

THE IMPACT OF PSYCHOLOGICAL CONTRACTS ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR

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In

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by

Richard Todd Oppenheim

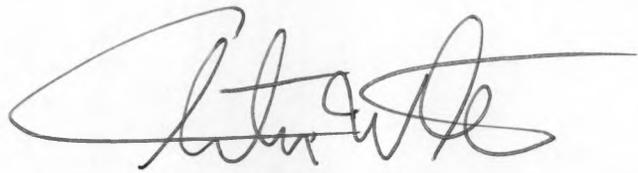
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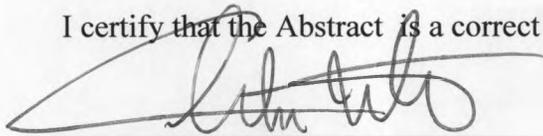
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THE IMPACT OF PSYCHOLOGICAL CONTRACTS ON ORGANIZATIONAL
CITIZENSHIP BEHAVIOR

Richard Todd Oppenheim
San Francisco, California
2018

This study explored whether psychological contract type would contribute to participants' organizational citizenship behavior (OCB) in an organizational setting. Data from working adults were collected through MTurk to measure psychological contract type, fulfillment, OCB, and satisfaction with work arrangement. Psychological contract types examined included Relational, Transactional, Balanced, and the Transitional state. OCB categories included Altruism, Courtesy, Sportsmanship, Generalized Compliance, and Civic Virtue. Results from multiple regression suggested that each psychological contract type contributed to the variability in OCB, although only the Relational contract type contributed to all 5 OCB categories. In addition, employer and employee fulfillment of psychological contract terms contributed to the variability in OCB, with employee fulfillment items serving as a better predictor of OCB. Employee satisfaction with work arrangement did not contribute to the variability in OCB. Additionally, contract type did not contribute to the variability in employee satisfaction with their work arrangement. Practical implications and future research are discussed.

I certify that the Abstract is a correct representation of the content of this thesis.



Chair, Thesis Committee

5.17.18

Date

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Introduction

Formal contracts between employees and their employers establish an agreement regarding compensation for work provided. While written formal agreements such as employee contracts or Memoranda of Understanding (MOUs) constitute an important part of the relationship between an employee and their employer, there are other factors that can influence that relationship as well. An employee's perception of job security, for example, can influence their relationship with an employer even though not all the elements that contribute to those perceptions are formally written down or addressed between both parties. Job security has been found to be either subjective, which surfaces from employee feelings of worry about their job, or objective, where there is a tangible risk, such as threat of losing the job from layoff, mergers, downsizing, etc. (De Witte & Näswall, 2003; Klandermans & Van Vuuren, 1999). Research has identified a variety of psychological factors that represent more subjective elements that mitigate the employee and employer relationship around issues such as job security. One factor that is closely related to the employee and employer relationship is psychological contracts.

The psychological contract is not a formal, written agreement in terms of compensation for services. Rather, it involves an unspoken, even unacknowledged understanding between the employee and the employer that represents the employee's beliefs regarding reciprocal obligations. These beliefs become contractual when an employee believes that he or she owes the employer certain contributions (hard work, loyalty, sacrifices) in return for certain inducements (high pay, job security) (Rousseau,

1990). An important aspect of this relationship is an employee's belief that the agreement is mutual and that this common understanding results in a shared course of action (Rousseau, 2001). Furthermore, the fulfillment or breach of an employee's psychological contract can have a lasting influence on the amount of work the employee puts in the job, perceptions of fairness and trust, and employee turnover (Robinson & Morrison, 1995; Robinson & Rousseau, 1994). Psychological contracts can also impact what types of behaviors employees engage in at the workplace in terms of interactions with supervisors, interactions with other employees, and keeping the organization operating effectively (Bal, De Lange, Jansen, & Van der Velde, 2008; Robinson & Rousseau, 1994; Zhao, Wayne, Glibkowski, & Bravo, 2007).

One category of employee behaviors that can be impacted by an employee's psychological contract is organizational citizenship behavior (OCB). Similar to how psychological contracts are unwritten understandings distinct from formal, written contracts, OCBs are behaviors that employees display in the workplace that are beneficial to the organization, but are not part of any formal, written job description. OCBs represent behaviors that are discretionary, not directly or explicitly recognized by a formal reward system, and promote the effectiveness of the organization (Organ, 1988). OCBs have positive outcomes for organizations, and have been related to job satisfaction, fairness, and organizational commitment (Organ & Ryan, 1995). They have also been related to successful performance at the organization level (Podsakoff & MacKenzie,

1994), at the unit level, and at the individual level (Podsakoff, Whiting, Podsakoff, & Blume, 2009).

These relationships between OCB and positive organizational outcomes can be understood in terms of perceived contractual reciprocity. Employees demonstrate OCBs to reciprocate their employer for perceived equitable treatment (Organ, 1988, 1990). OCBs represent behaviors that exceed the contractual agreement between employee and employer (Robinson & Morrison, 1995). Organ (1988) has also specified that OCB implies a readiness to contribute beyond literal contractual obligations. Psychological contracts involve beliefs about mutual employee and employer obligations beyond any formal contractual obligation. Therefore, the type of psychological contract an employee has, and whether the contract is breached or fulfilled, could potentially influence the degree to which an employee demonstrates OCBs in the workplace. In fact, psychological contracts have been found to be very important in affecting employees' attitudes and behaviors in the workplace (Rousseau, 1989).

While the linkage between psychological contracts and OCBs has been explored in previous studies, it is worth revisiting based on shifts in the labor market. Contracts between employers and employees are not what they used to be. The workforce is increasingly using alternative work arrangements, shifting to more of a gig economy, with increased focus on independent consultants, freelancer, independent consultants, on-call workers, and workers provided by temporary agencies (Torpley & Hogan, 2016). Horowitz (2015), reporting for the Department of Labor, stated that more than 53 million

Americans (1 in 3 workers) are earning income from work that is not a traditional 9-to-5, and called the freelance surge “the industrial revolution of our time.”

Therefore, it is helpful to understand not only these new types of work arrangements with employers, but also to what extent the employee is satisfied with their unique work arrangement. Incorporating these trends into an exploration of the relationship between psychological contracts, can bring insight into how these concepts relate to today’s workforce.

The current study explores the relationship between an employee’s psychological contracts and OCBs. The aim of this research is to empirically test the extent to which psychological contract types and fulfillment impacts how employees demonstrate OCBs in the workplace. It also seeks to understand how employee’s shifting perceptions of specific work arrangements may influence the relationship between psychological contracts and OCB.

Literature Review

Psychological Contracts. The psychological contract stems from early organizational research regarding the relationship between employees and employers. Several researchers posited ideas that contributed to the development of the psychological contract construct. In 1938, Barnard developed a theory of equilibrium which focused on exchanges made between employees and employers. This theory explains that for work done by employees, the employee receives inducements such as pay, and the employee will continue to do this work as long as the inducements offered

are perceived by the employee to be equal in value to the work done. In this case, the employee will seek to balance perceived inducements with the contributions they make to the employer. March and Simon (1958), expanded on Barnard's equilibrium theory and introduced the idea of unwritten or implicit contractual elements. These implicit elements helped shift the idea of the psychological contract outside formal contractual terms. Karl Menninger (1958) also contributed to the early thought on psychological contracts by specifying that contracts could involve both tangible elements, such as money and services, as well as intangible elements such as internal and interpersonal needs. This formed the basis for the emphasis on social needs of employees in the relationship they had with their employer.

The actual term psychological contract initially rose from work in the 1960s related to social exchange theory. Argyris (1960) first coined the term "psychological work contracts" as an unspoken agreement between a foreman and employees about shared perceptions and values. He also introduced the concept of psychological contract violation which occurred when employers implemented systems that resulted in employees losing a perception of control over their work. These unspoken agreements about perceptions and values tied into ideas about social exchange theory presented by Blau (1964), who speculated that social relationships consist of unspecified obligations and expectations of reciprocity. While in social exchange theory, obligations and expectations apply across relationships in general, Fox (1974) included employment

relationships as part of this theory and linked them to social, as well as economic exchanges (Fox, 1974).

Continuing to explore the connection between psychological contracts and employment relationships; Levinson, Price, Munden, and Solley (1962) suggested that these exchanges do not have to be formally acknowledged in order to exist. Rather, they represent “a series of mutual expectations of which the parties to the relationship may not themselves be dimly aware but which nonetheless govern their relationship to each other” (Levinson, et al., 1962). These expectations appeared to be perceived as obligations by employees, and are implicit and unspoken by both employees and employers. Expectations of employees about their employer included nurturance, job performance, use of skills, social relations, job security and economic rewards. Expectations of employers about their employees included that they be good citizens, be concerned about cost control and efficiency, skills acquisition, dedicated to free enterprise, and demonstrate flexibility (Levinson et al., 1962; Roehling, M., 1997).

The psychological contract became an established part of the lexicon as the concept was explored in more detail. Portwood and Miller, 1976, found that when organizations fulfilled psychological contracts, it was positively related to job satisfaction, commitment, and productivity. In 1978, Schein further elaborated on the importance of psychological contract. He reasoned that the expectations and perceived obligations between employers and employees “operate powerfully as determinants of behavior.” He also indicated that employees develop expectations from inner needs, and

that the psychological contract can evolve over time as these needs change. The idea that psychological contracts could shift was echoed by Weick (1979), who related psychological contracts to “satisfaction, productivity, interpersonal ties, and the likelihood of leaving” and that these could be impacted at any time by fluctuations in the contract.

The concept of the psychological contract relationship shifted in several important ways in the late 1980s and 1990s through the work of Denise Rousseau. First, she narrowed the focus to the employee’s perception of mutual obligations between the employee and the employer, rather than both the employee and the employer’s perception of expectations. She felt the psychological contract was based on the individual employee’s beliefs. Second, she focused more on mutual obligations rather than just expectations. Obligations seemed more significant to maintain and more damaging if violated, than the violation of expectations; and she felt obligations around employment were more serious than general expectations. Third, she focused more on the idea of obligations as promises being made. (Cullinane & Dundon, 2006; Roehling, 1997; Rousseau, 1989).

Rousseau (1989) redefined the psychological contract as:

The term psychological contract refers to an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party. Key issues here include the belief that a

promise has been made and a consideration offered in exchange for it, binding the parties to some set of reciprocal obligations.

Rousseau's redefinition and influence would not only chart the direction of psychological contract research, but set off a renewed interest in the concept going forward.

Another key aspect of Rousseau's influence on the psychological contract was introducing psychological contract types. She utilized MacNeil's (1985) contract typology to differentiate between transactional and relational psychological contracts. Transactional contracts involve specific monetizable exchanges, such as wages for attending work over a defined, and typically short-term period of time. The focus of transactional contracts is on high wages and the absence of long-term contracts. Relational contracts involve more open-ended agreements to maintain a relationship regarding both monetized and non-monetized exchanges, such as hard work, loyalty, and job security. The focus of relational contracts is on development and training and a long-term career path within the firm. (MacNeil, 1985; Rousseau, 1990). The existence of both transactional and relational contracts is related to shifts in the employee-employer relationship that arose during this time period. Transactional contracts relate more to firms that have cultures marked by increased competition and need for flexibility in work force utilization and commitments. Relational contracts relate more to cultures that rely on a service orientation and strong value-base cultures. These cultures are more characterized by stable employment, loyalty, and adherence to the organizations' cultures and values (Rousseau, 1990).

In 1995, Rousseau expanded the types of psychological contracts to include relational, balanced, transactional, and transitional. This new conceptual framework sought to address shifts in the workplace with less long-term employment, and focus on increased opportunities through job transfer. She also incorporated these types into a new measure for psychological contracts, the Psychological Contract Inventory (PCI) in 2000. This expanded construct focused on employment arrangements with regard to the duration of the agreement, such as long-term and short-term, and performance-reward contingencies, such as high, low, or non-contingent (Rousseau, 1990). She also developed subscales for each of the types to explain subcategories of employee and employer obligations.

In the PCI, relational contracts still apply to long-term or open-ended employment with regard to duration, with an emphasis on trust and loyalty. In terms of performance-reward contingencies, they relate loosely to performance and are based on overall membership and participation in the organization. Subscales for the relational contract type include Stability and Loyalty. Stability refers to employee obligations to remain with the organization and meet requirements to do keep the job. Employer obligations are to pay wages and keep the employee on long-term. Loyalty refers to employee obligations to support the organization, demonstrate loyalty and commitment to the organization, and to be a good organizational citizen. Employer obligations are to support the well-being and interests of employees and their families. (Rousseau, 2000).

The Balanced psychological contract was introduced as a psychological contract type by Rousseau in 1995. Balanced contract types represent more dynamic, open-ended work arrangements based on the economic success of the organization and opportunities for employees to develop skills. There is an exchange between the employee and the employer in learning and development. For employees, these skills are advantageous to both the organization and the employee's long-term career which may be within the organization, or beyond employment with the organization. Rewards are based on positive performance and the use of learned skills to the benefit of the organization, but also on shifting market trends which can impact employment over time. The three subcategories of Balanced contract types are External Employability, Internal Advancement, and Dynamic Performance. External employability is based on employee development within the context of the external market. Employee obligations are to develop marketable skills. Employer obligations are to improve the worker's skills and subsequently long-term employment within the organization as well as outside of it. Internal Advancement represents employee development within the context of the internal labor needs. Employee obligations are to develop skills deemed valuable by their current employer. Employer obligations are to create opportunities for advancement or learned skill utilization within the organization. Dynamic Performance takes learned skills one step further with an expectation that the employee will demonstrate increasingly complex skills as they are learned. Employee obligations are to successfully perform new and increasingly challenging skills to meet more demanding goals to help

the organization remain competitive. Employer obligations are to support ongoing development and help employee perform increasingly challenging assignments. (Rousseau, 2000).

