İSTANBUL BİLGİUNIVERSITY
INSTITUTE OF SOCIAL SCIENCES
ORGANIZATIONAL PSYCHOLOGYMASTER PROGRAM

IMPACTS OF SOCIAL COMPARISON ORIENTATION ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL JUSTICE

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Impacts of Social Comparison Orientation on the Relationship between

Organizational Commitment and Organizational Justice

Sosyal Kıyaslama Eğiliminin Örgütsel Bağlılık ve Örgütsel Adalet

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ABSTRACT

This study was conducted to outline the social comparison orientation's impact on the relationship between organizational commitment and organizational justice. This study research if the discrepancy of individuals' organizational commitment level comes from discrepancy of individuals' social comparison orientation level. In order to test it, the relationship between organizational and organizational commitment was studied, and it was researched if the social comparison orientation reinforced the relationship. Items were generated from 329 employees working in different firms in different sector. The data was collected by the online questionnaires. The results indicated high internal consistency for all these questionnaires. The present study showed that there is statistically significant and positive relationship with organizational justice and organizational commitment. However, a significant relationship between social comparison orientation and other 2 variables could not be found. The results showed that social comparison orientation do not reinforce the relationship between organizational justice and organizational commitment. Along with these, organizational justice predicts organizational commitment statistically significant.

Key words: Organizational commitment, organizational justice, social comparison, social comparison orientation

ÖZET

Bu çalışma, sosyal kıyaslama eğilimi kavramının, örgütsel adalet ve örgütsel bağlılık arasındaki ilişkiye olan etkisini belirlemek amacıyla yürütülmüştür. Bu çalışma, kişilerin kurumlarına duyduğu bağlılığın birbirinden farklı olmasını, kişilerin sosyal kıyaslama eğilimi farklılıklarına dayanıp dayanmadığını araştırmaktadır. Bunu incelemek amacıyla örgütsel adalet ve örgütsel bağlılık arasındaki ilişki ele alınmış ve kişilerin sosyal kıyaslama eğilimlerinin bu ilişkiye etkisi incelenmiştir. Çalışmaya farklı sektörlerde ve farklı şirketlerde çalışan 329 çalışan katılmıştır. Ölçekler kendilerine online olarak iletilmiş ve data bu yolla toplanmıştır. Elde ettiğimiz sonuçlar, sosyal kıyaslama eğilimi, örgütsel bağlılık ve örgütsel adalet ölçeklerinin içsel tutarlılığının yüksek olduğunu ortaya koymuştur. Bu çalışma, örgütsel bağlılık ve örgütsel adalet arasında da anlamlı ve pozitif bir ilişki olduğunu göstermiştir. Ancak, sosyal kıyaslama eğiliminin, örgütsel adalet ve örgütsel bağlılık ile ilişkisinin olmadığını ve sosyal kıyaslama eğiliminin bu örgütsel bağlılık ve örgütsel adalet arasındaki ilişkiyi güçlendirici bir değişken olmadığı bulunmuştur. Bunlara ek olarak, örgütsel adalet, örgütsel bağlılığın öngörücülerinden olduğu tespit edilmiştir.

Anahtar kelimeler: Sosyal kıyaslama eğilimi, örgütsel adalet, örgütsel bağlılık

SECTION I - INTRODUCTION

Many companies assume that they are able to get their employees committed to them by increasing their expenses regarding compensation and benefits in order to increase commitment to the organization.These expenses have limited impact on organizational commitment because all the employees are in an interaction with other employees who work for other companies; for instance, they know how much other companies pay a salary for the same effort. They easily speak out and criticize any disadvantaged company policies comparing to other companies.Therefore, the companies which not focuson what other companies implementedto increase organizational commitment keeps beating the dead horse to increase their employees' commitment level.

1.1. Organizational Commitment

Organizational commitment is critical for employees in making decisions about their future in the organization. It has a direct or indirect impact on employeesin the decision about quitting from the companyand performing with his/her overall capacity. Marique and Stinglhamber (2011)defined organizational commitment asmental and emotional dependence to the organization.Commitment in this respect is a psychological attachment of the employee to the organization (O'Reilly & Chatman, 1986).The person being highly engaged describes himself/herself as a part of the organization, and he/she enjoys his/her membership.Meyer and Allen (1991) stated that commitment of an employee reflects a desire, need and obligation to be member of the organization. Therefore, commitment is classified in three distinct categories such affective, continuous and normative commitment. Affective commitment is described as desire to strive for the organization. In continuance commitment case, an employee wants to be a member of this organization because he/she has some concerns about the cost that person to

leave the company. Normative commitment is described an obligation caused by moral reasons such as a feeling of reciprocity to continue working for any company.

The relationship between organizational commitment and 12 drivesincluding; counting opinions, learning and development, materials and equipment, employees' expectations, opportunity to do best, recognitions, colleagues, encouraging employees' development, progress, quality,mission and purpose, care at work in order to develop a methodology (Harter et al, 2006). Theyconducted a survey with 23,910 business units in 2006.They comparedthese items with respect to business results and overall commitment scores. According to the research, the companies with lower scores in the bottom quartile had a higher turnover rate, higher work accidents and higher inventory wastage, whereas; the companies with higher scores in top quartile had higher customer loyalty, profitability and productivity. The ratio of sick absence of highly committed employees was 2.7 days per year whereas; ratio of detached employees was 6.2 days per year (Harter et al, 2009). Another finding thatemerged from the following study showed that employee commitmenthad positive influence on innovative thinking(Krueger & Killham, 2007).

The meta-analysisresearches had important influence on companies and HR consultancies in bringing focus back on employee commitment. Aon Hewitt is one of the HR companiesthat specialize on enhancing employee commitment. Aon Hewitt researchers expect that employees observe threebehaviors such as willingness to be a member of organization that matches with continuous commitment, speaking about organization positively that matches with normative commitment,striving extra effort to contribute that matches with effective commitment.Aon Hewitt scientistshave conducted a research with companies whose last five-year average growth in terms of profitability is 10% or more, called DDG which stands for double digit growth, and less than 10%, called SDG which stands for single digit growth. When researchersmeasured commitment score of SDG and DDG companies, the employee

commitment score of DDG companies (%63) exceeds SDG companies' average level by over %20 (Hewiit Associates, 2004).

