree with the following statements:

I feel Chaco is obligated to. . .

Scale: 1 = NOT AT ALL; 2 = TO A LIMITED EXTENT; 3 = TO SOME EXTENT; 4 = TO A CONSIDERABLE EXTENT; 5 = TO A GREAT EXTENT

	Item	1	2	3	4	5
a.	provide a job with specific well-defined responsibilities	1	2	3	4	5
b.	provide a job for a specified time period	1	2	3	4	5
c.	require me to do the duties I was hired to perform	1	2	3	4	5
d.	provide a well-defined set of working hours	1	2	3	4	5
e.	pay me for the specific duties I perform	1	2	3	4	5
f.	train me for my specific job duties	1	2	3	4	5
g.	show concern about my short and long term well-being	1	2	3	4	5
h.	make decisions with my interests in mind	1	2	3	4	5
i.	show concern for my personal welfare	1	2	3	4	5
j.	provide a workplace where I feel I belong	1	2	3	4	5
k.	value me as an individual	1	2	3	4	5
l.	provide steady employment	1	2	3	4	5
m.	support me in meeting my higher goals	1	2	3	4	5
n.	provide contacts who will help me grow professionally	1	2	3	4	5
o.	help me respond to greater challenges	1	2	3	4	5
p.	provide opportunities for career development	1	2	3	4	5

As a Chaco employee, I feel obligated to . .

Scale: 1 = NOT AT ALL; 2 = TO A LIMITED EXTENT; 3 = TO SOME EXTENT; 4 = TO A CONSIDERABLE EXTENT; 5 = TO A GREAT EXTENT

	Item	1	2	3	4	5
a.	perform a job with specific well-defined responsibilities	1	2	3	4	5
b.	work with Chaco for a specified time period	1	2	3	4	5
c.	fulfill the job duties I was hired to perform	1	2	3	4	5
d.	work for a well-defined set of hours	1	2	3	4	5
e.	perform specific activities for which I am compensated	1	2	3	4	5
f.	become proficient in my specific job duties	1	2	3	4	5
g.	become part of the Chaco team	1	2	3	4	5
h.	be loyal to Chaco	1	2	3	4	5
i.	be a good example to other employees	1	2	3	4	5
j.	show concern for the long-term well-being of the company	1	2	3	4	5
k.	be a good representative of Chaco to outsiders	1	2	3	4	5
l.	be a steady employee, without looking for another job	1	2	3	4	5
m.	actively seek opportunities for training and development	1	2	3	4	5
n.	seek out contacts who will help me grow professionally	1	2	3	4	5
o.	accept increasingly challenging performance standards	1	2	3	4	5
p.	build skills that increase my value at Chaco	1	2	3	4	5

PART 2: CHACO'S IDEOLOGICAL OBLIGATIONS

Many organizations today adopt a mission or set of enduring principles that they believe benefit society, beyond striving for successful financial performance.

1. To what extent do you believe that your organization possesses a mission, cause, or set of enduring principles that extend beyond financial objectives? (circle one)

Not at all	To a limited extent	To some extent	To a considerable extent	To a great extent
1	2	3	4	5

2. In a few words, describe your organization's cause, mission, or set of enduring principles:

____

I feel <u>Chaco</u> is obligated to . . .

	NOT AT ALL	TO A LIMITED EXTENT	TO SOME EXTENT	TO A CONSIDERABLE EXTENT	TO A GREAT EXTENT
a. contribute to the stated cause	1	2	3	4	5
b. commit resources toward advancing the stated cause..........	1	2	3	4	5
c. stand behind our corporate ideology, even if it requires a financial sacrifice	1	2	3	4	5
d. provide opportunities for involvement in our cause.............	1	2	3	4	5
e. encourage employee involvement in the cause.............	1	2	3	4	5
f. act as a public advocate of the espoused cause	1	2	3	4	5
g. be dedicated to Chaco's mission..	1	2	3	4	5
h. maintain company culture that promotes our corporate principles	1	2	3	4	5
i. create internal practices and policies that advance Chaco's ideals	1	2	3	4	5

I feel I am obligated to . . .