Transactional contracts in the PCI retain their focus on monetizable exchange over short-term or limited timeframes. The emphasis is on exchange of wages with specific, focused duties and limited involvement of the employee with the organization. The subcategories within the Transactional contract type are Narrow and Short-Term. The Narrow subcategory references the limited reward structure of this contract type. Employee obligations are to perform limited or specifically defined duties, and are compensated for these duties only. Employer obligations are to provide only limited or no training and development. For instance, employees are hired for skills they already possess, and training is only for learning in-house systems and processes for completing duties. The Short-Term contract subcategory focuses on the duration of the employee's position with the organization. The employee in this contract subcategory has no obligation to remain with the firm, since the agreement is typically for a limited or defined time period. Likewise, the employer is not obligated to any long-term or future commitment to retain the employee (Rousseau, 2000).

The Transitional category is not actually a contract form itself. It focuses on the employee's perception of breaches in the established work arrangement. This category is a state of mind in which the employee feels the contract has been violated in response to perceptions about the employer. The three subcategories of the Transitional category are

Mistrust, Uncertainty, and Erosion. In the Mistrust subcategory, the employee feels that the organization sends inconsistent messages regarding its intentions toward the employee. On the employer side, the employer is seen as withholding information from the employee or employees in general, or seems to generally mistrust employees. In the Uncertainty subcategory, employees have a sense of uncertainty about their obligations to the organization. For the employer side, the employee remains uncertain as to the organizations' commitment to the employee. For the Erosion subcategory, the employee has reason to expect a decrease in returns for work done for the organization, with possible further decreases in the future. On the employer side, the organization has implemented changes that reduce key element(s) of the employee-employer exchange, such as compensation, benefits, or other changes in quality of work life at the organization in comparison to previous years. (Rousseau, 2000).

The PCI incorporates all of these psychological contract types and subtypes into series of 3-4 questions for each. In addition, the PCI includes a global measure of Employer Fulfillment and Employee Fulfillment developed by Rousseau and Tijoriwala (1999). The Employer Fulfillment measure is a two-item scale that asks how the employer fulfills its commitments to the employee, and how well the employer lives up to its promises. The Employee Fulfillment measure is a two-item scale that asks whether the employee has lived up to their commitments to the employer, and how well the employee lives up to promises made to the employer (Rousseau, 2000).

The PCI scale has shown acceptable reliability and has been validated across several studies and cultures. Freese and Schalk (2008) examined the construct and content validity of existing psychological contract measures. The PCI was one of the four measures recommended due to assessing mutual employee and employer obligations/promises, validation in terms of psychometric characteristics being known and appropriate for the sample, measurement at the subscale and item level, direct assessment of each item as important, and construction in a sound, methodological manner. (Freese & Schalk, 2008). The PCI has also shown to have reliability and validity over several studies (Dabos & Rousseau, 2004; Hui, Lee, & Rousseau, 2004). It has also been found to generalize across cultures, including Singapore (Rousseau, 2000), Latin America (Dabos & Rousseau, 2004), and China (Hui et al., 2004).

The psychological contract has been a robust and well-researched construct related to many different organizational outcomes. Inherent in its definition, the psychological contract references the employee's beliefs regarding reciprocal obligations or promises. If the employer upholds the psychological contract in terms of pay and job security, the employee will provide hard work, loyalty, sacrifices, etc. in return (Rousseau, 1990). If an employee views their psychological contract with an employer positively, they are more likely to become engaged in their work and more highly motivated to contribute to organizational effectiveness (Bal et al., 2008; Zhao et al., 2007).

The type of psychological contract an employee has with an organization can also have a variety of organizational outcomes. Relational contract types that relate to long-term employment, employee development, and loyalty can create a stable workforce, with high levels of trust and organizational commitment (Robinson, Kraatz & Rousseau, 1994). Balanced psychological contracts characterized by open-ended employment based on the continued success of the organization and building marketable skills in the employee to benefit their career within the organization or beyond it. Balanced relationships are characterized by increased employee development and increased opportunities to implement skills in a high-performance culture, with increased levels of responsibility, resulting in increased trust, acceptance of change, and commitment to the organization (Fugate, Kinicki & Ashforth, 2004; Rousseau & Tijoriwala, 1998; Van der Heijde & Van der Heijden, 2006; Yin & Wu, 2009). Transactional contracts represent the more short-term, quid pro quo relationships with little training and involvement in the organization. This creates an increase in extreme careerism (viewing the employer as a stepping stone, and looking beyond the work at the organization at the expense of all else), and lack of trust in the employer (Robinson & Rousseau, 1994; Rousseau & Tijoriwala, 1998).

In addition to psychological contract types, the employee's perception of fulfillment or violation of the psychological contract can have a variety of organizational outcomes. When the employer maintains its promises in the eyes of the employee, the psychological contract is considered fulfilled. It is violated when the employee perceives

that the employer has not upheld its promises. This violation can impact the employee's beliefs towards their duties in their work with the employer. (Robinson, Kraatz, & Rousseau, 1994; Rousseau & Tijoriwala, 1998). Trust between the employee and the employer has been shown to be critical to the effectiveness of an organization (Golembiewski & McConkle, 1975; Mayer, Davis, & Schoorman, 1995). Therefore, it is not surprising that violations of psychological contracts were associated with decreased satisfaction, decreased trust, negatively impacted an employee's intent to stay at the organization, and resulted in increased employee turnover (Robinson & Rousseau, 1994). Additionally, the fulfillment or breach of the psychological contract can impact the amount of work the employee puts in the job, perceptions of fairness and trust, and employee turnover (Beynon, Heffernan, & McDermott, 2012; Robinson & Morrison, 1995).

The relationship between the psychological contract and organizational outcomes reinforces its linkage to exchange and reciprocity in the employee and employer relationship. Specifically, the psychological contract is associated with outcomes using the ideas of the social exchange theory and norms of reciprocity (Conway & Coyle-Shapiro, 2012; Turnley, Bolino, Lester, & Bloodgood, 2003). Employee efforts will be influenced by their perceptions of whether the employer has fulfilled the psychological contract. There is an expectation that if the employee feels they have held up their side of the psychological contract, then the employer should hold up their own. If the employee perceives the employer has not held up their end of the contract, then the employee can

feel justified in reducing their own contributions. This points back to early research in psychological contracts in that the employee will continuously balance their level of contributions based on perceived fluctuations in the contract (Blau, 1964; Schein, 1978; Weick, 1979). More recent studies support the idea of employees maintaining this balance, as it relates to a broad range of employee behaviors, such as self-reported and supervisor-rated in-role performance (Kickul, Lester & Finkl, 2002; Tekleab & Taylor, 2003), extra-role behaviors (Coyle-Shapiro & Kessler, 2000; Rosen, Chang, Johnson, & Levy, 2009; Turnley & Feldman, 2000), and job performance (Bunderson, 2001; Conway & Coyle-Shapiro, 2012; Hekman, Bigley, Steensma, & Hereford, 2009). It is this relationship between the psychological contracts and extra-role behaviors that informs this research study; specifically, the impact of psychological contracts on OCB, a known category of extra-role behaviors.

Organizational Citizenship Behavior (OCB). OCB is behavior presented by the employee in the workplace that promotes positive organizational outcomes. Dennis Organ, one of the main proponents of OCB defines it as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (1988). There are three main points of distinction in this definition. The first is that it is discretionary, meaning that it is behavior done by the employee’s choice, who can decide whether or not to engage in the behavior, as well as at what level or frequency. The second point is that OCB is not directly or explicitly recognized by the formal reward system. These

behaviors are not listed on a job description like tasks or duties, nor are they part of any performance review. In this way, they are considered extra-role behaviors, beyond any formal role or description. The third point references the benefit of an employee engaging in OCB. OCBs represent behaviors that are beneficial to the agency and produce positive outcomes for the organization.

OCB can manifest as a variety of different behaviors that are desired by an employer, but can be difficult to define in tangible ways (Organ, 2015). However, this intangibility is one of the key benefits of OCBs to an organization, in that OCB provides resources informally to an organization for specific functions whose processes would be too costly to formalize (Organ, 1988). OCBs can broadly be broken down into behaviors that represent added resources, and behaviors that serve to economize on existing resources at the organization (Organ, Podsakoff, & MacKenzie, 2006). Behaviors that represent added resources include helping a co-worker or new hire learn a job or process at the organization, or helping a colleague with a difficult task or problem. These represent new resources not part of the organization's inventory or formal resources. Behaviors that represent economizing on organizational resources include attending work consistently, making suggestions in the most effective forum to improve operations, stepping up to prevent or de-escalate conflicts between co-workers. These behaviors benefit the organization by reducing waste regarding materials, time, and money, and preventing the loss of the time and energy of co-workers and managers (Organ, 2015; Organ, Podsakoff, & MacKenzie, 2006).

Similar to psychological contracts, OCB has its roots in early 20th century organizational theory with Chester Barnard in 1938. Barnard cited a “willingness to cooperate in a group of workers” and spoke to a system of cooperation in the workplace. He distinguished that this willingness was “something different from effectiveness, ability, or value of personal contributions” (Barnard, 1938). Katz and Kahn (1978) built on this idea of willingness to cooperate, by breaking down the behavior into in-role behaviors versus extra-role behaviors. In-role behaviors were the actual assigned tasks of the job that are outlined in a formal job description and form the basis of compensation. Extra-role behaviors were spontaneous behaviors outside of the job description including interactions with co-workers, suggestions for improvement, problem-solving, protecting and reinforcing the system, and helping to promote the organization’s image (Katz, 1964; Katz and Khan, 1978). This early research into the behaviors that would eventually constitute OCBs suggested that organizations need OCBs in order to be effective and survive long-term (Barnard, 1938; Katz, 1964; Katz & Kahn, 1978).

Much of the research beyond Barnard and Katz and Khan was devoted to finding linkages to other concepts that encourage OCB in the workplace. The most common relationship cited is that between OCB and job satisfaction. Staw (1984) suggested moving beyond the job satisfaction and performance paradigm by focusing on the relationship between cooperative behaviors in the workplace and job satisfaction. Several researchers studied this linkage and several studies have shown a relationship between job satisfaction and OCB (Bateman & Organ, 1983; Organ & Konovsky, 1989; Puffer,

1987; Van Dyne, Graham, & Dienesch, 1994; Williams & Anderson, 1991; Witt, 1991).

In 1995, Organ and Near performed a meta-analysis of 28 studies and found a correlation of 0.24 between satisfaction and OCB, indicating empirical support that job satisfaction had an impact on OCB.

In addition to job satisfaction, another key relationship is between OCB and fairness. Employees decide to engage or withhold OCB on the basis of fair treatment by their employer, or whether or not the organization provides adequate inducements (Organ, 1988, 1990). The relationship between OCB and fairness may supersede that of OCB and job satisfaction. Researchers demonstrated that fairness predicts OCB better than job satisfaction, and furthermore that satisfaction is unrelated to OCB when fairness is statistically controlled (Farh, Podsakoff, & Organ, 1990; Moorman, 1991). One reason given for this is that fairness underlies the variance of job satisfaction, and promotes the trust by which employees enter into noncontractual exchange with their employer (Konovsky & Organ, 1996; Konovsky & Pugh, 1994).

Aside from job satisfaction and fairness, OCB has been related to many other positive organizational outcomes. It has been related to leadership, perceived organizational support, psychological contract, and organizational commitment (Coyle-Shapiro & Kessler, 2000; Moorman, Blakely, & Niehoff, 1998; O'Reilly & Chatman, 1986; Organ & Ryan, 1995; Podsakoff et al., 2000; Randall, Cropanzano, Borman, & Birjulin, 1994; Ravichandran, Gilmore, & Strohbehn, 2007; Robinson & Morrison, 1995; Shore & Wayne, 1993). It has been demonstrated to be negatively related to employee

turnover and employee turnover intentions (Aryee & Chay, 2001; Burris, Detert, & Chiaburu, 2008). There have also been a number of studies that have linked OCB to positive employee performance evaluations (Borman & Motowidlo, 1997; MacKenzie, Motowidlo & Van Scotter, 1994; MacKenzie, Podsakoff, & Fetter, 1993; Orr, Sackett, & Mercer, 1989; Podsakoff & MacKenzie, 1994; Werner, 1994). It has also been linked to work unit characteristics, such as interdependence (Karambayya, 1990).

A significant part of the research in the 1980s was focused on developing specific categories of OCBs to include in potential measures of the construct. Bateman and Organ (1983) first identified several behaviors such as “compliance, altruism, dependability, housecleaning, complaints, waste, cooperation, criticism of and arguing with others, and punctuality in their original 30 question scale. In 1983, Smith, Organ, and Near consolidated these into two main categories, Altruism which represented “helping specific persons” specifically other employees with their tasks, and Generalized Compliance which represented “conscientious citizenship.” In 1988, Organ introduced a new set of OCB categories. He kept Altruism, changed Generalized Compliance to Conscientiousness, and proposed three additional categories including Civic Virtue, Courtesy, and Sportsmanship. Conscientiousness, referred to dedication to the organization and a desire to conserve the organization’s resources, Civic Virtue referred to involvement or participation in the organization, Courtesy referred to an employee helping to resolve problems or needs, and Sportsmanship referred to an acceptance of

frustrations or inconveniences without complaint (Organ, 1988; Konovsky and Organ, 1996).