After all these researches which show impact of organizational commitment on financial results of the companies,they focused organizational commitment and it's drivers such as organizational justice much more than they focused before.

1.2. Organizational Justice

Philosophers such as Aristoteles, Marx, Hobbes have been concerned with justice and fairness. Organizational justice refers to the perception of fairness in resource allocation and decision making, and scholars have divided the concept into 3 factors namely; distributive justice, procedural justice and interactional justice (Tran, 2016).

1.2.1. Distributive Justice

After Turner and Homans (1961) introduced the concept of distributive justice, social scientists pay attention to this aspect of human behavior. Adams (1965) developed the theorywhich suggests that individuals avoid relationships which are unfair and inequitable and tend to be motivated in relationships which are equitable and fair. The theory proposes that people compare their effort and rewards with the referent groups' effort and rewards and then judge the equitableness of the relationship. The referent group might be someone in the same organization or similar work group. Therefore there are two types of equity, one of which is internal equity which means that two persons in the same organization or company who make an almost same level of effort have almost similar rewards such as salary, benefits. The other type is external equity which refers to the comparison of two persons in different organizations or companies who exert more or less the same level of effort and earn similar rewards. Hassan (2002) claimed that if the individuals perceive their input/output ratio as inequitable, the inequity generates "tension" or "tension" in the

form of anger and resentment if the individual is undercompensated and guilty if the individual is overcompensated. If the situation is perceived as injustice, the individuals attempt to reduce the discrepancy. The attempt may be in the form of cognitive actions such as change of perceived input/output ratio or behavioral actions such as increase or decrease individual's inputs.

1.2.2. Procedural Justice

Leventhal (1980) suggested that not only distributive justice but also procedural justice is a determining factor of a sense of fairness. Procedural justice refers to perceived fairness of decision making procedures of allocation outcomes. The Leventhal's theory emphasizes that procedures are evaluated by the level of six factors such as consistency, bias suppression, accuracy, correctability, ethicality, and the degree to which they allow voice and input.

Procedural justice is crucial for some human resources processes such as performance management and recruitment systems. For instance, most of the companies link the performance results to some financial rewards such as salary increase or bonus. However, they mostly describe general principles and rules which are not sufficient to suggest solution for all the cases. The unspecified areas which are not described with procedures are manipulated by managers when they evaluate their subordinates. These kinds of procedures are applied differently to person to person as well. All of these inconsistent applications impair justice perception of employees.

1.2.3. Interactional Justice

The last organizational justice type is interactional justice, which refers to the quality of the interpersonal treatment both after and before decisions (Folger & Cropanzano, 1998). Bies and Moag (1986) emphasized relational issues and define interactional justice as a distinct type of organizational justice. Interactional justice is considered as critical aspect in organizational settings due to its relationship with

unfair treatment. Greenberg (1990) defined it as adequacy with formal decision making procedures and interpersonal treatment which is received from decision makers. He proposed two specific type of interactional justice such as informational justice and interpersonal justice. Informational justice focuses on the reason why outcomes of activity were distributed in a certain fashion or procedures were used in a certain way. Interpersonal justice provides the degree which individuals were treated with politeness, dignity and respect by people. Afterward, literature proved two specific subcategories of interactional justice (Colquitt, 2001; Folger & Cropanzano, 1998).

1.3. Social Comparison and Comparison Orientation

1.3.1. Social Comparison

Festinger (1954) stated that most important source of knowledge about ourselves comes from comparing ourselves with others. Based on this insight, Festinger proposed a theory of social comparison. Festingerclaimed that humans have a natural drive to evaluate their abilities and opinions and measure them against physical standards. He highlighted that the purpose of social comparison is accurate and precise self-evaluation. However, objective standards are not available for all criteria to measure. In that case, people compare themselves with others. If the person compares him/herself to better-off others, it is named upward comparison whereas; if the person compares him/herself to worse-off other, it is termed downward comparison (Latane, 1966). Festinger hypothesized that individuals prefer to compare themselves with similar people.People also not only want to evaluate their performance, but also feel the pressure to improve their performance. Festinger conceptualized this phenomenon as the unidirectional drive upward. When combined with the desire to compare oneself with others,this drive leads people to raise the bar slightlybetter than that of the comparison. Festinger also offered derivations for

interpersonal processes. For instance, the higher need for social comparison of individuals brings to affiliation and the unidirectional drive upward and enhancescompetitive environment in the organization.

1.3.2. Social Comparison Orientation

Social psychologists have focusedresearch efforts on social comparison after Festinger's studies. The need to compare oneself with others is biologically powerful, phylogenetically old and recognizable in many species (Gilbert et al., 1995). Researchers have claimed that there are some differences in tendency level of people to engage in social comparison (White et al., 2006). Campbell (1990) suggested that he persons with low esteem are more inclined to compare themselves with others. Depressed persons are also interested in and are more sensitive to comparison with others due to uncertainty about themselves (Ahrens & Alloy, 1997).Gibbons and Bunk (1999) have reportedlow self-esteem and depression to be linked withhigher inclination to compare oneself with others. However, these studies do not include any assessment of individual differences in comparison. Gibbons and Gerard (1995) measured social comparison tendencies,andshowed thatthe person who have higher social comparison scores portray risky behaviors such as reckless driving, smoking, drinking and ineffective contraceptioncompared to those with lower social comparison scores. The results provide evidence of the existence of individual differences on social comparison orientation. Theseresearcheslead to develop valid scale in order to measure individual differences.

1.4. Interactions

1.4.1. Organizational Commitment and Organizational Justice

Justice judgements influence behaviors, attitudes and decisions across social contexts. They have also impact on how employees respond to outcomes, procedures

and process of organization. Therefore, employees' justice perceptions affect their job attitudes and organizational outcomes (Bakhshi et al, 2009).