	NOT AT ALL	TO A LIMITED EXTENT	TO SOME EXTENT	TO A CONSIDERABLE EXTENT	TO A GREAT EXTENT
a. contribute to the stated cause......	1	2	3	4	5
b. commit resources toward advancing the stated cause	1	2	3	4	5
c. stand behind our corporate ideology, even if it requires a personal sacrifice	1	2	3	4	5
d. support opportunities for involvement in our cause	1	2	3	4	5
e. encourage employee involvement in the cause.............	1	2	3	4	5
f. act as a public advocate of the espoused cause..........................	1	2	3	4	5
g. be dedicated to Chaco's mission .	1	2	3	4	5
h. help maintain company culture that promotes our corporate principles	1	2	3	4	5
i. help facilitate internal practices and policies that advance Chaco's ideals.............................	1	2	3	4	5

PART 3: FEELINGS ABOUT CHACO

To what extent do you agree or disagree with the following statements:

		VERY STRONGLY DISAGREE	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	VERY STRONGLY AGI
a.	I enjoy discussing Chaco with people outside the organization	1	2	3	4	5	6	
b.	I really feel as if Chaco's problems are my own	1	2	3	4	5	6	
c.	I think I could as easily become attached to another organization as Chaco	1	2	3	4	5	6	
d.	I feel like "part of the family" at Chaco	1	2	3	4	5	6	
e.	I feel "emotionally attached" to Chaco	1	2	3	4	5	6	
f.	Chaco has a great deal of personal meaning for me	1	2	3	4	5	6	
g.	I feel a strong sense of belonging to Chaco	1	2	3	4	5	6	
h.	When someone criticizes Chaco, it feels like a personal insult	1	2	3	4	5	6	
i.	I am very interested in what others think about Chaco	1	2	3	4	5	6	
j.	When I talk about Chaco to others, I usually say "we" rather than "they"	1	2	3	4	5	6	
k.	Chaco's successes are my successes	1	2	3	4	5	6	
l.	When someone praises Chaco, it feels like a personal compliment	1	2	3	4	5	6	
m.	If a story in a local newspaper criticized Chaco, I would feel embarrassed	1	2	3	4	5	6	
n.	I am very interested in what others think about Chaco	1	2	3	4	5	6	
o.	Generally speaking, I am very satisfied with this job	1	2	3	4	5	6	
p.	I am generally satisfied with the kind of work I do in this job	1	2	3	4	5	6	
q.	I am satisfied with the nature of the work I perform	1	2	3	4	5	6	
r.	I am satisfied with the person who supervises me	1	2	3	4	5	6	
s.	I am satisfied with my relations with others in the organization with whom I work	1	2	3	4	5	6	
t.	I am satisfied with the pay I receive for this job	1	2	3	4	5	6	
u.	I am satisfied about the opportunities that exist at Chaco for promotion/advancement	1	2	3	4	5	6	
v.	I am not considering looking for a job with another employer	1	2	3	4	5	6	
w.	Chaco is dedicated to promoting a social benefit that goes beyond profitability	1	2	3	4	5	6	
x.	Chaco cares about doing good in society, not only doing well financially	1	2	3	4	5	6	
y.	Chaco has a principled (moral) conscience	1	2	3	4	5	6	
z.	Working for Chaco allows me to contribute to something important	1	2	3	4	5	6	

PART 4: CHACO'S FULFILLMENT OF OBLIGATIONS

Please mark the statement that most accurately describes what you <u>actually receive</u> from Chaco:

	RECEIVE MUCH LESS THAN CHACO IS OBLIGATED TO PROVIDE	RECEIVE SOMEWHAT LESS THAN CHACO IS OBLIGATED TO PROVIDE	RECEIVE WHAT CHACO IS OBLIGATED TO PROVIDE	RECEIVE SOMEWHAT MORE THAN CHACO IS OBLIGATED TO PROVIDE	RECEIVE MUCH MORE THAN CHACO IS OBLIGATED TO PROVIDE
a. a job with specific well-defined responsibilities	1	2	3	4	5
b. a job for a specified time period	1	2	3	4	5
c. requirement to do the duties I was hired to perform	1	2	3	4	5
d. a well-defined set of working hours	1	2	3	4	5
e. payment for the specific duties I perform	1	2	3	4	5
f. training for my specific job duties	1	2	3	4	5
g. concern about my short and long term well-being	1	2	3	4	5
h. decisions made with my interests in mind	1	2	3	4	5
i. concern shown for my personal welfare	1	2	3	4	5
j. a workplace where I feel I belong	1	2	3	4	5
k. value of me as an individual	1	2	3	4	5
l. provision of steady employment	1	2	3	4	5
m. support for meeting my higher goals	1	2	3	4	5
n. contacts who will help me grow professionally	1	2	3	4	5
o. help in responding to my greater challenges	1	2	3	4	5
p. opportunities for career development	1	2	3	4	5
q. contributions to the stated cause	1	2	3	4	5
r. commitment of resources toward advancing the stated cause	1	2	3	4	5
s. support of our corporate ideology, even if it requires a financial sacrifice	1	2	3	4	5
t. opportunities for involvement in our cause	1	2	3	4	5
u. encouragement of employee involvement in the cause	1	2	3	4	5
v. public advocacy of the espoused cause	1	2	3	4	5
w. dedication to Chaco's mission	1	2	3	4	5
x. company culture that promotes our corporate principles	1	2	3	4	5
y. internal practices and policies that advance Chaco's ideals	1	2	3	4	5

PART 5: YOUR FULFILLMENT OF OBLIGATIONS TO CHACO

Please mark the statement that most accurately describes what <u>you actually provide</u> to Chaco:

	PROVIDE MUCH LESS THAN I AM OBLIGATED TO PROVIDE	PROVIDE SOMEWHAT LESS THAN I AM OBLIGATED TO PROVIDE	PROVIDE WHAT I AM OBLIGATED TO PROVIDE	PROVIDE SOMEWHAT MORE THAN I AM OBLIGATED TO PROVIDE	PROVIDE MUCH MORE THAN I AM OBLIGATED TO PROVIDE
a. a job with specific well-defined responsibilities	1	2	3	4	5
b. work with Chaco for a specified time period	1	2	3	4	5
c. fulfill the job duties I was hired to perform	1	2	3	4	5
d. work for a well-defined set of hours	1	2	3	4	5
e. perform specific activities for which I am compensated	1	2	3	4	5
f. become proficient in my specific job duties	1	2	3	4	5
g. become a part of the Chaco team	1	2	3	4	5
h. be loyal to Chaco	1	2	3	4	5
i. be a good example to other employees	1	2	3	4	5
j. show concern for the long-term well-being of the company	1	2	3	4	5
k. be a good representative of Chaco to outsiders	1	2	3	4	5
l. be a steady employee, without looking for another job	1	2	3	4	5
m. actively seek opportunities for training and development	1	2	3	4	5
n. seek out contacts who will help me grow professionally	1	2	3	4	5
o. accept increasingly challenging performance standards	1	2	3	4	5
p. build skills that increase my value at Chaco	1	2	3	4	5
q. contribute to the stated cause	1	2	3	4	5
r. commit resources toward advancing the stated cause	1	2	3	4	5
s. stand behind our corporate ideology, even if it requires a personal sacrifice	1	2	3	4	5
t. support opportunities for involvement in our cause	1	2	3	4	5
u. encourage employee involvement in the cause	1	2	3	4	5
v. act as a public advocate of the espoused cause	1	2	3	4	5
w. be dedicated to Chaco's mission	1	2	3	4	5
x. help maintain company culture that promotes our corporate principles	1	2	3	4	5
y. help facilitate internal practices and policies that advance Chaco's ideals	1	2	3	4	5

PART 6: YOUR WORK AT CHACO

Please indicate the extent to which you agree or disagree with the statements below (use 1-7). **Also**, please indicate whether you see the behaviors as **(1)** an expected part of your job or **(2)** as somewhat above and beyond what is expected for your job (use 1 **or** 2 in the second column). We are not interested in whether you perform these activities, but rather whether you yourself see them as part of your job.