There has been increased discourse in subsequent research around OCB types and categories, and subsequent research to identify the best taxonomy for the construct. Organ's five OCB dimensions are the most commonly accepted dimensions used to describe OCB as a construct (LePine, Erez, & Johnson, 2002). Podsakoff et al. (1990) were the first to develop specific items using Organ's five specific categories. Their initial scale has formed the basis for much of the OCB research in the 1990s (MacKenzie, Podsakoff, & Fetter, 1993; Moorman, 1991, 1993; Moorman, Niehoff, & Organ, 1993; Niehoff & Moorman, 1993; Podsakoff & MacKenzie, 1994; Podsakoff, MacKenzie, & Bommer, 1996; Tansky, 1993). Podsakoff et al. conducted a meta-analysis of OCB studies in 2000, and identified almost 30 different forms of citizenship behavior and drew a clear line to Katz's (1964) original dimensions which included cooperation with coworkers, defending the employer, providing constructive ideas in the workplace, general self-improvement and having a positive attitude toward the organization (Podsakoff et al., 2000).

Konovsky and Organ (1996) developed an OCB measure using the original altruism and conscientiousness scales developed by Smith, Organ, and Near (1983), and scales for civic virtue, courtesy, and civic virtue developed by Podsakoff et al., in 1990. These items were run through a factor analysis and these five factors emerged. Reliabilities for each category include Conscientiousness = .84, Altruism = .90,

Sportsmanship = .88, Courtesy = .87. and Civic Virtue = .80. Konovsky and Organ indicated that their resulting factors were similar to those factors developed by Podsakoff et al., 1990 (Konovsky & Organ, 1996). This Konovsky and Organ scale (1996) for OCB will be used in the current research study.

Similar to psychological constructs, the roots of OCB have been related to social exchange theory, particularly in examining why an individual might display OCB in the workplace. OCB has been shown to be weakly related to dispositional factors. Konovsky and Organ (1996) were unable to find a clear link when comparing OCB with McCrae and Costa's Big 5 personality traits. This was backed up by Organ and Ryan's 1995 meta-analysis that found a similar weak relationship between personality traits and OCB (Organ, 2015; Organ and Ryan, 1995). In the absence of a dispositional basis for OCB, researchers have turned to more contextual reasons for OCB. Konovsky and Organ found in their study that "contextual work attitudes predict most forms of OCB," particularly in relation to worker attitudes regarding employee perceptions of fairness (1996). These perceptions of fairness stem from the relationship between the employee and the employer and the level of trust based on how that relationship progresses in terms of meeting mutual goals.

This harkens back to Blau (1964) and his social exchange theory, who theorized that social relationships consist of unspecified obligations and expectations of reciprocity. Blau's theory examines the type of exchange between the employee and the employer. With more economic types of exchange, this relationship is based on the formal, legal

terms of a written contract (such as exchange of wages for job-related services), so trust is not so much a factor. However, in social exchanges that are often based on unwritten understandings about obligations, trust is a constant mediator, and is evaluated repeatedly on the basis of daily exchange (Organ & Konovsky, 1989). Organ and Konovsky (1989) also specify that while the workplace is often a mix of economic and social exchanges, OCB occurs as part of the social exchange, as it does not rely on any formal, written contract obligations. Additional studies have also concluded that employees will demonstrate OCBs in the workplace as part of a social exchange (Moorman, 1991; Organ, 1990). The determinative factor in the employee demonstrating OCB is that of trust, so that if the employee has trust that the employer is acting fairly, the employee will engage in OCBs, without needing to be compensated for each individual OCB behavior (Organ & Konovsky, 1989).

The trust that the employee holds in his or her employer is based on perceptions of fairness. This fairness perception can be mediated by established norms of reciprocity and equity (Coyle-Shapiro, 2002; Dulac, Coyle-Shapiro, Henderson, & Wayne, 2008). Consequently, as this perception shifts, employees may alter the extent to which they reciprocate by demonstrating OCBs in the workplace. Equity theory specifies that employees will seek to balance their contributions to their employer and the inducements they receive from their employer (Adams, 1965). Therefore, as employees sense a high level of trust with their employer, they will reciprocate by demonstrating OCBs. As the employee's perception of trust declines and remains at low levels, employees may

rescind OCBs as a way to balance their perception of fairness in terms of their own contributions (Organ & Konovsky, 1989). Additionally, Organ noted in his 1988 and 1990 studies that employees will use OCB as a means to reciprocate to their organization for what they perceive as equitable treatment, and will withhold them if they perceive the organization is not treating them equitably.

Due to the close relationship between OCB and social exchange, OCB can be highly relevant to understanding discretionary behavior in the workplace (Organ 1990; Robinson & Morrison, 1995). Turnley and Feldman (2000) have argued that in response to perceived low levels of trust and equity between employees and employers, employees may decrease their in-role and extra-role behaviors. However, employees may be limited in the extent to which they are able to use in-role behaviors. If for example, they perceive a low trust with the employer, but still need the job, withholding job-related behaviors, or those that are measured by performance evaluation are difficult to use as a way to balance the inequity. Because OCB is an extra-role behavior, these may be the first type of behaviors withheld by the employee to express inequity (McLean Parks & Kidder, 1994). This is because lowering some or all OCBs may have less negative consequences for the employee. (Coyle-Shapiro, 2002; Turnley & Feldman, 2000). Thus, OCB allows the employee to communicate information to the employer about their perceptions regarding trust, equity, etc.

The Current Study

This study seeks to understand the relationship between psychological contracts and OCB. We have seen how psychological contracts and OCBs are influenced by social exchange theory, reciprocity, and equity. Both concepts rely on the employee's ongoing assessment of their relationship with the employer based on trust and employee perceptions of how they are treated by an employer. Psychological contracts help to understand how an employee perceives their relationship with an employer in terms of contributions based on an assessment of inducements provided by the employer. OCB represents a certain type of discretionary contributions that an employee can make to an organization. As we have seen, OCB is a good method to determine how an employer might behave in the workplace based on how they perceive psychological contract with an employer, since discretionary behavior at work can be more freely given or withheld based on the relationship and trust with that employer. (Organ, 1990; Turnley & Feldman, 1999).

Rousseau and Organ both identified a possible relationship between OCB and psychological contracts in their early work on these concepts. In 1989, Rousseau theorized that psychological contracts occur in conjunction with extra-role behavior, such as citizenship, and that these extra-role behaviors are related to perceptions that the employer is obligated to reciprocate these behaviors. In 1994, Robinson and Rousseau indicated their findings "suggest citizenship may, in fact, result from the employees' perceptions of their obligations to organizations and the degree to which they are

reciprocated.” In 1988, Organ specified that OCB was a way to contribute beyond contractual obligations. In 1990, he indicated that employees will demonstrate OCB to the extent that they see their relationship with their employer based on social exchange (Organ, 1990). Organ (1990) has also mentioned that employees will demonstrate OCB to reciprocate their employers for perceived fair and equitable treatment, and withhold them for perceived inequitable treatment.

Further research has explored the empirical relationship between psychological contracts and OCB in more detail. Robinson and Morrison (1995) examined the relationship between the civic virtue dimension of OCB and psychological contracts. They found that employees were less likely to report civic virtue when the organization failed to provide relational obligations such as career development and training (Robinson & Morrison, 1995). In 2000, Turnley and Feldman found that psychological contract violations were significantly related to a reduced willingness of employees to engage in OCB. Coyle-Shapiro found that psychological contracts can predict OCB in the workplace and that the relationship between these two concepts can help understand the employee-employer relationship (Coyle-Shapiro, 2002; Coyle-Shapiro & Conway, 2005).

Researchers have also found that employees’ psychological contract type can impact whether, and to what extent, the employee makes contributions to the organization in the form of OCBs. Extra-role behaviors are expected to be demonstrated more by employees in open-ended and long-term relational agreements with employers than short-term, transactional agreements (Organ, 1990; Rousseau, 1995). This is because extra-role

contributions made at the employee's discretion can impact an organization's efficiency and effectiveness, which is more of a concern in relational agreements with employers (Rioux & Penner, 2001). Employees feel more invested in the culture when they hold relational contracts, and feel these behaviors will benefit their coworkers and the organization (Lavelle, Brockner, Konovsky, Price, Henley, Taneja, & Vinekar, 2009). Aside from culture, relational contracts focus more on interpersonal relationships (Rousseau & McLean Parks, 1993). Rousseau posited that employees who held a strong relational contract orientation with an employer would result in demonstrating more OCBs in the workplace (Dabos & Rousseau, 2004; Rousseau, 1995). Van Dyne and Ang (1998), similarly found a strong relationship between employees who held a relational psychological contract orientation with their employer and OCBs demonstrated in the workplace.

Hypothesis 1. There will be a significant positive relationship between respondents that have high relational psychological contract type responses and respondent OCB scores.

Transactional psychological contract types can have different outcomes in terms of employees demonstrating OCBs. Transactional contracts focus more on meeting specific contract terms. There is less of a social exchange, and less of a perception that an employer owes them anything beyond the specific contract terms (Mai, Ellis, Christian, & Porter, 2016). Rousseau (2000) specified that transactional contracts involve limited involvement of the employee with the organization, both in terms of social exchange and

contributions from the employee. In this case, employees will demonstrate mainly in-role behaviors, and will not engage in discretionary extra-role such as OCBs that result in little to no immediate economic returns.

Hypothesis 2. There will be a significant negative relationship between respondents that have high transactional psychological contract type responses and respondent OCB scores.

Balanced contract types represent a combination of both relational and transactional elements. There is a social exchange and a sense of an employee perceiving the employer has obligations toward them. However, rather than a long tenure or relationship with the organization, the employee perceives obligations around concentrated training and skill development (Rousseau, 2000). These skills make the employee more competitive within or beyond the organization, but also allow the organization to be more flexible in terms of staffing regarding long-term commitments. Therefore, while there is no guarantee around longevity with the agency, there remain obligations and a sense of social cohesion around shared goals. Hui, Lee, and Rousseau (2004) found a relationship between both relational and balanced contracts and OCB when mediated by instrumentality. Instrumentality is the belief that demonstrating specific behaviors will result in particular outcomes, and is often a motivating factor in employee behavior, including OCB (Hui, Lee, & Rousseau, 2004). This idea was supported by Haworth and Levy (2001), who found that workers act in accordance with their beliefs regarding OCB's instrumentality. These findings suggest a relationship

between balanced psychological contracts and OCBs demonstrated by employees in the workplace.

Hypothesis 3. There will be a significant positive relationship between respondents that have high balanced psychological contract type responses and respondent OCB scores.

The last psychological contract element is the Transitional state. As specified, the transitional category is not a specific psychological type, but rather an employee's state of mind about the psychological contract itself (Rousseau, 2000). Higher levels of Transitional responses indicate an erosion of the relationship between the employee and the employer, and signal the employee's perception of breaches in the established work arrangement. This can also indicate the formation of perceptions that the employer has begun to violate the psychological contract terms. The transitional category in addition to the PCI's questions about contract fulfillment can help establish whether the employee feels the contract is in breach, or is headed in that direction. Robinson and Morrison (1995) found that "when employees believe that their employer has not fulfilled the terms of the employment contract, they are less likely to engage in organizationally-directed citizenship behavior." Additionally, these researchers found that erosion of trust and good faith decreased employee OCBs directed toward the organization (Robinson & Morrison, 1995). Coyle-Shapiro (2002) found a positive relationship between OCBs and employee perceptions that their psychological contracts were fulfilled, and a negative relationship between OCBs and perceived breaches of the psychological contract. Hui, Lee, &

Rousseau (2004) similarly found a that breach of a psychological contract was negatively related to OCBs in the workplace.

Hypothesis 4. There will be a significant negative relationship between respondents that have high transitional state responses and respondent OCB scores.

Hypothesis 5. There will be a significant positive relationship between respondents that have high contract fulfillment scores and respondent OCB scores.

The last area of focus of this study is to what extent a worker's overall satisfaction with their work arrangement with their employer impacts OCBs. Employment types and arrangements have shifted in the recent decade for both employers and employees. Increased competition in the global marketplace has resulted in organizations hiring fewer permanent employees and more temporary workers (Callea, Urbini, Ingusci, & Chirumbolo, 2016; De Cuyper, de Jong, De Witte, Isaksson, Rigotti, & Schalk, 2008; Kalleberg, 2000). This allows employers to respond to rapid staffing needs in response to rapid fluctuations in markets. While in the past there was more of a stigma, employers are more willing to hire candidates that have moved from job to job, have short-term employment jobs with multiple employers. On the employee side, long-term, stable employment, with defined benefits, is no longer a guarantee. Employee attitudes toward these jobs has also shifted. Workers show increased interested in jobs that allow them flexibility in terms of hours and work location, and much more receptive to freelance or gig assignments that can provide mobility and flexibility.

Statistics confirm that a larger percentage of workers are choosing alternative types of employment, and choosing jobs for their short-term, skill development value, or increased flexibility. The Bureau of Labor Statistics (BLS) defines gig workers as contingent or alternative employment arrangements or both. Contingent workers are those who do not have explicit or implicit contracts with an employer. Alternative employment arrangements include independent contractors, freelancers, independent consultants, on-call workers, and workers provided by temporary agencies (Torpley & Hogan, 2016). While these types of workers are difficult to categorize and distill within the BLS data sets, Torpley and Hogan cited a large, across the board increase in these types of workers in all major industry categories (2016). Horowitz (2015), reporting for the Department of Labor, noted a “freelance surge” and stated that more than 53 million Americans (1 in 3 workers) are earning income from work that is not a traditional 9-to-5.