Dubinsky and Levy (1989) found that paymentrules and policy, pay level and task distribution (forms of distributive justice) are positively related to organizational commitment. Code of conduct, latitude and work pace (forms of procedural justice) are positively related to job satisfaction. Quarles (1994) conducted a research with the participants, who are internal audit supervisors and staff level auditors, and he found that satisfaction with career opportunities to get promotion, which is a form of distributive justice, and the criteria used to evaluate, which is a form of procedural justice, directly correlated with organizational commitment.Patrick (2012) conducted a research with 225 participants, who works in information technology department, and he showed positive relationship between organizational justice and organizational commitment. He found that organizational justice influence organizational commitment positively. Madani and Zahedi (2006) found that perceived organizational has relatively strong correlation with organizational commitment and its subtypes except the continuance commitment.

Sweeney and McFarlin (1992) suggested that procedural justice was more correlated with organizational commitment when compared to distributive justice. Sweeney and McFarlin claimed that although the rewards which employee received were unfair, procedures and policies let employees feel they were rewarded fairly by the company or its representatives such as the manager.Previous research (Greenberg, 1990)also showed that distributive justice had a significant effect on organizational commitment. Greenberg (1987) manipulated both procedural fairness and pay levels, and found that the employees were more sensitive on procedural justice when their pay level was poor. However, if the pay level was moderate or highprocedural injustice did not have a significant effect. Lowe and Vodanovich (1995) concluded that when predicting organizational commitment distributive justice was a better predictor than procedural justice. The "Levels of Justice" model developed by Lowe

and Vodanovich (1995) emphasizes the relative importance of the outcome, which resembles reward, which is a form of distributive justice and procedural justice. They state that if the individual places higher importance to the situation, they feel more injustice when injustice arises.They found that most important factor is the reward of the organization. If the outcomeor decision isperceived to be unfair, judgements regarding procedural justice would likely follow. Employees couldn't know company policies and couldn't gain information easily about the propriety of the procedures used in compensation, rewarding or making managerial decisions. However, they usually interpret them from the outcomes. If they feel theyget a fair share, they do not look for extra cues for another interpretation.

Although Beugre (2007) stated that justice is a universal need, Greenberg (2001) emphasized its definition, implementation and interpretation can differ across cultures. Rhodes and Steers (1981), found that one of the most important factorsin predicting organizational commitment is pay equity, which is a form of distributive justice, for a group of cooperative employees but was not a significant predictor of commitment for conventional employees.According to Hofstede (2011) study, Turkey is a collectivistic society with a score of 37 out of 100.Figure 1 shows that Turkey's score positioned between individualist United State and Collectivist China scores, and it is closer to China than United States.It means that Turkish culture is closer "We" culture than "I" culture so Turkish culture less tolerant of individual differences. Therefore, distributive justice has a more decisive role in organizational commitment for Turkish people.

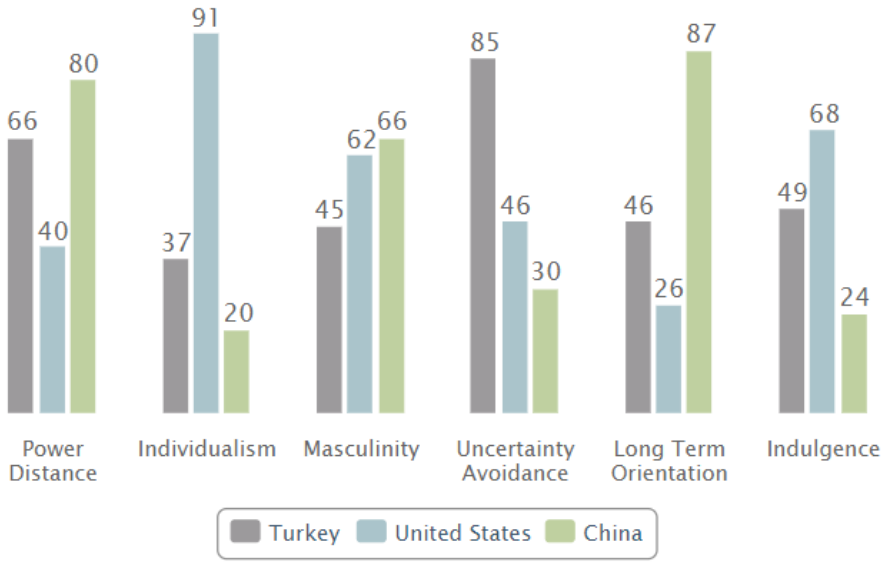

Figure 1

Turkey in Comparison with United States and China based on Individualism

1.4.2. Organizational Justice and Social Comparison

Miller and Wheeler (1992)found that total compensation package is one of the most important factors which influence intention to stay in the company or job. People who judge what is fair and what is not, compare the reward they receive to reward others receive. There are two additional ways individuals compare themselves to others when they judge fairness. One of them is the procedures whereby they and others obtain the rewards. Another one is how they and others are treated when they are in the course of those procedures. I believe that organizational justice is a potentially productive area in which to develop the role of social comparison in organizational settings.

Schneider and Valet (2013) found that people who are more oriented to compare are more responsive to a kind of info on others' earnings evaluate their own incomes as less just when their earnings are less than the group they take as

reference.However, adirect influence of social comparison orientation on justice perception of own earnings was not reported in the study. Two important findings emerged. First,it was found in the study that there is a strong relationship between relative earnings in the same occupational status group and justice evaluations if the individual show a tendency to compare their abilities with others compared to the individual who are less social comparison oriented. These findings suggest that the frequency of individuals engaging in social comparison affects the strength with which person react towards information about others' incomes in their justice evaluations.Another one is on distributive justice, which is that individuals who earn less than their reference group tend to perceive their incomes as more unjust compared to the group whose earning is about the same or more. The resultsshow that relative incomes have a significant impact on justice perception of the individuals own earnings.

There is research focusing on two types of social comparison namely; internal and external comparison (Greenberg, Ashton, Ashkanasy, 2007). Internal comparison is based on the comparison between one's own outcomes and inputs relative to those of others in the same organization, such as colleague and coworkers. External comparison is based on comparisons with external factors or others who are outside of the organization.