For example, behaviors that are "an expected part of your job" are those that you may be rewarded for doing or punished for not doing, whereas behaviors that are "somewhat above and beyond what is expected for the job" are those that you don't have to do—you wouldn't be rewarded for doing them, nor would you be punished if you didn't do them.

	VERY STRONGLY DISAGREE	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	VERY STRONGLY AGREE	AN EXPECTED PART OF THE JOB	SOMEWHAT ABOVE AND BEYOND WHAT IS EXPECTED FOR THE JOB
a. I fulfill all the responsibilities specified in my job description	1	2	3	4	5	6	7	1	2
b. I consistently meet the formal performance requirements of my job	1	2	3	4	5	6	7	1	2
c. I conscientiously perform tasks that are expected of me	1	2	3	4	5	6	7	1	2
d. I adequately complete all of my assigned duties	1	2	3	4	5	6	7	1	2
e. I perform essential duties of my job	1	2	3	4	5	6	7	1	2
f. I pay attention to aspects of the job that I am obligated to perform	1	2	3	4	5	6	7	1	2
g. I willingly give my time to aid others who have work-related problems	1	2	3	4	5	6	7	1	2
h. I take a personal interest in the well-being of other employees	1	2	3	4	5	6	7	1	2
i. I generally help others who have heavy workloads	1	2	3	4	5	6	7	1	2
j. I go out of the way to help new employees	1	2	3	4	5	6	7	1	2
k. I generally take time to listen to coworkers' problems and worries	1	2	3	4	5	6	7	1	2
l. I pass along work-related information to coworkers	1	2	3	4	5	6	7	1	2
m. I attend functions that are not required but that help my company's image	1	2	3	4	5	6	7	1	2
n. I keep up with developments in the organization	1	2	3	4	5	6	7	1	2
o. I defend the organization when other employees criticize it	1	2	3	4	5	6	7	1	2
p. I show pride when representing my company	1	2	3	4	5	6	7	1	2
q. I offer ideas to improve the functioning of the organization	1	2	3	4	5	6	7	1	2
r. I express loyalty toward my company	1	2	3	4	5	6	7	1	2
s. I take action to protect my company from potential problems	1	2	3	4	5	6	7	1	2
t. I demonstrate concern about the image of my company	1	2	3	4	5	6	7	1	2

PART 7: MY PERCEPTIONS ABOUT MY WORK

To what extent do you agree or disagree with the following statements:

	Statement	VERY STRONGLY DISAGREE	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	VERY STRONGLY AGREE
1.	I know what is expected of me at work	1	2	3	4	5	6	7
2.	I have the materials and equipment I need to do my work right	1	2	3	4	5	6	7
3.	At work, I have the opportunity to do what I do best everyday	1	2	3	4	5	6	7
4.	In the last seven days, I have received recognition or praise for doing good work	1	2	3	4	5	6	7
5.	My supervisor, or someone at work, seems to care about me as a person	1	2	3	4	5	6	7
6.	There is someone at work who encourages my development	1	2	3	4	5	6	7
7.	At work, my opinions seem to count	1	2	3	4	5	6	7
8.	The mission/purpose of my company makes me feel my job is important	1	2	3	4	5	6	7
9.	My co-workers are committed to doing quality work	1	2	3	4	5	6	7
10.	I have a best friend at work	1	2	3	4	5	6	7
11.	In the last six months, someone at work has talked to me about my progress	1	2	3	4	5	6	7
12.	This last year, I have had opportunities at work to learn and grow	1	2	3	4	5	6	7