In the absence of more relational types of arrangements with employers, this portion of the workforce will likely identify as having a balanced or even transactional relationship with employers. Where transactional employment arrangements used to be considered a negative compared to relational employment arrangements with employers, a portion of today’s workforce may prefer transactional agreements and choose them over more relational agreements with employers. According to De Cuyper and De Witte (2006), temporary employment is not seen as inferior to permanent employment and previous negative opinions of these work arrangements in terms of decreased job satisfaction may no longer hold up. Therefore, it may be other factors beyond contract

type that influence employee behavior in the workplace. Lemmon, Wilson, Posig & Glibkowski (2016) found that the psychological contract type of independent contractors was determined by an exchange of goods (material resources), love (sense of togetherness, camaraderie, and support), and status (perceived judgments of regard, esteem, or respect). Balanced contract types were shown to be related to employee perceptions that their employer met obligations around goods and love; transactional and transitional contract types were shown to be related to employee perceptions that their employer had not met obligations for goods, status, and love (Lemmon et al., 2016).

Another possibility is that workers of what were once considered transactional relationships with an employer, may now perceive them in more relational or balanced terms. Chambel, Lorente, Carvalho, and Martinez (2016) found that for permanent and temporary workers, there were multiple instances of balanced, relational, and transactional contract types, even though there were fewer temporary workers in the balanced and relational categories. However, regardless of contract type, both temporary and permanent workers demonstrate lower engagement when they perceived unfulfillment of the employer's obligations to them (Chambel et al., 2016). This suggests that contract fulfillment, rather than specific contract type, may be a mediating factor in employee behaviors, such as OCBs.

Hypothesis 6. There will be a significant positive relationship between respondents that have high satisfaction with their work arrangements and respondent OCB scores.

Hypothesis 7. There will be a significant positive relationship between respondents that have high satisfaction with their work arrangements and relational and balanced contract scores.

Hypothesis 8. There will be a significant negative relationship between respondents that have high satisfaction with their work arrangements and transactional and transitional contract scores.

Method

Participants

Participants were recruited from Amazon Mechanical Turk (MTurk), where respondents are paid a certain amount for completing specified tasks. The task for this study was to answer a survey, including demographics, PCI items, OCB items, and a satisfaction with work arrangement item. Participants were required to consent to participate in the survey, be currently employed, currently working in the United States, and over the age of 18. Otherwise, they were branched out of the survey and not able to progress into the survey. The survey was conducted in three batches of participants in MTurk. The first batch paid respondents \$0.25 for completing the survey, with a limit of 300 respondents allowed, on a first come, first served basis. Due to issues with response quality and timing concerns in which respondents rapidly clicked through responses, quality control measures were taken on the second and third batches. The second and third batches paid respondents \$1.00 per response. Respondents were filtered in MTurk by requiring Master respondents with approval rates of 90%. Additionally, the survey

itself was configured to disqualify respondents from completing the survey if their response times to the larger blocks of questions did not meet a minimum threshold. The Employer and Employee Obligations sections of the survey required a minimum of 30 seconds on their respective pages, while the Employer and Employee Transition sections of the survey required a minimum of 15 seconds on their respective pages. The second batch allowed 100 participants to respond, and the third batch allowed 150 participants to respond, on a first come, first served basis.

To further address quality control issues within all batch respondents, the study employed attention check questions, and established an attention benchmark time, below which respondents would not be considered. The survey's four largest question blocks each had one attention question that appeared in random order that requested them to select one of the answers on a Likert scale. For example, for Employer Obligations, the random attention check item asked participants to "select somewhat for an answer," and the participant would choose somewhat. For the attention benchmark time, the test was given to five test subjects that met the study criteria, but were not part of the study results. These were trusted respondents who were asked to take the survey without any expectation that their survey results would be used. The times for these 5 respondents were then averaged, which came to 9 minutes, 10 seconds, with a standard deviation of 44 seconds. The minimum time was 8 minutes, 20 seconds, with a median of 8.5 seconds. Using these data, a minimum amount of 8 minutes was established as a cutoff time, below which respondent answers would not be included in the study results.

The three surveys yielded 841 responses from MTurk workers. From that initial batch, 391 workers from the second and third batch were disqualified from the survey due to not meeting time requirements built into the survey, resulting in 450 complete participant responses. There were 19 participants across all 3 batches that did not correctly answer attention check questions, and were removed from the study, resulting in 431 participants. There were 171 participants that scored below the minimum time cutoff score of 8 minutes that were removed from the study to yield a final participant count of 260 participants for this study. Demographics for the final 260 participants are in the listed in Table 1 (Page 89).

Procedure

Participants were instructed to complete a survey that would require 15-20 minutes of their time. Participants were told the purpose of the research was to understand factors that contributed to the relationship between employees and their employers, and to provide information about their current employer. During part one, the participants were asked demographic questions such as gender, age, whether they held multiple jobs, career type, whether they supervise others, job role, sector (public, private, non-profit), career stage, education, job length, work arrangement, and satisfaction with that work arrangement. During part two, participants were asked to respond to 4 pages of questions regarding Employer Obligations, Employee Obligations, Employer Transition, and Employee Transition. Question order was randomized within each section, including one attention check per section. During part three, participants were asked to answer 5

sections of questions relating to the 5 categories of OCB, including Altruism, Courtesy, Sportsmanship, Generalized Compliance, and Civic Virtue. These sections were relatively short, therefore there were no attention checks, but question order was randomized within each section. The last part of the survey included 4 questions on psychological contract fulfillment, and a global satisfaction question from the PCI, and a question about who the participants viewed as primarily responsible for commitments the participants employer had to them (also from the PCI). Following this last part, respondents were taken to the end of the survey, where they were informed of the purpose of the survey, which was to investigate the relationships of the different types psychological contracts (Transactional, Relational, Balanced, Transitional) with organizational citizenship behavior (across 5 dimensions of Altruism, Courtesy, Sportsmanship, Generalized Compliance, and Civic Virtue) both of which serve as indicators of job satisfaction.

Measures

Psychological Contract Inventory (PCI). The PCI was developed by Rousseau in 2000. It measures contract type (Relational, Transactional, and Balanced), as well as a Transitional state related to shifts from the established work arrangement. Items for this scale were broken into 4 main categories: Employer Obligations, Employee Obligations, Employer Transition, Employee Transition. Employer Obligations and Employee Obligations sections represented sub-categories of items related to Relational Contracts (Stability and Loyalty), Balanced Contracts (External Employability, Internal

Advancement, and Dynamic Performance), and Transactional Contracts (Narrow and Short-term). The Employer Transition and Employee Transition sections included sub-categories of items related to the Transitional State (Mistrust, Uncertainty, and Erosion). All of these questions used the same 5-point Likert scale from 1=Not At All to 5=To A Great Extent. The PCI also included 4 items from Rousseau and Tijoriwala's 1999 study, two items measuring Employer Fulfillment (how well employer fulfills commitments and lives up to promises to participant), and two items for Employee Fulfillment (how well the participant fulfills commitments and lives up to promises to the employer. These questions used the same 5-point Likert scale from 1=Not At All to 5=To A Great Extent. The PCI includes a global measure of satisfaction stating "Overall, how satisfied are you in your job?" (Rousseau, 2000). The original PCI used a five-item smiley face scale as the possible answers. For this study, a 5-point Likert scale was used with answers ranging from 1=Extremely Dissatisfied to 5=Extremely Satisfied. The last PCI item is a question asking the participant "To what extent do you believe the commitments your current employer has to you are the responsibility of the following:" with potential answers being your coworkers/work group, your boss/manager, senior management, the organization generally, or other (Rousseau, 2000).

The PCI has shown to have met the standards of acceptable reliability and has been validated across several studies and cultures. In their evaluation of psychological contract measures, Freese and Schalk (2008) recommended the PCI due to assessing mutual employee and employer obligations/promises, validation in terms of psychometric

characteristics being known and appropriate for the sample, measurement at the subscale and item level, direct assessment of each item as important, and construction in a sound, methodological manner. (Freese & Schalk, 2008). In a review of the original factor analysis for the PCI, the items for the Relational Contract sub-categories of Employer Stability and Employee Stability, and the items for the Transactional Contract sub-category Employer Short-Term, did not meet internal consistency, reliability, and convergent/ discriminant validity (where the minimum Cronbach's alpha coefficient was .70), and were removed from the survey for this study. All other sub-category items had a Cronbach's alpha of .70 or higher (Rousseau, 2000).

Organizational Citizenship Behavior. Konovsky and Organ developed an OCB measure in 1996, consisting of items for five distinct OCB categories. These categories were Altruism, Courtesy, Sportsmanship, Generalized Compliance, and Civic Virtue. Items were aggregated from using the original altruism and conscientiousness scales developed by Smith, Organ, and Near (1983), and scales for civic virtue, courtesy, and civic virtue developed by Podsadoff, MacKenzie, Moorman, & Fetter (1990). A factor analysis of their OCB items was conducted using principle axis extraction and varimax rotation. The resulting factors that emerged matched the earlier studies from which these items were pulled. Items that double-loaded, or loaded on a different factor than they proposed were eliminated. Reliabilities for each category include Conscientiousness = .84, Altruism = .90, Sportsmanship = .88, Courtesy = .87, and Civic Virtue = .80. The resulting measure include 5 items for Altruism, 3 items for Courtesy, 5 items for

Sportsmanship, 4 items for Generalized Compliance, and 2 items for Civic Virtue (Konovsky & Organ, 1996). All items were rated on a 5-point Likert scale which ranged from 1=Strongly disagree to 5=Strongly Agree. Sportsmanship items reflect negative OCB attributes such as complaining, finding fault, or expressing resentment, so those that show increased OCB scores will yield negative relationships to these items. All other OCB items were positive OCB attributes, with OCB attributes such as helping others, respecting others, attending work, or participating in meetings, so those respondents that show increased OCB scores will yield positive relationship to these items (Konovsky & Organ, 1996).

Work Arrangements: A key aspect of this study was to examine how ideas around work arrangements, particularly increasingly common types of work arrangements such as freelancing, consulting, and gig work, impacted the relationship between psychological contracts and organizational citizenship behavior. To gain insight into this relationship, two questions were added to the survey in the demographics section. The first question asked participants “What describes you work arrangement with your current employer? (Select all that apply).” Answer categories included Full-Time Employment, Independent Contractor (Freelancers and Independent Consultants), On-Call Employment, Temporary Employment, Part-Time Employment, Otherwise Self-Employed (Other than Independent Contractors), and Other (with line for explanation). These work arrangement types were pulled from employment arrangements detailed by the Bureau of Labor Statistics (Torpey & Hogan, 2016). The second work arrangement item was a work

arrangement satisfaction item. Following the question describing their work arrangement, participants were asked “Are you satisfied with the work arrangement with your current employer specified above?” This item was rated using a 5-point Likert scale with 1=Extremely Unsatisfied to 5=Extremely Satisfied.

Results

Data analyses proceeded in several different stages to address all the hypotheses in this study. First, data was combined to get standard contract scores. For the PCI data, and average of employer and employee items of each contract type sub-category were calculated to create an average score for each. The employer and employee average scores for each subcategory were averaged to create one sub-category score. Then, all of the sub-category scores for each contract type were averaged to produce an overall score for each contract type (Relational, Transactional, Balanced, and Transitional). For example, for the Balanced Contract, each participant’s rating each item in the Employer and Employee obligations for each sub-category were averaged. This produced an average score for the four items that make up Employer External Employability, an average score for the 4 items that make up Employee External Employability, an average score for the 3 items that make up Employer Internal Advancement/Development, an average score for the 4 items that make up Employee Internal Advancement/Development, an average score for the 3 items that make up Employer Dynamic Performance, and an average score for the 3 items that make up Employee Dynamic Performance. The Employer and Employee Obligations scores were then averaged to

create a score for each Balanced Contract sub-category (External Employability, Internal Advancement/Development, and Dynamic Performance). All of these subcategory scores were averaged to create a total score for the Balanced Contract. The same process was completed across Relational, Transactional, and Transitional sub-category scores to determine a final score for each psychological contract type.

Additional calculations from the PCI included calculating fulfillment scores. The two items representing the participant's ratings for how well their employer has lived up to commitments, and how well the employer has kept promises, were averaged into a total Employer Fulfillment score. The two items representing the participant's ratings for how they live up to commitments to their employer, and how well they have kept promises to their employer, were averaged into a total Employee Fulfillment score.

The last PCI measure was the global satisfaction question about how satisfied they were with their job, which was a single score and needed no additional calculations. The additional satisfaction measure that was created for this study, and not part of the PCI, was about participant satisfaction with their current work arrangement. This was also a single score, and did not require an additional calculation.

For OCB, each participant's scores on the items within each OCB category were averaged to create a total score for each category. For example, each participant's scores across all 5 items for the OCB category Altruism, were averaged to create a total Altruism score. The same process was used for all other OCB categories, to create scores for Courtesy, Sportsmanship, Generalized Compliance, and Civic Virtue.

Descriptive statistics across all participants ($n = 160$), were run for psychological contract scores (Relational, Transactional, Balanced, and Transitional); OCB categories (Altruism, Courtesy, Sportsmanship, Generalized Compliance, and Civic Virtue); Employer Fulfillment; Employee Fulfillment; Satisfaction with the Job; and Satisfaction with the Work Arrangement. These descriptive statistics, including Mean, Standard Deviation, Standard Error, and Variance are listed in Table 2 (Page 91).