Austin (1977) suggest that social comparison is influenced by some factors such as similarity (same organizational status), proximity ("local" comparison such as comparison between coworkers). Even if there are acceptable imbalances between such persons in the organization, who is paid less than others might not perceive it asinequitable because the important thing is who the comparison target is. For example, Crosby (1984) stated the reason why women tend not to be dissatisfied with their pay even if they are paid less than men in comparable work is they mostly compare themselves with other women instead of men.Grote, Naylor, and Clark

(2002) found that women tend to compare themselves to their spouses instead of other women in family work environment. Therefore, they believe that the balance between income and output of the spouses are unfair and lopsided. This research shows that people choose different referent others under different conditions. Social comparison orientation highlights that the individual differences leads to different kind of reactions to relative deprivation caused by social comparison.

Jasso (1980) stated that employees work within a "referential structure" defining their fairness expectation. External referents are mostly used by labor economists when determining equitable wages in any kind of occupations. People who are paid lower than industry average wages for the work believe that they are paid unfairly and inclined to organize collective action such as strikes and work stoppages against their employers. One of the most known examples is 2015 metal sector wide strikes in Turkey.

1.4.3. Organizational Commitment and Social Comparison

Employees tend to compare the balance between their compensation, benefits and their effort with regards to the balance between others' compensation, benefits and effort. If they feel comparison is not fair, they can resign and seize other opportunities in other companies. White collar employees take this action more easily than blue collar workers because of their qualification. Blue collar workers therefore are more reluctant to inequitable work conditions and have a higher tolerance to imbalance due to their low status power. However, this does not mean they do not respond to unfairness. For instance, in 2015 perceived unfairness led to one of the most influential strikes in the metal industry in Turkey. The same employers' association (MESS) and the same labor union (TÜRK METAL) which signed the same contracts for almost the entire industry, had signed a contract which granted better conditions for Bosch. This contract has led to a massive strike across the country, and most of the companies had to bear loosing large amounts of money. One

of the companies had to slow down their worldwide production. This illustrates that minor norm changes might have butterfly effect on the entire system.The strikes affected some of the companies much severely than others. These differences were caused by both managerial practices and how much their employees engaged in their companies.

One of the studies regarding the effect of social comparison on organizational commitment was conducted in the military service (Kelty&Segal, 2007). The study aims to examine socialpsychological effects of integrating military personnel and civilians. All military personnel examined in this study were active duty personnel. Theyfocused two types of military services members such as sailors and soldiers and classified thembased on the contact frequency with civilians. In this study contact frequency resembles a chance to social comparison. Social comparisons with civilians who work with their units caused feelings of relative deprivation among military service members compared to the civilian colleague with whom they worked.Therefore, social comparisonleads to reduce job satisfaction and commitment in the military.Moreover the comparisons with civilians affect service members' retention negatively through organizational commitment and job satisfaction. The results showed that there was a significant correlation between social comparison and organizational commitment.

Carmona, Buunk, Peiró and Dijkstra (n.d.) conducted a research on how culture has an impact on the relationship between social comparison, organizational commitment and identification among Dutch and Spanish workers. They used the identification and contrast model, which is the propounded concept by Buunk and Ybema (1997). According to the model, people may identify or contrast their performance with others. Buunk and Ybema conceptualized social comparison as upward contrast and downward contrast, and upward identification and downward identification.They classified downward contrast and upward identification as

positive social comparison and found it to be positively related to organizational commitment.

1.5. The Research Objective

This dissertation aims to investigate the impact of social comparison orientation in the relationship between organizational commitment and organizational justice types.

1.5.1. Model

The dependent variable in the model is organizational commitment, whereas organizational justice is the independent variable. It is proposed that different levels of social comparison orientation will have differing impact on the relationship between organizational justice and organizational commitment as moderator variable.

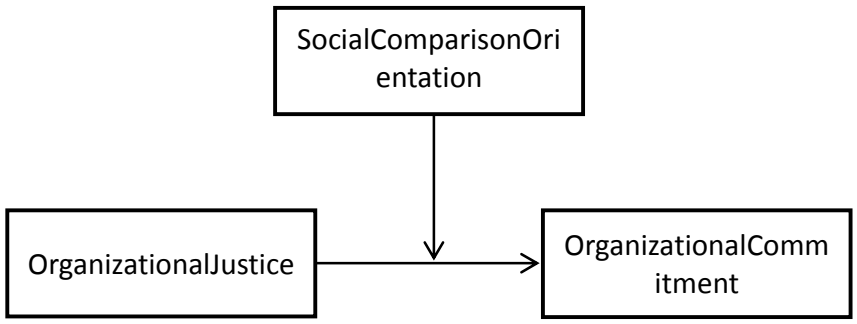

Figure 2

The Proposed Research Model

1.5.2. Hypotheses

Distributive justice requires a comparison between one's effort and reward and another's effort and reward. If the individuals did not have an ability to compare his effort and reward to somebody else's effort and reward, we couldn't claim existing of distributive justice because distributive injustice is caused mainly someone else inputs and outputs. Employees compare their effort and rewards with

both their colleagues in the same company and counterparts in other companies. These kinds of employees are much more sensitive unfairness so their commitment level is affected easily when they feel injustice. That's why it is proposed that social comparison orientation will reinforce the relationship between distributive justice and organizational commitment.

H1: Social comparison orientation will reinforce the relationship between distributive justice and organizational commitment.

Companies have procedures and policies which helps them to run the company according to them. Some of these procedures and policies regulate employee issues. Although companies need flexible procedures to suppose exceptional solutions for only a few critical employees, procudures give general policies regarding to issues. Therefore, procedures and applications are almost same for all employees in the same company. This ensure that employees' experience is not differentiated from person to person.That's why it is proposed that social comparison orientation will not have a reinforcing effect on the relationship between procedural justice and organizational commitment.

H2: Social comparison orientation will not have a reinforcing effect on the relationship between procedural justice and organizational commitment.

Managers are responsible for management of their team based on company values, procedures and code of conduct. Companies expect employee behaviors to be aligned with the company culture. As a result of this, they create leadership principles and behavioral competencies to explain what they expect. When they assign a leader, they assess possible candidates to see if they act as expected based on behavioral criteria.Therefore, there is mostly one significant culture which is showed by managers in the company. Company cultures does not allow the discrepancy of manager behaviors because company promote one culture.Therefore employees are treated almost same when they get in contact with their managers to tell them any need, demand or problem.That's why it is proposed that social comparison

orientation will not have a reinforcing effect on the relationship between interactional justice and organizational commitment.