PART 8: SOME INFORMATION ABOUT YOU

1. Age: _____ 2. How long have you been employed with Chaco? Mos. _______ Yrs. ______

3. Are you? ❒ Male ❒ Female

4. Total years of full-time work experience (including other organizations): _______ years.

5. Please write your current position at Chaco: ____

6. To which department do you belong at Chaco (please check one)?

❒ Customer Service, Sales and Marketing
❒ Accounting, IT, HR/Product Development
❒ Production Support (Engineering, Facilities, Purchasing, Supervisors, Management)
❒ Production
❒ Distribution
❒ Repair and Warranty
❒ Senior Team

7. Ethnic Background:

❒ Asian/Pacific Islander
❒ Caucasian/White
❒ Native American
❒ Hispanic/Latino
❒ African-American/Black
❒ Other: _____________

8. What is your level of education (please check one)?

❒ Doctorate
❒ Some undergraduate
❒ Technical degree
❒ Masters
❒ High school diploma (GED)
❒ Other: __________________
❒ Bachelors
❒ Associate's degree

Thank you very much for completing this survey! Please seal it in the provided pre-paid envelope and drop into any U.S. Postal Mail drop. We appreciate your assistance!

After data are entered, this survey will be shredded and recycled.

APPENDIX B

QUESTIONNAIRE INSTRUMENT FOR SUPERVISORS

PART 9: SUPERVISOR EVALUATION OF EMPLOYEE (FOR SUPERVISORS ONLY)

Your Name: _____________________ Name of Employee you are evaluating: __________________________

Please use responses 1-7 to indicate to what extent you agree or disagree with the statements. Please use responses 1-2 to indicate whether the behavior is (1) an <u>expected</u> part of the job OR (2) is somewhat <u>above and beyond what is expected</u> for this job.

This employee:

	VERY STRONGLY DISAGREE	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	VERY STRONGLY AGREE	EXPECTED PART OF JOB	SOMEWHAT ABOVE AND BEYOND WHAT IS EXPECTED OF JOB
fills all the responsibilities specified in his/her job description	1	2	3	4	5	6	7	1	2
consistently meets the formal performance requirements of his/her job	1	2	3	4	5	6	7	1	2
conscientiously performs tasks that are expected of him/her	1	2	3	4	5	6	7	1	2
adequately completes all of his/her assigned duties	1	2	3	4	5	6	7	1	2
willingly gives his/her time to aid others who have work-related problems	1	2	3	4	5	6	7	1	2
takes a personal interest in the well-being of other employees	1	2	3	4	5	6	7	1	2
generally helps others who have heavy workloads	1	2	3	4	5	6	7	1	2
goes out of the way to help new employees	1	2	3	4	5	6	7	1	2
keeps up with developments in the organization	1	2	3	4	5	6	7	1	2
adheres to informal organizational rules devised to maintain order	1	2	3	4	5	6	7	1	2
shows pride when representing Chaco	1	2	3	4	5	6	7	1	2
offers ideas to improve the functioning of the organization	1	2	3	4	5	6	7	1	2
n. expresses loyalty toward and concern about the image of Chaco	1	2	3	4	5	6	7	1	2
takes action to protect Chaco from potential problems	1	2	3	4	5	6	7	1	2
completes work in a timely and effective manner	1	2	3	4	5	6	7	1	2
performs high-quality work	1	2	3	4	5	6	7	1	2
tries new ideas and methods	1	2	3	4	5	6	7	1	2
seeks new ways to solve problems	1	2	3	4	5	6	7	1	2
generates innovative ideas related to his/her job	1	2	3	4	5	6	7	1	2
is a good role model for creative work behavior	1	2	3	4	5	6	7	1	2

VITA

JOHN BYRON BINGHAM

PERMANENT ADDRESS

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REFEREED PUBLICATIONS

Bingham, J.B., Boswell, W.R., & Boudreau, J.W. (in press). Job demands and job search among high-level executives in the U.S. and Europe. ***Group and Organization Management.***

Li, H., & Bingham, J.B. (2003). Collaborative problem solving and decision justice in new product development. In D.H. Nagao (Ed.), ***Proceedings of the Sixty-third Annual Meeting of the Academy of Management*** (CD), ISSN 1543-8643.