Correlation analysis was conducted to determine the relationship between psychological contract types and OCB categories; the relationship between OCB categories, Employer and Employee Fulfillment, and Satisfaction measures (with Job and with Work Arrangement); and the relationship between psychological contract types, Employer and Employee Fulfillment, and Satisfaction measures (with Job and with Work Arrangement). The correlation matrices for these analyses are presented in Tables 3-5, in the order presented above (Pages 92-95).

To test Hypothesis 1-4, which all refer to the impact that psychological contract type has on OCB, multiple regression analyses were conducted. Each model entered all four psychological contract types as independent variables to predict each individual OCB category. In total, five models were run for each OCB Category. In model 1, a multiple regression was run to test if participant's Relational, Transactional, Balanced, and Transitional contract types scores predicted participant's ratings for the OCB category Altruism. The results of this model indicated the four predictors explained 34.7% of the variance ($R^2 = .347$, $F(4,255) = 33.913$, $p < .001$). In model 2, a multiple

regression was run to test if participant's Relational, Transactional, Balanced, and Transitional contract types scores predicted participant's ratings for the OCB category Courtesy. The results of this model indicated the four predictors explained 15.9% of the variance ($R^2 = .159$, $F(4,255) = 12.094$, $p < .001$). In model 3, a multiple regression was run to test if participant's Relational, Transactional, Balanced, and Transitional contract types scores predicted participant's ratings for the OCB category Sportsmanship. The results of this model indicated the four predictors explained 31.0% of the variance ($R^2 = .310$, $F(4,255) = 28.618$, $p < .001$). In model 4, a multiple regression was run to test if participant's Relational, Transactional, Balanced, and Transitional contract types scores predicted participant's ratings for the OCB category Generalized Compliance. The results of this model indicated the four predictors explained 11.7% of the variance ($R^2 = .117$, $F(4,255) = 8.438$, $p < .001$). In model 5, a multiple regression was run to test if participant's Relational, Transactional, Balanced, and Transitional contract types scores predicted participant's ratings for the OCB category Civic Virtue. The results of this model indicated the four predictors explained 27.8% of the variance ($R^2 = .278$, $F(4,255) = 9.874$, $p < .001$). These models all demonstrated a significant relationship between psychological contract types and OCB categories. The results of these model analyses are summarized in Table 6.

Once these models were run, we could then take a closer look at the impact that each contract type had on the specific OCB category to address hypotheses 1-4.

Hypothesis 1. This hypothesis predicted that there would be a significant positive relationship between Relational contract type responses and OCB scores. In terms of correlation analysis, there was a significant correlation of .48 ($p < .001$) between the Relational contract type and Altruism; a significant correlation of .39 ($p < .001$) between the Relational contract type and Courtesy; a significant correlation of -.45 ($p < .001$) between the Relational contract type and Sportsmanship (negatively worded items); a significant correlation of .34 ($p < .001$) between the Relational contract type and Generalized Compliance; and a significant correlation of .48 ($p < .001$) between the Relational contract type and Civic Virtue. From the regression models, it was found that the Relational contract type significantly predicted Altruism ($\beta = .310, p < .001$); Courtesy ($\beta = .266, p < .01$); Sportsmanship ($\beta = -.348, p < .001$); Generalized Compliance ($\beta = .340, p < .001$); and Civic Virtue ($\beta = .253, p < .01$). Therefore, Hypothesis 1 was supported, suggesting that there is a significant positive relationship between Relational psychological contract type and OCB scores across all OCB categories.

Hypothesis 2. This hypothesis predicted that there would be a significant negative relationship between Transactional contract type responses and OCB scores. In terms of correlation analysis, there was a significant correlation of -.20 ($p < .001$) between Transactional contract type and Altruism, a significant correlation of .33 ($p < .001$) between Transactional contract type and Sportsmanship (negatively worded items), and a significant correlation of -.17 ($p < .01$) between Transactional contract type and Civic

Virtue. There was a non-significant correlation of $-.10$ between Transactional contract type and Courtesy and a non-significant correlation of $-.05$ between Transactional contract type and Generalized Compliance. From the regression models, it was found that Transactional contract type significantly predicted Altruism ($\beta = -.194, p < .001$); Sportsmanship ($\beta = .201, p < .001$); and Civic Virtue ($\beta = -.120, p < .05$). However, Transactional contract type did not significantly predict OCB categories of Courtesy and Generalized Compliance. Therefore, Hypothesis 2 was partially supported, suggesting that there is a significant negative relationship between Transactional psychological contract type and OCB, but only in relation to Altruism, Sportsmanship, and Civic Virtue OCB categories.

Hypothesis 3. This hypothesis predicted that there would be a significant negative relationship between the Balanced contract type responses and OCB scores. In terms of correlation analysis, there was a significant correlation of $.51$ ($p < .001$) between the Balanced contract type and Altruism; a significant correlation of $.35$ ($p < .001$) between the Balanced contract type and Courtesy; a significant correlation of $-.31$ ($p < .001$) between the Balanced contract type and Sportsmanship (negatively worded items); a significant correlation of $.26$ ($p < .001$) between the Balanced contract type and Generalized Compliance; and a significant correlation of $.49$ ($p < .001$) between the Balanced contract type and Civic Virtue. From the regression models, it was found that the Balanced contract type significantly predicted Altruism ($\beta = .373, p < .001$) and Civic Virtue ($\beta = .317, p < .001$). However, the Balanced contract type did not significantly

predict OCB categories of Courtesy, Sportsmanship and Generalized Compliance. Therefore, Hypothesis 3 was partially supported, suggesting that there is a significant positive relationship between the Balanced psychological contract type and OCB, but only in relation to Altruism and Civic Virtue OCB categories.

Hypothesis 4. This hypothesis predicted that there would be a significant negative relationship between the Transitional state responses and OCB scores. In terms of correlation analysis, there was a significant correlation of $-.27$ ($p < .001$) between the Transitional state and Courtesy, a significant correlation of $.46$ ($p < .001$) between the Transitional state and Sportsmanship (negatively worded items), a significant correlation of $-.22$ ($p < .001$) between the Transitional state and Generalized Compliance, and a significant correlation of $-.23$ ($p < .001$) between the Transitional state and Civic Virtue. There was a non-significant correlation of $.10$ between the Transitional state and Altruism. From the regression models, it was found that the Transitional state significantly predicted Altruism ($\beta = .291, p < .001$) and Sportsmanship ($\beta = .245, p < .001$). However, the Transitional state did not significantly predict OCB categories of Courtesy, Generalized Compliance, and Civic Virtue. Additionally, since Altruism, did not significantly correlate with the Transitional state in our initial correlation analysis, it is removed from consideration from this model. Therefore, Hypothesis 4 was partially supported, suggesting that there is a significant negative relationship between the Transitional state and OCB, but only in relation to the Sportsmanship OCB category. The results of Hypotheses 1-4 regression analyses can be found in Table 6 (Page 95).

Hypothesis 5. This hypothesis predicted that there will be a significant positive relationship between participant contract fulfillment scores and participant OCB scores. This involved comparing Employer and Employee Fulfillment scores and OCB category scores. Correlation analysis and multiple regression models were conducted. For multiple regression analyses, each model loaded Employer and Employee Fulfillment as independent variables to predict each individual OCB category. In total, five models were run for each OCB Category. In model 1, a multiple regression was run to test if participant's Employer and Employee Fulfillment scores predicted participant's ratings for the OCB category Altruism. The results of this model indicated the two predictors explained 10.8% of the variance ($R^2 = .108$, $F(2,257) = 15.621$, $p < .001$). In model 2, a multiple regression was run to test if participant's Employer and Employee Fulfillment scores predicted participant's ratings for the OCB category Courtesy. The results of this model indicated the two predictors explained 19.5% of the variance ($R^2 = .195$, $F(2,257) = 31.167$, $p < .001$). In model 3, a multiple regression was run to test if participant's Employer and Employee Fulfillment scores predicted participant's ratings for the OCB category Sportsmanship. The results of this model indicated the two predictors explained 17.9% of the variance ($R^2 = .179$, $F(2,257) = 27.955$, $p < .001$). In model 4, a multiple regression was run to test if participant's Employer and Employee Fulfillment scores predicted participant's ratings for the OCB category Generalized Compliance. The results of this model indicated the two predictors explained 27.3% of the variance ($R^2 = .273$, $F(2,257) = 48.274$, $p < .001$). In model 5, a multiple regression was run to test if

participant's Employer and Employee Fulfillment scores predicted participant's ratings for the OCB category Civic Virtue. The results of this model indicated the two predictors explained 17.3% of the variance ($R^2 = .173$, $F(2,257) = 15.621$, $p < .001$). These models all demonstrated a significant relationship between Employer and Employee Fulfillment scores and OCB. The results of these model analyses are summarized in Table 7.

Employer Fulfillment and Employee Fulfillment were considered separately as predictors of OCB scores. In terms Employer Fulfillment scores, correlation analyses indicated a significant correlation of .14 ($p < .05$) between Employer Fulfillment and Altruism, a significant correlation of .29 ($p < .001$) between Employer Fulfillment and Courtesy, a significant correlation of -.29 ($p < .001$) between Employer Fulfillment and Sportsmanship (negatively worded items), a significant correlation of .26 ($p < .001$) between Employer Fulfillment and Generalized Compliance, and a significant correlation of .33 ($p < .001$) between Employer Fulfillment and Civic Virtue. From the regression models, it was found that Employer Fulfillment significantly predicted Courtesy ($\beta = .151$, $p < .05$), Sportsmanship ($\beta = -.167$, $p < .01$), and Civic Virtue ($\beta = .221$, $p < .001$). However, Employer Fulfillment did not significantly predict OCB categories of Courtesy and Generalized Compliance.

Employee Fulfillment and Employee Fulfillment were considered separately as predictors of OCB scores. In terms Employee Fulfillment scores, correlation analyses indicated a significant correlation of .33 ($p < .05$) between Employee Fulfillment and Altruism, a significant correlation of .42 ($p < .001$) between Employee Fulfillment and

Courtesy, a significant correlation of $-.39$ ($p < .001$) between Employee Fulfillment and Sportsmanship (negatively worded items), a significant correlation of $.52$ ($p < .001$) between Employee Fulfillment and Generalized Compliance, and a significant correlation of $.37$ ($p < .001$) between Employee Fulfillment and Civic Virtue. From the regression models, it was found that Employee Fulfillment significantly predicted Altruism ($\beta = .319, p < .05$), Courtesy ($\beta = .363, p < .05$), Sportsmanship ($\beta = -.331, p < .01$), Generalized Compliance ($\beta = .486, p < .05$), and Civic Virtue ($\beta = .288, p < .001$).

Hypothesis 5 was partially supported, suggesting that there is a significant positive relationship between Employer and Employee Fulfillment and OCB. However, while there is a significant relationship between Employer Fulfillment and OCB, it is only in relation to Courtesy, Sportsmanship, and Civic Virtue OCB categories. There is a significant relationship between Employee Fulfillment and OCB, and this extends across all OCB categories. Therefore, Employee Fulfillment may be a better predictor of OCB than Employer Fulfillment. The results of Hypotheses 5 regression analyses can be found in Table 7 (Page 97).

Hypothesis 6. This hypothesis predicted that there will be a significant positive relationship between participants' satisfaction with their work arrangements and participant OCB scores. In addition to satisfaction with participants' work arrangement, the PCI global measure for satisfaction with their job was also analyzed in order to see which satisfaction measure better predicted OCB. This involved comparing Satisfaction-Work Arrangement and Satisfaction-Job scores and OCB category scores. Correlation

analysis and multiple regression models were conducted. For multiple regression analyses, each model loaded Satisfaction-Work Arrangement and Satisfaction-Job as independent variables to predict each individual OCB category. In total, five models were run for each OCB Category. In model 1, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's ratings for the OCB category Altruism. The results of this model indicated the two predictors explained 3.7% of the variance ($R^2 = .037$, $F(2,257) = 4.946$, $p < .01$). In model 2, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's ratings for the OCB category Courtesy. The results of this model indicated the two predictors explained 7.9% of the variance ($R^2 = .079$, $F(2,257) = 11.073$, $p < .001$). In model 3, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's ratings for the OCB category Sportsmanship. The results of this model indicated the two predictors explained 8.3% of the variance ($R^2 = .083$, $F(2,257) = 11.615$, $p < .001$). In model 4, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's ratings for the OCB category Generalized Compliance. The results of this model did not result in a significant relationship. In model 5, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's ratings for the OCB category Civic Virtue. The results of this model indicated the two predictors explained 7% of the variance ($R^2 = .070$, $F(2,257) =$

9.681, $p < .001$). These models demonstrated a significant relationship between Employer and Employee Fulfillment scores and OCB categories, except for the Generalized Compliance category. The results of these model analyses are summarized in Table 8.

Satisfaction-Work Arrangement and Satisfaction-Job were considered separately as predictors of OCB scores. For Satisfaction-Work Arrangement scores, correlation analyses indicated a significant correlation of .19 ($p < .001$) between Satisfaction-Work Arrangement and Altruism, a significant correlation of .23 ($p < .001$) between Satisfaction-Work Arrangement and Courtesy, a significant correlation of -.29 ($p < .001$) between Satisfaction-Work Arrangement and Sportsmanship (negatively worded items), no significant relationship between Satisfaction-Work Arrangement and Generalized Compliance, and a significant correlation of .20 ($p < .001$) between Satisfaction-Work Arrangement and Civic Virtue. From the regression models, it was found that Satisfaction-Work Arrangement did not significantly predict any of the OCB categories.