H3: Social comparison orientation will not have a reinforcing effect on the relationship between interactional justice and organizational commitment.

SECTION II – METHOD

The research included a surveywhich was held to examine social comparison orientation, organizational justice and organizational commitment phenomena. In the followingsections, the participants and the measures will be explained indetail. Then, the survey process anddata analysis methods will beexplained.

2.1. Participants

The data which is used for this study was collected from different companies operating in different sectors in Turkey. A total of 416 participants completed the online survey. However, 87 of these attempts were discarded because they were not complete. 79,1% of the attempts were kept in the final database as valid.Therefore, the analyses were run on a final sample size of 329.

Among the 60,5% of the participants (*n* = 199) were female whereas 39,2% of them(n = 129)were male and the mean age of the participants were estimated to be 32,02(SD = 6,905).The sample also showed differentiation according to sector; 4,3% worked in the public sector whereas 95.4% were employed in the private sector.Sectoral distribution of participants is given on Table 1.

Table 1

Sector Distribution of Participants

	n	*Percentage*	*Cumulative*
Automotive	105	31,9	31,9
FMCG	54	16,4	48,3
Technology & Telecommunication	34	10,3	58,7
Finance	17	5,2	63,8
Education	16	4,9	68,7
Health & Pharmaceutical	11	3,3	72,0
White Good	10	3,0	75,1
Retail	7	2,1	77,2
Building Trade	6	1,8	79,0
Aviation	5	1,5	80,5
Service	5	1,5	82,1
Other	3	0,9	83,0
Industrial	3	0,9	83,9
Advertising & Marketing	3	0,9	84,8
Energy	2	0,6	85,4
Mining	2	0,6	86,0
Textile	2	0,6	86,6
Missing	44	13,4	100,0
Total	329		100,0

The participants' average tenure was estimated to be 8,88 years (SD = 6,84) and their average tenure in their current organizationas 5,13 years (SD = 5,82). 35% of the participant were given managerial responsibility and 64,1% of them were assigned to non-managerial duties.Departmental distribution is given on Table 2

Table 2

Department Distribution of Participants

	N	*Percentage (%)*	*Cumulative (%)*
Human Resources	106	32,2	32,2
Sales & Marketing	70	21,3	53,5
Information Technologies	28	8,5	62,0
Other	25	7,6	69,6
Research &Development	20	6,1	75,7
Finance	17	5,2	80,9
Production	16	4,9	85,7
Professor/Teacher/Instructor	10	3,0	88,8
Supply Chain	9	2,7	91,5
Purchasing	8	2,4	93,9
Quality	4	1,2	95,1
Missing	16	4,9	100,0
Total	329		100,0

Additionally, 49.2% of the participants stated that they were single whereas; 50,5% of them weremarried. Finally, the majority of the participants (68,1 %, n = 224) had anundergraduate degree, followed by a 27,1% of post graduate, 3% ofdoctorate degree and a 1,8% of high-school degree.

2.2. Instruments

There are three main variables in the research model namely; social comparison orientation, organizational justice and organizational commitment. Additionally, the survey includes demographic questions. English version of consent, demographic questions and questionnaire are given in Appendix A, B, C. Turkish version of them are given in Appendix D, E, F.Survey includes items from three

questionnaire to measure three variables. Each variable is measured via the scales explained below:

2.2.1. Social Comparison Orientation Questionnaire (SCO)

Iowa-Netherland Comparison Orientation Scale, developed by Buunk and Gibbons (1999) is used in order to measure the social comparison levels of employees. The scale was developed in English and Dutch and involved 11 items that measured two factors; skills and opinions. The participants are asked to rate each item on a scale ranging from (1) 'strongly disagree' to (5) 'strongly agree'. Two of the items were reverse items. The Turkish translation of the scale was conducted by Teközel (2000) and was tested on 404 graduate students. The reliability of the scale was measured to be 0.82, which also points to a high internal consistency.

2.2.2. Organizational Justice Questionnaire (OJ)

The scale developed by Niehoff and Moorman (1993) was used to measure organizational justice. The scale involved 20 items that measured 3 factors such as distributive justice, procedural justice and interactional justice.The participants are expected to rate each item on a scale ranging from (1) 'Strongly Disagree' to (5) 'Strongly Agree'. The reliability of the scale was measured very high(Cronbach-alfa=0,927).

The studies regarding the reliability and validity tests of the Turkish translation of the scale were conducted by Gürbüz and Mert (2009) with 254 participants who worked in the public sector. Internal consistency of the scale was found to be high (Cronbach-alfa=0,905). The factor analysis revealed three factors as the original version but six items were loaded on different components.

2.2.3. Organizational Commitment Questionnaire (OC)

The scale used to measure organizational commitment was developed by Allen and Meyer (1991). The scale was developed originally in English which that

involved 24 items that loaded on three factors; affective, continuous and normative commitment. The scale was translated to Turkishand tested for reliability and validity by Gürkan(2006) in her masterthesis.The participants are expected to rate each item on a scale ranging from (1) 'strongly disagree' to (5) 'strongly agree'.The scale was tested on 206 professors in Trakya University. The reliability of the scale was measured to be 0.745, which also points to a quite internal consistent.

2.3. Procedure

2.3.1. Human Participant Research Ethic Committee Approval

Following the approval from Professor to utilize the questionnaire, application to the İstanbul Bilgi University Human Participant Research EthicCommittee was done. Data collection was started following the approval from the committee dated 12.05.2017 and issued with the 2017-40024-51 number. Approvalform is given in the Appendix G.

2.3.2. Data Collection

SurveyMonkeywhich is an online platform (https://tr.surveymonkey.com) was used to create and collect data was used. The online link of the survey wassent to all the people who worked in an organization via emailing and Linkedin. Data collection process was completed within two weeks.

The screenshots from the online survey are given in Appendix H. First page of the survey introduced the study and gave information about anonymity, ethical considerations and the right to leave the survey anytime. Informed consent form was displayed in the first page. Although the participants invited to the study personally, all the participants had accessed the survey via the same link (https://tr.surveymonkey.com/r/taylangumus). Participation to the questionnaire was voluntary and the participants were coded anonymously.

2.4. Data Analysis

Data has been analyzed using descriptive, correlational andinferential statistics in SPSS software. Before data analysis,outliers weredetected by using exploratory data analysis like box plots to find data out of the range of expected values. Additionally, the data was tested to find whether there is any unreasonable findings. According to these tests, 8 participants' last position seniority data were excluded due to the logical reason that age of the person has to be older than the seniority or it is forbidden to work under 15 years old. 10 participants' last position seniority in current organization data were excluded due to the logical reason that the tenure in the current organization has to be lower than the total seniority and the age of the person.

To investigate the factorial structure of the responses, Principal Components Analysis was used. In order to define and check upon reliability of the scales Cronbach Alpha test was applied. Hierarchical and multiple regressions were used in the hypothesis testingprocess.

SECTION III - RESULTS

3.1. Factor Analysis of Questionnaires

All the questionnaires in the study were investigated by Principal Components Analysis with Orthogonal-Varimax rotation. Reverse items were recoded in order to ensure all the items were in the same direction when entered to the analysis.Firstly, the major assumptions of sampling adequacy and sphericity were investigated in each analysis. Kaiser-Mayer-Olkin (KMO) Sampling Adequacy is used to find whether the correlations among the variables fit the factor analysis and whether the sufficient numbers of items are predicted by each factor. Bartlett Test for Sphericity is used to find whether the items of the scales are sufficiently correlated with each other (Leech et al, 2008).

Factor loadings of the items were also investigated to findthe items that could change the factorial structure of the analysis. There were no items eliminated due to the condition that a factor has only one item. However, items were eliminatedbecause of the conditionthat a factor with low factor loadings (under .40). Finally, within the emerging factor structures, internal consistency of each component was tested by Cronbach Alpha test of reliability.

3.2. Social Comparison Orientation Questionnaire (SCO)

The KMO test result of the scale of SCO indicated perfect relationship among the 11 items entered to the analysis (*KMO*=0,863). Bartlett test was also significant (x^2= 1105,106, d*f* = 55, *p* = .000) indicating sufficient amount of correlations among the variables.The principle component analysis is an iterative process to find the best factorial structure by elimination of items that have low factor loadings or multiple loadings. There were not any items excluded especially since the factor loadings were under .40 based on their importance in that factor. The factor analysis revealed two factors as the original version, and items were loaded on proper components as the

original version. As a result, two factors emerged explaining 52.05 % of the total variance. The factor structure is given on Table 3.

Table 3

Factor Analysis of Social Comparison Orientation Questionnaire

	Factor Loadings	*Eigen Values*	*Total Variance Explained (%)*	*Cronbach Alpha*	*M*	*SD*
SCO Total			52,05	0,844	3,28	0,56
Factor 1 = Ability (7 items)		4,344	39,49	0,826	2,94	0,67
SCO8/r	0,781					
SCO10	0,770					
SCO3	0,715					
SCO1	0,689					
SCO4	0,608					
SCO2	0,579					
SCO5/r	0,574					
Factor 2= Opinion (4 items)		1,382	12,559	0,697	3,88	0,56
SCO6	0,770					
SCO7	0,754					
SCO9	0,703					
SCO11	0,497					

**Original item number in the survey. "r" means reverse item.*

Cronbach Alpha test was applied to the factors to investigate if there is any item causingdecrease in the internal consistency. There is no item which decreases Cronbach alpha value of the factor.The original questionnaire's subscale names and

the items within each factor were considered while the factors were named. Factors were named as ability and opinion like in the original questionnaire.

3.3. Organizational Justice Questionnaire (OJ)

The KMO test result of the scale of OJ indicated perfect relationship among the 20 items entered to the analysis (*KMO*=0,948). Bartlett test was also significant (x^2= 4224,899, *df* = 171, *p* = .000) indicating sufficient amount of correlations among the variables.The principle component analysis is an iterative process to find the best factorial structure by elimination of items that have low factor loadings or multiple loadings. There wasan item excluded since the factor loadings were under .40 based on their importance in that factor. The factor analysis revealed three factors as the original version, anditems were loaded on proper components as the original version. As a result, three factors emerged explaining 66,68 % of the total variance. The factor structure is given on Table 4.

Table 4

Factor Analysis of Organizational Justice Questionnaire

	Factor Loadings	*Eigen Values*	*Total Variance Explained (%)*	*Cronbach Alpha*	*M*	*SD*
OJ Total			66,68	0,948	3,29	0,67
Factor 1 = Distributional (5 items)		1,116	5,874	0,829	3,30	0,74
OJ 3	0,813					
OJ 1	0,790					
OJ 5	0,734					
OJ 2	0,599					
OJ 4	0,563					
Factor 2= Procedural (5 items)		1,585	8,344	0,876	3,00	0,84
OJ 8	0,766					
OJ 10	0,724					
OJ 7	0,711					
OJ 6	0,678					
OJ 9	0,671					
Factor 3= Interactional (9 items)		9,967	52,459	0,942	3,45	0,75
OJ 13	0,798					
OJ 12	0,796					
OJ 14	0,774					
OJ 15	0,764					
OJ 16	0,726					
OJ 18	0,716					

OJ 19	0,661
OJ 17	0,620
OJ 20	0,559

**Original item number in the survey. "r" means reverse item.*

Cronbach Alpha test was applied to the factors to investigate if there is any item causing decrease in the internal consistency. There is an item which decreases Cronbach alpha value of the factor.The original questionnaire's subscale names and the items within each factor were considered while the factors were named. Factors were named as distributional justice, procedural justice andinteractional justice like in the original questionnaire.

3.4. Organizational Commitment Questionnaire (OC)

The KMO test result of the scale of OJ indicated perfect relationship among the 18 items entered to the analysis (*KMO*=0,891). Bartlett test was also significant (x^2= 2933,267, *df* = 120, *p* = .000) indicating sufficient amount of correlations among the variables.The principle component analysis is an iterative process to find the best factorial structure by elimination of items that have low factor loadings or multiple loadings. There weretwo items excluded since the factor loadings were under .40 based on their importance in that factor. The factor analysis revealed three factors as the original version but two items were loaded on different components. As a result, three factors emerged explaining 65,205 % of the total variance. The factor structure is given on Table 5.