For Satisfaction-Job scores, correlation analyses indicated a significant correlation of .16 ($p < .01$) between Satisfaction-Job and Altruism, a significant correlation of .28 ($p < .001$) between Satisfaction-Job and Courtesy, a significant correlation of -.29 ($p < .001$) between Satisfaction-Job and Sportsmanship (negatively worded items), a significant correlation of .13 ($p < .05$) between Satisfaction-Job and Generalized Compliance, and a significant correlation of .26 ($p < .001$) between Satisfaction-Job and Civic Virtue. From the regression models, it was found that Satisfaction-Job significantly

predicted Courtesy ($\beta = .229, p < .01$), Sportsmanship ($\beta = -.250, p < .01$), and Civic Virtue ($\beta = .228, p < .01$). However, Satisfaction-Job scores did not significantly predict OCB categories of Altruism and Generalized Compliance.

Hypothesis 6 was not supported. While there were significant positive associations between Satisfaction-Work Arrangement and OCB categories in the correlation analyses, and some of the regression models, none of the Satisfaction-Work Arrangements β coefficients were able to significantly predict any of the OCB categories. However, there was a significant relationship between Satisfaction-Job scores and OCB, and Satisfaction-Job scores were able to significantly predict Courtesy, Sportsmanship, and Civic Virtue OCB categories. In general, the significant relationships were weak, and suggest that Satisfaction with the Job globally may be a better predictor of OCB than Satisfaction with the current Work Arrangement. The results of Hypotheses 6 regression analyses can be found in Table 8 (Page 98).

To test Hypothesis 7 and 8, which refer to the impact that satisfaction has on psychological contract type, multiple regression analyses were conducted. Each model loaded Satisfaction-Work Arrangement and Satisfaction-Job as independent variables to predict psychological contract type. In total, four models were run for each contract type. In model 1, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's scores for Relational contract type. The results of this model indicated the two predictors explained 37.1% of the variance ($R^2 = .371, F(4,255) = 35.621, p < .001$). In model 2, a multiple regression

was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's scores for Balanced contract type. The results of this model indicated the two predictors explained 31.5% of the variance ($R^2 = .315$, $F(4,255) = 11.073$, $p < .001$). In model 3, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's scores for Transactional contract type. The results of this model indicated that there was no significant relationship between the two predictors and Transactional contract type scores. In model 4, a multiple regression was run to test if participant's Satisfaction-Work Arrangement and Satisfaction-Job scores predicted participant's scores for Transitional state. The results of this model indicated that there was no significant relationship between the two predictors and Transitional state scores. The results of these model analyses are summarized in Table 9 (Page 99).

Once these models were run, we could then take a closer look at the impact satisfaction has on psychological contract type to address hypotheses 7 and 8. Hypothesis 7: This hypothesis predicted that there would be a significant positive relationship between satisfaction with work arrangements and relational and balanced contract types. In terms of correlation analysis, there was a significant correlation of .47 ($p < .001$) between Satisfaction-Work Arrangement and Relational contract type, and a significant correlation of .43 ($p < .001$) between Satisfaction-Work Arrangement and Balanced contract type. From the regression models, it was found that Satisfaction-Work Arrangement did not significantly predict either Relational or Balanced Type. Therefore,

Hypothesis 7 was not supported, suggesting that there is not a significant positive relationship between Job Satisfaction and Relational psychological contract type and OCB scores across all OCB categories.

The relationship between Satisfaction with the Job and psychological contract type was also explored as part of this analysis. This was to determine whether there would be a significant positive relationship between the global measure of satisfaction with the job from the PCI and relational and balanced contract types. In terms of correlation analysis, there was a significant correlation of .60 ($p < .001$) between Satisfaction-Job and Relational contract type, and a significant correlation of .56 ($p < .001$) between Satisfaction-Work Arrangement and Balanced contract type. From the regression models, it was found that Satisfaction-Job significantly predicted Relational contract type ($\beta = .530, p < .001$) and Balanced contract type ($\beta = .485, p < .001$). Therefore, while satisfaction with work arrangements did not significantly predict psychological contract type, satisfaction with the job as a global satisfaction measure from the PCI did significantly predict psychological contract type. The results of Hypotheses 7 regression analyses can be found in Table 9 (Page 99).

Hypothesis 8: This hypothesis predicted that there would be a significant negative relationship between satisfaction with work arrangements and relational and balanced contract types. In terms of correlation analysis, there was not a significant correlation of between Satisfaction-Work Arrangement and Transactional contract type, and a significant correlation of $-.49$ ($p < .001$) between Satisfaction-Work Arrangement and

Transitional contract type. From the regression models, it was found that Satisfaction-Work Arrangement did not significantly predict either Transactional contract type or Transitional state scores. Therefore, Hypothesis 8 was not supported, suggesting that there is not a significant positive relationship between satisfaction with work arrangement and Transactional contract type or Transition state.

The relationship between Satisfaction with the Job and psychological contract type was also explored as part of this analysis. This was to determine whether there would be a significant positive relationship between the global measure of satisfaction with the job from the PCI and Transactional contract type/Transitional state. In terms of correlation analysis, no significant relationship between Satisfaction-Job and Transactional contract type, and a significant correlation of $-.66$ ($p < .001$) between Satisfaction-Work Arrangement and Transitional state. From the regression models, it was found that Satisfaction-Job did not significantly predict either Transactional contract type or Transitional state scores. Therefore, while satisfaction with work arrangements nor satisfaction with the job as a global satisfaction measure from the PCI did not significantly predict Transactional contract type or Transitional state. In summary, the predictive value of satisfaction is with overall satisfaction with the job, and only as it relates to Relational and Balanced contract types. The results of Hypotheses 8 regression analyses can be found in Table 9 (Page 99).

Discussion

The current study explored the impact of psychological contracts on organizational citizenship behavior (OCB). The results support a relationship between the type of psychological contracts an employee has and levels of OCB that employee will display. This confirms research that psychological contract type does have an impact on the types of behaviors that employees exhibit in organizations, both in interactions with supervisors and coworkers, and helping the organization run efficiently and effectively (Bal et al., 2008; Robinson & Rousseau; 1994; Zhao et al., 2007). This relationship also helps support Rousseau's (1989) claim that psychological contracts can affect employee attitudes and behaviors, as well Organ's (1990) claim that OCBs represent a readiness to contribute beyond formal contractual obligations. This study further supported that the type of psychological contract an employee may have with their employer can influence the degree to which an employee demonstrates OCB.

The first part of this study sought to explore this relationship between psychological contract types and OCB levels. Relational contract types were found to have a significant positive relationship with all OCB categories (Altruism, Courtesy, Sportsmanship, Generalized Compliance, and Civic Virtue). This is consistent with existing theory that extra-role behaviors are demonstrated by employees in long-term relational agreements (Organ, 1990; Rousseau, 1995). It also confirms Van Dyne and Ang (1998), who also found a strong relationship between the relational contract orientation and OCB. The presence of extra-role behaviors may indicate that relational

contracts establish trust between the employee and employer, and illicit behaviors outside in-role behaviors that positively impact the organization (Organ, 1988, 1990).

There was a significant negative relationship between Transactional contract type and OCB. However, this study only demonstrated a significant negative relationship between Transactional contract type and only three out of five OCB categories (Altruism, Sportsmanship, and Civic Virtue). There was no relationship between Transactional contract type and Courtesy and Generalized Compliance. The negative relationship with OCB is consistent with research that suggests that transactional contracts focus more on meeting specific contract terms, rather than extra-role behaviors (Mai, Ellis, Christian, & Porter, 2016). It also demonstrates that, as opposed to a more relational contract type, that extra-role behaviors are held back in more transactional agreements (in this case, Altruism, Sportsmanship, and Civic Virtue). Turnley and Feldman (2000) already posited that OCB behaviors are the first type of behaviors to be held back when there are low levels of trust with the employer, because they have less consequences than holding back in-role behavior. So, these results confirm existing theory that Transactional contracts represent a lack of trust in the employer by promoting extreme careerism and not embedding the employee more in the culture and the organization (Robinson & Rousseau, 1994; Rousseau & Tijoriwala, 1998).

Balanced psychological contracts represent aspects of both Relational and Transactional contract elements. There is social exchange, but toward training and skill development, rather than long-term, relational aspects (Rousseau, 2000). This is reflected

in the results of this study, which represented middle ground between Relational and Transactional contracts' ability to predict OCB scores. This study did find a significant relationship between Balanced contract types and OCB, but only in relation to the OCB categories of Altruism and Civic Virtue. The absence of longevity and embedding the employee more substantially in the organization may result in not consistently eliciting Courtesy, Sportsmanship, or Generalized Compliance. A possible explanation is that Balanced contract types do not create enough trust between the employee and employer to produce extra-role behaviors of a certain kind, and employees instead choose to withhold particular types of extra-role behaviors, such as the OCB categories mentioned above.

The Transitional state does not represent a contract type, but a breakdown in the relationship between an employee and an employer. It is a pre-cursor to contract violation, and one of the first signs regarding a breach in the psychological contract. A significant negative relationship was found between the Transitional state and OCB scores, but only in relationship to the Sportsmanship OCB score. All other categories were negatively correlated, but were not significant. This suggests that when Transitional states increase, that employees stop "playing fair" by decreasing positive sportsmanship behaviors. It also indicates that all other OCBs stop being factors in the relationship as well. This is consistent with existing research that employees will not engage in OCBs if they start to sense an erosion of trust and good faith on the part of the employer (Robinson & Morrison, 1995).

Through the initial part of this study, we have seen a variety of psychological contract types and their relationship with OCB. Relational contracts represent long-term relationships with employees and foster cultures that are value-based, stable, and build employee investment in the culture (Rousseau, 1990). Accordingly, they elicit the strongest positive relationship with OCBs in all categories, suggesting organizations benefit from this type of contract in valuable ways that may not show up on profit and loss statements. There are a variety of reasons that employers may seek alternative types of contracts with employees, outside of traditional relational contracts. However, employers should also know the costs of implementing such contracts, and that when it comes to OCBs, you get what you invest in. While Transactional contracts may be best in cultures that reflect increased competition and flexible workforces (Rousseau, 1990), they can result in decreases in OCBs in the workforce, which can have a negative monetary impact that may not show up on budget reports, but cost the agency in other harmful ways. The same can be said of Balanced contract types. This hybrid contract is a more dynamic, open-ended relationship that may or may not be long-term. They also include social exchange elements, particularly in training and skill development for long term use with the employer or other employers if the workforce needs shift. While Balanced contracts allow for flexibility and responsiveness to market conditions to determine the relationship with the employee, the loss in trust and long-term guarantees can limit OCBs in the workplace, as evidenced by the Balanced contract only predicting Altruism and

Civic Virtue, and not demonstrating a relationship with Courtesy, Sportsmanship, and Generalized Compliance.

The next part of the study examined the relationship between psychological contract fulfillment and OCB categories. While it was established above that the Transitional state, or perception of impending contract violation, had a negative relationship with OCB, this study also sought to determine the relationship between employee's perceptions of how well their employer met commitments and lived up to promises (Employer Fulfillment), as well as employee's perceptions of how well they met commitments with employers and kept promises made to their employer (Employee Fulfillment). This study demonstrated that both Employer and Employee Fulfillment were positively related to OCBs, whereas Employer Fulfillment was only positively related to Courtesy, Sportsmanship, and Civic Virtue. These findings confirm existing research that found a positive relationship between OCBs and employee perceptions that their contracts were fulfilled (Coyle-Shapiro, 2002). They also suggest that contract fulfillment may be an opposing concept to the Transitional state. The possibility that employee perceptions of their own fulfillment of commitments and promises may have a more significant impact on OCBs indicates that Employee Fulfillment is a better predictor of OCBs in the workplace.

The last part of this study examined the role of satisfaction with regard to both OCBs and psychological contracts. As a part of this analysis, different types of work arrangements were going to be identified and compared, along with participant's ratings

of their satisfaction with their work arrangement. However, this study did not yield enough different types of work arrangements to conduct meaningful analysis (with 85.4% reporting full-time, 9.6% reporting part-time, and 3.8% representing Independent Contractors/Freelancers). This impacted the extent to which this satisfaction measure could be used on its own in comparison to OCB and psychological contracts.

Absent a more robust variation in work arrangement types, this study sought to explore what role satisfaction with work arrangement had with regard to OCBs and psychological contracts, when compared alongside the global measure of satisfaction from the PCI. This study did not find a relationship between satisfaction with employees' work arrangements and OCBs. However, the global scale of satisfaction with the job overall from the PCI did significantly predict OCB, in relation to Courtesy, Sportsmanship, and Civic Virtue. This finding was consistent with existing research that has established a relationship between job satisfaction and OCB (Bateman & Organ, 1983; Organ & Konovsky, 1989; Puffer, 1987; Van Dyne et al., 1994; Williams & Anderson, 1991; Witt, 1991). However, the findings suggest that satisfaction with the work arrangement is quite distinct from satisfaction in general. Further, an alternative work arrangement may not be a "deal-killer" for satisfaction with the job overall, and employers who offer alternative arrangements, rather than relational contracts, should focus on overall satisfaction to elicit OCBs in the workplace.

Finally, this study compared psychological contract types and their impact on both satisfaction with work arrangement and the global satisfaction measure from the

PCI. Again, this study found no relationship between psychological contract types and satisfaction with the work arrangement. The findings suggest that while satisfaction with work arrangement and contract type are both facets of the relationship between employees and employers, they may be different entities. It may also support the idea that employees no longer associate satisfaction with their work arrangement with long-term, stable employment. This may also confirm existing theory that once negative impressions of alternative work arrangements may not be considered as negative now, or result in low job satisfaction ratings (De Cuyper & De Witt, 2006).