Table 5

Factor Analysis of Organizational Commitment Questionnaire

	Factor Loadings	*Eigen Values*	*Total Variance Explained (%)*	*Cronbach Alpha*	*M*	*SD*
OC Total			65,205	0,827	2,89	0,55
Factor 1 = Affective (8 items)		6,493	40,581	0,930	3,25	0,90
OC18/r	0,878					
OC 16/r	0,849					
OC 3	0,834					
OJ 17/r	0,832					
OC 1	0,720					
OC 2	0,719					
OC 10	0,702					
OC 13	0,685					
Factor 2= Continuous (5 items)		2,697	16,856	0,788	2,60	0,79
OC 7	0,832					
OC 6	0,767					
OC 5	0,752					
OC 9	0,718					
OC 4	0,565					
Factor 3= Normative (3 items)		1,243	7,768	0,775	2,55	0,83
OC 12	0,818					
OC 11	0,763					
OC 14	0,741					

**Original item number in the survey. "r" means reverse item.*

Cronbach Alpha test was applied to the factors to investigate if there is any item causing decrease in the internal consistency. There are two items which decreases Cronbach alpha value of the factor.The original questionnaire's subscale names and the items within each factor were considered while the factors were named. Factors were named as affective commitment, continuous commitment and normative commitment like in the original questionnaire.

3.5. Relationship between SCO, OJ and OC

Descriptive and the Pearson correlation coefficients amongthe variablesthat construct the research model and sub-scales came from the factoranalysis of the scales are given on Table 6.

Cohen (1988) emphasizes that the effect sizes of *r* values between 0,10 and 0,29 is a small, 0,30 and 0,49 is a medium, 0,50 and 0,69 is a large and finally above 0,70 is a very large effect as a rule. According to the correlation table, there are mostly significant correlations between the variables and the effect sizes of the relations between the variables changes from small to very large. Cramer and Howitt (2006) highlight that if the wrong decision caused serious adverse consequences, the significance level could be more convincing (p<0,01). Moreover, the 0.05 significant level could be acceptable as a reasonable choice in most circumstances. Therefore, the correlation coefficient table shows that organizational justice is correlated with organizational commitment, and the relationship is statistically significant. However, social comparison orientation is not significantly correlated with organizational commitment and organizational justice. Therefore, social comparison orientation scores which is continuous variable converted categorical variable.

Table 6

The Correlation Analysis of the Continuous Variables in the Research Model

		M	SD	Min	Max	1	2	3	4	5	6	7	8	9	10	11
1	SCO Mean	3,28	0,56	1,36	5,00	1										
2	Ability	2,94	0,67	1,00	5,00	0,948[1]	1									
3	Opinion	3,88	0,56	2,00	5,00	0,755[1]	0,509[1]	1								
4	OC Mean	2,89	0,55	1,00	4,33	,053	,050	,037	1							
5	Affective	3,25	0,90	1,00	5,00	,027	,011	,045	0,859[1]	1						
6	Normative	2,55	0,83	1,00	5,00	,064	,063	,041	0,717[1]	0,572[1]	1					
7	Continuous	2,60	0,79	1,00	5,00	,070	,095	-,005	0,262[1]	-,195[1]	-,025	1				
8	OJ Mean	3,29	0,67	1,35	5,00	,033	,012	,062	0,599[1]	0,675[1]	0,439[1]	-,095	1			
9	Distributive	3,30	0,74	1,20	5,00	,028	-,009	,093	0,407[1]	0,492[1]	0,325[1]	-,13[2]	0,786[1]	1		
10	Procedural	3,00	0,84	1,00	5,00	,062	,055	,048	0,594[1]	0,644[1]	0,432[1]	-,047	0,884[1]	0,589[1]	1	
11	Interactional	3,45	0,75	1,00	5,00	,003	-,014	,035	0,560[1]	0,630[1]	0,402[1]	-,087	0,939[1]	0,610[1]	0,761[1]	1

[1] p<.01, [2] p<.05

3.6.Moderation Effect of Social Comparison Orientation

Hypotheses related to the moderation effect of social comparison orientation were tested using a multiple hierarchical regression analysis that includes organizational commitment, organizational justice variablesand the product term. Product term is calculated by multiplying the independent variable and the moderator variable. In this regression analysis, the first step should involve organizational commitment as dependent variable, organizational justice as independent variable and social comparison orientation as moderator variable; and the second step should involve all of these variables as well as the product term. If there is a significant increase in R^2 cause of the addition of the product term, then it is possible that there is a significant moderation affect. (Bartram et al., 2012).

As shown in Table 7, the addition of the product-term which is the multiplication of distributive organizational justice and social comparison orientation did not result in a significant increase in R-square. Analyses results showed that social comparison orientationisnot a moderator on the relationship between distributive organizational justice and organizational commitment (β: -,045, p> ,05; $\Delta R2$: ,000), so Hypothesis 1 was not supported.

Table 7

Multiple Hierarchical Regression Analysis Results for the Moderating Effect of SCO on the Relationship Between Distributive Organizational Justice and Organizational Commitment

	β	**t**	**p**	**F**	**R2**	**∆R2**
Model 1				32,701	,168	
SCO	,040	,798	,425			
Distributive OJ	,406	8,020	,000			
Model 2				21,739	,168	.000
SCO	,067	,278	,781			
Distributive OJ	,441	1,379	,169			
Product term	-,045	-,112	,911			

**Dependent variable: Organizational Commitment*

As shown in Table 8, the addition of the product-term which is the multiplication of procedural organizational justice and social comparison orientation did not result in a significant increase in R-square. Analyses results showed that social comparison orientationisnot a moderator on the relationship between procedural organizational justice and organizational commitment (*β*: ,227, *p*> ,05; Δ*R2*: ,001), so Hypothesis 2 was supported.