The study did find that Relational and Balanced Contract types were able to significantly predict satisfaction with the job overall (PCI measure). However, this was not the case with Transactional Contract types or the Transitional state. This confirms existing theory that psychological contracts contribute to job satisfaction (Portwood & Miller, 1976; Rousseau, 1990; Weick, 1979). These findings also suggest that Relational and Balanced contracts are more dependent on global satisfaction than satisfaction with the specific work arrangement. So, if an employee works remotely as an independent contractor, but perceives the contract type as Relational or Balanced, satisfaction with the job could be retained, independent of how satisfied that employee is with working as an independent contractor. Once the contract is perceived to be Transactional, or the employee enters a Transitional State, there could be additional variables that mediate their relationship with satisfaction. However, no conclusions can be made about satisfaction, particularly in regard to work arrangements, without further research.

Limitations and Future Research

This study had some limitations that should be discussed. First, the participants in this study were collected using Amazon Mechanical Turk (MTurk). MTurk allows researchers to collect data from survey by paying respondents to respond to surveys. However, a major limitation is not being able to determine the amount of time and attention spent attending to the survey questions. While this study attempted to address these issues, there is still the possibility that respondents may not have attended fully to the questions being asked. There is also the possibility that there is some selection bias, due to the fact that MTurk respondents are able to choose to participate in MTurk, and choose which worker tasks they would like to complete.

Second, on the OCB measure, researchers often solicit OCB item ratings directly from supervisors (Allen, Barnard, Rush, & Russell, 2000). This is to address concerns that employees may inflate their own OCB scores when self-reporting (Schnake, 1990). However, this study, as well as other studies, do not always have access to supervisor-subordinate dyads with which to perform this type of analysis. Prior research has correlated supervisor and subordinate OCB ratings (Becker & Vance, 1993). Therefore, while employee self-rating of OCB may skew higher, they are correlated positively with supervisor ratings. But, the absence of supervisor ratings is a limitation of this study. It should be noted that introducing supervisor input may also introduce additional bias into determining OCBs in employees, so that should also be weighed in considering which parties to involve in assessment.

As mentioned above, there was little variance in work arrangements with the participants from MTurk. The majority of respondents were Full-Time employees and did not represent a diverse representation of work arrangements. To adequately examine the impact of satisfaction with work arrangements, there would need to be more representation from alternative work arrangements. With more varied work arrangement data, a proper analysis could be done that explores not only the relationship of satisfaction with work arrangements and both psychological contracts and OCB, but could also allow us to do split analyses to compare alternative arrangement groups against each other.

This study examined psychological contracts, the Transitional state, and contract fulfillment. However, the PCI measure used does not include specific items related to contract breach. The Transitional state is characterized as being the state prior to, but leading to breach (Rousseau, 2000). However, breach is important as the breach of the psychological contract can have an impact on employee behavior, and perceptions of trust and fairness (Robinson and Morrison, 1995; Robinson and Rousseau, 1994; Rousseau, 1989). So, including specific breach items in future research would help understand how breach of contract may specifically impact OCBs in the workplace.

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Table 1
Participant Demographics

Variable	<i>N</i>	%
Gender		
Female	119	45.8
Male	140	53.8
Other	1	.4
Age		
20 – 29	49	18.8
30 – 39	107	41.2
40 – 49	60	23.1
50 – 59	33	12.7
60 – 69	8	3.1
70 – 79	3	1.2
Multiple Jobs		
No	208	80.0
Yes	52	20.0
Career Type		
Clerical	42	16.2
Food/Restaurant	16	6.2
General Labor	20	7.7
Professional	122	46.9
Retail	31	11.9
Sales	14	5.4
Technical/Vocational	11	4.2
Other	4	1.5
Supervises Others		
No	147	56.5
Yes	113	43.5
Job Role		
Non-Supervisory	125	48.1
Lead Worker	36	13.8
Supervisor	46	17.7
Manager	41	15.8
Director or Executive	12	4.6
Sector		
Non-Profit	16	6.2
Private	167	64.2
Public	77	29.6

Table 1 (Continued)

Variable	<i>N</i>	%
Career Stage		
Entry Level	40	15.4
Early Career	65	25.0
Mid-Career	123	47.3
Late Career	32	12.3
Career Stage – Broad		
Entry/Early Career	105	40.4
Mid/Late Career	155	59.6
Education		
None	22	8.5
High School/GED	71	27.3
Certificate	34	13.1
Bachelor's	108	41.5
Master's	108	41.5
Juris Doctor	1	.4
PhD	2	.8
Education – Broad		
Non-Degree	133	51.2
Degree	127	48.8
Job Length		
0 – 2 years	44	16.9
2+ – 5 years	85	32.7
5+ – 10 years	71	27.3
10+ – 15 years	40	15.4
15+ – 20 years	8	3.1
20+ years	12	4.6
Job Length – Broad		
0 – 5 years	129	49.6
5+ years	131	50.4
Work Arrangement		
Full-Time	222	85.4
Part-Time	25	9.6
Indep. Con/Freelancer	10	3.8
On Call	2	.8
Other	1	.4

Note. *n* = 260.

Table 2

Descriptive Statistics: Psychological Contract, OCB, Contract Fulfillment, and Satisfaction

	<i>N</i>	Minimum	Maximum	<i>M</i>	<i>SD</i>	<i>SE</i>	Variance
Psychological Contract							
Relational	260	1.25	5.00	3.5096	.86073	.05338	.741
Transactional	260	1.00	4.63	2.3325	.72194	.04477	.521
Balanced	260	1.06	5.00	3.1761	.85779	.05320	.736
Transition	260	1.00	5.00	2.0474	1.02489	.06356	1.050
OCB							
Altruism	260	1.00	5.00	4.0269	.78443	.04865	.615
Courtesy	260	1.33	5.00	4.4346	.59419	.03685	.353
Sportsmanship	260	1.00	4.20	1.6969	.77698	.04819	.604
Gen. Comp.	260	1.50	5.00	4.4904	.58116	.03604	.338
Civic Virtue	260	1.50	5.00	4.3404	.74078	.04594	.549
ER Fulfillment	260	1.00	5.00	3.8346	1.05612	.06550	1.115
EE Fulfillment	260	1.00	5.00	4.5058	.70091	.04347	.491
Satisfaction-Job	260	1.00	5.00	3.87	1.049	.065	1.100
Satisfaction-WA	260	1.00	5.00	4.07	.927	.058	.860

Note. OCB = Organizational Citizenship Behavior; Gen. Comp. = Generalized Compliance; ER = Employer; EE = Employee; WA = Work Arrangement

Table 3
Correlations: Psychological Contract and Organizational Citizenship Behavior (OCB)

Measure	1	2	3	4	5	6	7	8
1. Relational	-							
2. Transactional	-.20***	-						
3. Balanced	.79***	-.09	-					
4. Transition	-.57***	.29***	-.44***	-				
5. Altruism	.48***	-.20***	.51**	-.10	-			
6. Courtesy	.39***	-.10	.35***	-.27***	.46***	-		
7. Sportsmanship	-.45***	.33***	-.31***	.46***	-.28***	-.39***	-	
8. Gen. Comp.	.34***	-.05	.26***	-.22***	.34***	.51***	-.42***	-
9. Civic Virtue	.48***	-.17**	.49***	-.23***	.45***	.45***	-.41***	.41***

Note. $n = 60$; Gen. Comp. = Generalized Compliance

* $p < .05$. ** $p < .01$. *** $p < .001$

Table 4
Correlations: Organizational Citizenship Behavior (OCB), Fulfillment, and Satisfaction

Measure	1	2	3	4	5	6	7	8
1. Altruism	-							
2. Courtesy	.46***	-						
3. Sportsmanship	-.28***	-.39***	-					
4. Gen. Comp.	.34***	.51***	-.42***	-				
5. Civic Virtue	.45***	.45***	-.41***	.41***	-			
6. ER Fulfillment	.14*	.29***	-.29***	.26***	.33***	-		
7. EE Fulfillment	.33***	.42***	-.39***	.52***	.37***	.37***	-	
8. Satisfaction-Job	.16**	.28***	-.29***	.13*	.26***	.71***	.25***	-
9. Satisfaction-WA	.19***	.23***	-.22***	.09	.20***	.52***	.14***	.68***

Note. $n = 260$; Gen. Comp. = Generalized Compliance; ER = Employer; EE = Employee; WA = Work Arrangement
 * $p < .05$. ** $p < .01$. *** $p < .001$

Table 5
Correlations: Psychological Contract, Fulfillment, Satisfaction

Measure	1	2	3	4	5	6	7
1. Relational	-						
2. Transactional	-.20***	-					
3. Balanced	.79***	-.09	-				
4. Transition	-.57***	.29***	-.44***	-			
5. ER Fulfillment	.68***	-.01	.59***	-.70***	-		
6. EE Fulfillment	.51***	-.21***	.37***	-.28***	.37***	-	
7. Satisfaction – Job	.60***	-.02	.56***	-.66***	.71***	.25***	-
8. Satisfaction - WA	.47***	-.10	.43***	-.49***	.52***	.14***	.68***

Note. $n = 260$; ER = Employer; EE = Employee; WA = Work Arrangement

* $p < .05$. ** $p < .01$. *** $p < .001$

Table 6

Multiple Regression: Psychological Contract and Organizational Citizenship Behavior (OCB)

OCB Category	Contract	<i>b</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²
Altruism	(Constant)	1.986	.293		6.782	.001***			
	Relational	.283	.082	.310	3.430	.001***			
	Transactional	-.210	.058	-.194	-3.636	.001***			
	Balanced	.341	.076	.373	4.505	.001***			
	Transition	.223	.048	.291	4.621	.001***			
							.589	.347	.337
							<i>F</i> (4,255) = 33.913, <i>p</i> < .001***		
Courtesy	(Constant)	3.659	.252		14.540	.001***			
	Relational	.184	.071	.266	2.595	.010**			
	Transactional	-.012	.050	-.014	-.238	.812			
	Balanced	.074	.065	.107	1.135	.257			
	Transition	-.038	.041	-.065	-.908	.365			
							.399	.159	.146
							<i>F</i> (4,255) = 12.094, <i>p</i> < .001***		
Sportsmanship	(Constant)	1.648	.298		5.525	.001***			
	Relational	-.314	.084	-.348	-3.739	.001***			
	Transactional	.217	.059	.201	3.678	.001***			
	Balanced	.083	.077	.092	1.081	.281			
	Transition	.186	.049	.245	3.786	.001***			
							.577	.310	.299
							<i>F</i> (4,255) = 28.618, <i>p</i> < .001***		
Generalized Compliance	(Constant)	3.752	.252		14.871	.001***			
	Relational	.230	.071	.340	3.232	.001***			
	Transactional	.025	.050	.031	.504	.615			
	Balanced	-.021	.065	-.031	-.320	.749			

Table 6 (Continued)

OCB Category	Contract	<i>b</i>	<i>SE</i>	β	<i>t</i>	<i>P</i>	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²
	Transition	-.029	.042	-.051	-.699	.485	.342	.117	.103
							<i>F</i> (4,255) = 8.438, <i>p</i> < .001***		
Civic Virtue	(Constant)	2.869	.291		9.864	.001			
	Relational	.217	.082	.253	2.656	.008**			
	Transactional	-.124	.057	-.120	-2.148	.033*			
	Balanced	.274	.075	.317	3.643	.001***			
	Transition	.062	.048	.085	1.287	.199			
							.527	.278	.267
							<i>F</i> (4,255) = 9.874, <i>p</i> < .001***		

Note. *n* = 260; *b* = unstandardized regression coefficient; *SE* = standard error; β = standardized regression coefficient; *t* = obtained *t*-value; *p* = probability; *R*² = proportion of variance explained; *F* = obtained *F*-value.

* *p* < .05. ** *p* < .01. *** *p* < .001

Table 7

Multiple Regression: Contract Fulfillment and Organizational Citizenship Behavior (OCB)

OCB Category	Fulfillment	<i>b</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²
Altruism	(Constant)	2.346	.307		7.640	.001***	.329	.108	.101
	Employer	.019	.047	.026	.405	.686			
	Employee	.357	.071	.319	5.032	.001***			
							<i>F</i> (2,257) = 15.621, <i>p</i> < .001***		
Courtesy	(Constant)	2.722	.221		12.318	.001***	.442	.195	.189
	Employer	.085	.034	.151	2.512	.013*			
	Employee	.308	.051	.363	6.030	.001***			
							<i>F</i> (2,257) = 31.167, <i>p</i> < .001***		
Sportsmanship	(Constant)	3.824	.292		13.101	.001***	.423	.179	.172
	Employer	-.123	.045	-.167	-2.750	.006**			
	Employee	-.367	.067	-.331	-5.448	.001***			
							<i>F</i> (2,257) = 27.955, <i>p</i> < .001***		
Generalized Compliance	(Constant)	2.499	.205		12.166	.001***	.523	.273	.267
	Employer	.046	.031	.084	1.467	.144			
	Employee	.403	.047	.486	8.489	.001***			
							<i>F</i> (2,257) = 48.274, <i>p</i> < .001***		
Civic Virtue	(Constant)	2.373	.278		8.529	.001***	.423	.179	.173
	Employer	.155	.043	.221	3.639	.001***			
	Employee	.305	.064	.288	4.740	.001***			
							<i>F</i> (2,257) = 28.035, <i>p</i> < .001***		

Note. *n* = 260; *b* = unstandardized regression coefficient; *SE* = standard error; β = standardized regression coefficient; *t* = obtained *t*-value; *p* = probability; *R*² = proportion of variance explained; *F* = obtained *F*-value.

* *p* < .05. ** *p* < .01. ****p* < .001

Table 8

Multiple Regression: Satisfaction (Job/Work Arrangement) and Organizational Citizenship Behavior (OCB)

OCB Category	Satisfaction	<i>b</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²
Altruism	(Constant)	3.349	.221		15.139	.001**			
	Job	.053	.062	.071	.853	.394			
	WA	.116	.070	.137	1.654	.099			
							.193	.037	.030
							<i>F</i> (2,257) = 4.946, <i>p</i> < .008*		
Courtesy	(Constant)	3.748	.164		22.875	.001**			
	Job	.130	.046	.229	2.821	.005*			
	WA	.045	.052	.071	.868	.386			
							.282	.079	.072
							<i>F</i> (2,257) = 11.073, <i>p</i> < .001**		
Sportsmanship	(Constant)	2.593	.214		12.128	.001**			
	Job	-.185	.060	-.250	-3.079	.002*			
	WA	-.044	.068	-.053	-.651	.515			
							.288	.083	.076
							<i>F</i> (2,257) = 11.615, <i>p</i> < .001**		
Generalized Compliance	(Constant)	4.197	.166		25.353	.001**			
	Job	.069	.047	.124	1.476	.141			
	WA	.007	.053	.011	.127	.899			
							.131	.017	.010
							<i>F</i> (2,257) = 2.253, <i>p</i> < .107		
Civic Virtue	(Constant)	3.553	.205		17.308	.001**			
	Job	.161	.058	.228	2.795	.006*			
	WA	.040	.065	.050	.614	.540			
							.265	.070	.063
							<i>F</i> (2,257) = 9.681, <i>p</i> < .001**		

Note. *n* = 260; *b* = unstandardized regression coefficient; *SE* = standard error; β = standardized regression coefficient; *t* = obtained *t*-value; *p* = probability; *R*² = proportion of variance explained; *F* = obtained *F*-value; WA = Work Arrangement

* *p* < .05. ** *p* < .01. ****p* < .001

Table 9

Multiple Regression: Satisfaction (with Job/Work Arrangement) and Psychological Contract

Contract	Satisfaction	<i>b</i>	<i>SE</i>	β	<i>t</i>	<i>p</i>	<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²
Relational	(Constant)	1.411	.196		7.197	.001***	.609	.371	.366
	Job	.435	.055	.530	7.895	.001***			
	WA	.102	.062	.109	1.630	.104			
							<i>F</i> (2,257) = 35.621, <i>p</i> < .001***		
Balanced	(Constant)	1.244	.204		6.098	.001***	.561	.315	.310
	Job	.396	.057	.485	6.915	.001***			
	WA	.098	.065	.105	1.505	.133			
							<i>F</i> (2,257) = 11.073, <i>p</i> < .001***		
Transactional	(Constant)	2.597	.206		12.603	.001***	.116	.014	.006**
	Job	.059	.058	.086	1.024	.307			
	WA	-.121	.065	-.156	-1.854	.065			
							<i>F</i> (2,257) = 1.768, <i>p</i> < .173		
Transition (State)	(Constant)	4.709	.220		21.394	.001***	.664	.441	.437
	Job	-.593	.062	-.607	-9.598	.001***			
	WA	-.089	.070	-.081	-1.275	.203			
							<i>F</i> (2,257) = 2.253, <i>p</i> < .107		

Note. *n* = 260; *b* = unstandardized regression coefficient; *SE* = standard error; β = standardized regression coefficient; *t* = obtained *t*-value; *p* = probability; *R*² = proportion of variance explained; *F* = obtained *F*-value; WA = Work Arrangement.
* *p* < .05. ** *p* < .01. *** *p* < .001

Appendix A

Qualtrics Survey Instrument

4/18/2018

Qualtrics Survey Software

Consent

San Francisco State University

Implied Consent to Participate in Research

Data collected from this confidential and anonymous survey will be used for research on the factors that contribute to the relationship between employees and their employer. You have been invited to participate because you are 18 years of age and employed full-time in the U.S.

You must be 18 years of age or older and employed in the U.S. to participate.

There are no risks or benefits to you for participating in this survey. You may choose to participate or not. You may answer only the questions you feel comfortable answering, and you may stop at any time. **If you do not wish to participate, you may simply quit and close the survey, with no penalty to yourself. If you do participate, completion and return of the survey indicates your consent to the above conditions.**

The survey should take approximately 20 minutes to complete. Any questions or concerns should be directed to the principal investigator, Richard Oppenheim, at roppenheim@mail.sfsu.edu or the research advisor, Professor Chris Wright, at cwright@sfsu.edu.

I have read and understood the above terms and provide my consent to participate.

- I give my consent to participate.
- I DO NOT give my consent to participate.

No Consent

This survey requires implied consent of all participants. You answered that you DID NOT give consent to take the survey. Therefore, you are not required to answer any questions and the survey will be terminated.

Contact the principal investigator, Richard Oppenheim, at roppenheim@mail.sfsu.edu if you have any questions.

Over 18

Are you 18 years of age?

- Yes
- No

Not Eligible

4/18/2018

Qualtrics Survey Software

Based on your answer to the requirements questions, you are not eligible to take this survey. The requirements are that you must

- Be over 18 years of Age
- Currently be employed
- Be employed in the United States

I appreciate your interest in the survey, but at this time I cannot accept your responses.

Contact the principal investigator, Richard Oppenheim, at roppenheim@mail.sfsu.edu if you have any questions.

Employed

Are you currently employed ?

- Yes
 No

Employed in US

Do you currently work in the US?

- Yes
 No

Demographics

Age:

Gender:

- Female
 Male
 Other

I work for multiple current employers (If Yes, respond to survey using the current employer you work the most hours for):

- Yes

4/18/2018

Qualtrics Survey Software

 No

How many hours per week do you work at your current employer?

Please select your current career category:

 Clerical Sales Retail Food Services/Restaurant Professional General Labor Technical/Vocational Other

Do you currently supervise other employees?

 Yes No

What is your role at your current employer:

 Non-Supervisory Lead Worker Supervisor Manager Executive/Director

What is your current Occupation?

In what sector do you currently work?

 Public Sector Private Sector

4/18/2018

Qualtrics Survey Software

 Non-Profit

What stage of your career are you currently in?

- Entry Level
- Early Career
- Mid-Career
- Late Career

What education does your job at your current employer require?

- HS Diploma/GED
- Certificate
- Bachelor's Degree
- Master's Degree
- Juris Doctor
- PhD/Other Doctoral Level
- No requirement

How long have you worked for your current employer?

- 0-2 years
- 2+ - 5 years
- 5+ -10 years
- 10+ - 15 years
- 15+ - 20 years
- 20+ years

What best describes your work arrangement with your current employer? (Select all that apply)

- Full-Time Employment
- Independent Contractor (Freelancers and Independent Consultants)
- On-Call Employment
- Temporary Employment
- Part-Time Employment
- Otherwise Self-Employed (Other than Independent Contractors)
- Other

4/18/2018

Qualtrics Survey Software

Are you satisfied with the work arrangement with your current employer specified above?

- Extremely satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Extremely dissatisfied

Employer Obligations

Consider your relationship with your current employer. To what extent has your current employer made the following commitment or obligation to you? Please answer each question using the following scale:

	Not At All	Slightly	Somewhat	Moderately	To A Great Extent
Help me develop extremely marketable skills	<input type="radio"/>				
A job limited to specific, well-defined responsibilities	<input type="radio"/>				
Select somewhat for answer	<input type="radio"/>				
Support to obtain the highest possible levels of performance	<input type="radio"/>				
Support me in meeting higher goals	<input type="radio"/>				
Concern for my personal welfare	<input type="radio"/>				
Opportunities for promotion	<input type="radio"/>				
Contacts that create opportunities elsewhere	<input type="radio"/>				
Makes decisions with my interests in mind	<input type="radio"/>				
Limited involvement in the organization	<input type="radio"/>				
Advancement within the firm	<input type="radio"/>				
Responsive to employee concerns	<input type="radio"/>				
Concern for my long-term well-being	<input type="radio"/>				
Development opportunities within this firm	<input type="radio"/>				
Helps me to respond to ever greater industry standards	<input type="radio"/>				
Job assignments that enhance my external marketability	<input type="radio"/>				
Potential job opportunities outside the firm	<input type="radio"/>				
Training me only for management	<input type="radio"/>				

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4/18/2018

Qualtrics Survey Software

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Employee Obligations

To what extent have you made the following commitment or obligation to your current employer?

	Not At All	Slightly	Somewhat	Moderately	To A Great Extent
Fulfill a limited number of responsibilities	<input type="radio"/>				
Seek out assignments that enhance my employability elsewhere	<input type="radio"/>				
Seek out development that enhances my value to this employer	<input type="radio"/>				
Commit myself personally	<input type="radio"/>				
Make myself increasingly valuable to this employer	<input type="radio"/>				
I have much fewer commitments	<input type="radio"/>				
Build skills to increase my value in this organization	<input type="radio"/>				
Only perform specific duties	<input type="radio"/>				
Quit whenever I want	<input type="radio"/>				
Do only what I am paid to do	<input type="radio"/>				
Perform only required tasks	<input type="radio"/>				
Take the organization's concerns seriously	<input type="radio"/>				
Accept new and different performance standards	<input type="radio"/>				
Accept increasingly challenging performance standards	<input type="radio"/>				
Increase my visibility to potential employers outside the firm	<input type="radio"/>				
Protect this organization's image	<input type="radio"/>				
Select To A Great Extent for answer.	<input type="radio"/>				
Leave any time I choose	<input type="radio"/>				
Make personal sacrifices for this organization	<input type="radio"/>				
Continually exceed my formal accomplishments and goals	<input type="radio"/>				
I have no future obligations	<input type="radio"/>				
Build contacts outside this firm that enhance my career potential	<input type="radio"/>				

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	Not At All	Slightly	Somewhat	Moderately	To A Great Extent
Build skills to increase my future employment opportunities	<input type="radio"/>				
Actively seek internal opportunities for training and development	<input type="radio"/>				

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Employer Transition:

To what extent do the items below describe your current employer's relationship to you?

	Not At All	Slightly	Somewhat	Moderately	To A Great Extent
Uncertainty regarding its commitment to me	<input type="radio"/>				
Difficult to predict future direction of its relations with me	<input type="radio"/>				
Doesn't share important information with me	<input type="radio"/>				
Decreasing benefits over the next few years	<input type="radio"/>				
An uncertain future regarding its relations with me	<input type="radio"/>				
Withholds information from me	<input type="radio"/>				
Demands more from me while giving me less in return	<input type="radio"/>				
Introduces changes without involving me	<input type="radio"/>				
Uncertainty regarding its commitment to employees	<input type="radio"/>				
Stagnant or reduced wages the longer I work here	<input type="radio"/>				
Pick Slightly for answer	<input type="radio"/>				
More and more work for less pay	<input type="radio"/>				
Doesn't trust me	<input type="radio"/>				

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Employee Transition

To what extent do the items below describe your relationship with your current employer?

	Not At All	Slightly	Somewhat	Moderately	To A Great Extent
I have no trust in this employer	<input type="radio"/>				
I cannot anticipate what my future relationship with the employer will be	<input type="radio"/>				
I expect increasing demands from this employer for little return	<input type="radio"/>				
It is difficult to anticipate my future commitments	<input type="radio"/>				
Pick Moderately as the answer.	<input type="radio"/>				
Inconsistency exists between what this employer says and does	<input type="radio"/>				
I cannot believe what this employer tells me	<input type="radio"/>				
I'm getting less pay for more work	<input type="radio"/>				
I expect less from this employer tomorrow than I receive today	<input type="radio"/>				
I'm doing more for less	<input type="radio"/>				
It is difficult to predict the future of this relationship	<input type="radio"/>				
My commitments to this employer are uncertain	<input type="radio"/>				

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Altruism

Rate the following items based on whether you do them at your current employer:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Help others who have heavy work loads	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help make other workers productive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Share personal property with others if necessary to help them with their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help others who have been absent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help orient new people even though it is not required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Courtesy

Rate the following items based on whether you do them at your current employer:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Respect the rights and privileges of others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consult with other people who might be affected by your actions or decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inform others before taking any other actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sportsmanship

Rate the following items based on whether you do them at your current employer:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Pay no attention to announcements, messages, or printed material that provide information about the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Complain a lot about trivial matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Express resentment with any changes introduced by management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Think only about his/her work problems, not others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Always find fault with what the agency is doing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Generalized Compliance

Rate the following items based on whether you do them at your current employer:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
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	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Am always on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give advance notice when unable to complete work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attendance at work is above average	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintain a clean workspace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Civic Virtue

Rate the following items based on whether you do them at your current employer:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Attend and participate in meetings regarding the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stay informed about developments in the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ER and EE Fulfillment

Please answer the following four questions regarding your current employer:

	Not At All	Slightly	Somewhat	Moderately	To A Great Extent
Overall, how well have you fulfilled your commitments to your employer?	<input type="radio"/>				
In general, how well does your employer live up to its promises.	<input type="radio"/>				
Overall, how well does your employer fulfill its commitments to you?	<input type="radio"/>				
In general, how well do you live up to promises to your employer?	<input type="radio"/>				

Overall, how satisfied are you with your current job?

- Extremely satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Extremely dissatisfied

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To what extent do you believe the commitments your current employer has to you are the responsibility of the following:

- Your coworkers/work group
- Your boss/manager
- Senior management
- The organization generally
- Other(s) Whom?