Table 8

Multiple Hierarchical Regression Analysis Results for the Moderating Effect of SCO on theRelationship between Procedural Organizational Justice and Organizational Commitment

	β	t	p	F	R^2	ΔR^2
Model 1				88,638	,353	
SCO	,014	,313	,754			
Procedural OJ	,593	13,262	,000			
Model 2				59,185	,354	.001
SCO	-,096	-,612	,541			
Procedural OJ	,404	1,539	,125			
Product term	,227	,731	,465			

**Dependent variable: Organizational Commitment*

As shown in Table 9, the addition of the product-term which is the multiplication of interactional organizational justice and social comparison orientation did not result in a significant increase in R-square. Analyses results showed that social comparison orientationisnot a moderator on the relationship between interactional organizational justice and organizational commitment (*β*: -,010, *p*> ,05; Δ*R2*: ,000), so Hypothesis 3 was supported.

Table 9

Multiple Hierarchical Regression Analysis Results for the Moderating Effect of SCO on the Relationship between Interactional Organizational Justice and Organizational Commitment

	β	t	p	F	R^2	ΔR^2
Model 1				75,218	,316	
SCO	,050	1,088	,277			
Interactional OJ	,560	12,211	,000			
Model 2				49,992	,316	.000
SCO	,056	,250	,802			
Interactional OJ	,568	1,962	,051			
Product term	-,010	-,028	,978			

**Dependent variable: Organizational Commitment*

DISCUSSION AND CONCLUSION

The main purpose of this study was to explore the moderation effect of social comparison orientation on the relationship between organizational justice and organizational commitment. We analyzed correlation between variables and moderating effect of social comparison orientation, and found some significant results through correlation analyses and multiple hierarchical regression analysis.

In our study, we did not find any result related to the moderation effect of the social comparison orientation, there is no differentially effect of different level oforganizational justice on organizational commitment for employees high and low in social comparison orientation. There might be several reasons why there is nomoderation effect of social comparison orientation on the relationship between distributive organizational justice and organizational commitment. Social Comparison orientation has no correlational relationship with other variables. One of the reason why we couldn't find moderation affect is that we couldn't find correlational relationship between social comparison orientation and organizational justice and its' subcategories. The reason why we couldn't find any relation between social comparison orientation and other variables might be that we studied with white collar employees who earn much more than blue collar employees. Their salaries might be higher than the hygiene level according to Herzberg's two-factor theory of job satisfaction. Hygiene factors such as physical working conditions, salary, benefits surround the doing of the job. Motivation factors such as recognition, responsibility and achievement satisfy the employees need for self-actualization. Most of our participants might earn higher than society average. If we studied with the employees who not satisfied their hygiene factors, we could find the relationship between social comparison orientation and other variables.If social comparison was in a relationship with organizational commitment, the possibility of that social comparison orientation reinforces the relationship organizational justice and organizational commitment would be higher.

4.1. Contributions

As the study has the importance of being the first research that examines the relationship between these three factors in the literature. We found that white collar employees don't become more detached or more engaged employees according to their social comparison orientation level.

We showed that correlational relationship between organizational justice and organizational commitment and their subcategories. We found that there is no relationship between social comparison orientation and the variables such as organizational commitment and organizational justice.

4.2. Limitations & Future Directions

There are a few researches focusing moderation effect of social comparison orientation in the literature. Although we found important findings supporting the studies of social comparison orientation and Human Resources Management practices, there are some several limitations so that the findings should be interpreted with caution. One limitation is that we only focused white collar employees. It might be possible to find moderation effect of social comparison orientation for blue collar employees because they are more sensitive about their income and have much more tendency to compare their incomes and rewards with others'.

Researchers would focus different characteristic of participants such as blue collar in the future. Directorate and sectors of participants are not distributed homogenously in our research. Therefore, the findings of the study show mostly attitudes of whom working in HR department or automotive sector.Along with these, the effects of gender, age and education level can be investigated in relationships between these variables.

There should be also taken attention to the practical implementations in business life of all these related researches. Nowadays, United States, and European countries focus design of the product, service, etc. The countries China, India, Turkey focus production

because of the lower cost of employees. Managerial and practical conclusions of the study which trying to understand which type of employee has the tendency to strikebesides academic findings play a crucial role for the business. Blue collar workers in Turkey generate a high proportion of the number of working people. If researchers show that moderation effect of social comparison orientation on the relationship between organizational justice and organizational commitment for blue collars, it would be an explanation for the strikes in 2015 in Turkey.

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APPENDICES

Appendix A

Dear Participant,

The purpose of this research is to explore impacts of social comparison orientation on the relationship between organizational commitment and organizational justice. First part includes 10 questions to get general information about the participant, and second part includes 49 questions in order to understand participants' opinion about the above issues. It is required approximately 10 minutes to answer all questions.

The research is carried out by Onur Taylan Gümüş, who is a student in Organizational Psychology department in İstanbul Bilgi University, under the guidance of Başak Uçanok, who is professor in İstanbul Bilgi University.

Your all answers will be kept confidential and only used for scientific purposes by the researchers. The obtained data will be used in academic papers. There is no any question unveiling your name and identity. It is very important to answer all questions sincerely and in a way that reflects your emotions and thoughts in order to be objective and reliable study. To participate the study is entirely voluntary. The questions don't have content which causes personal discomfort. However, if you feel any discomfort for any reason during the questionnaire, you are completely free to leave the questionnaire whenever you want.

Please contact with Onur Taylan Gümüş (taylan.gumus.itu@gmail.com) to get further information about the research.

If you answer the questionnaire and deliver it to researcher, it is assumed that you know you can leave the questionnaire whenever you want, you volunteered to participate study and you accepted that obtained data will be used in scientific publications.

Thanks for your concern and support.

Prof. Başak Uçanok

Onur Taylan Gümüş

Appendix B

First Part

Gender	Female ( )	Male ( )			
Maritual Status	Married ( )	Single ( )			
Age	…				
Seniority (year)	…				
Sector	Private ( )	Public ( )			
Organization / Company	…				
Departmant	…				
Seniority in Current Organization (year)	…				
Status	White Collar AND Team Management ( )		White Collar ( )		Blue Collar ( )
Education	Primary ( )	College ( )	Bachelor ( )	Graduate ( )	Doctorate ( )

Appendix C

SECOND PART

Please circle the answer that is most applicable to you)

1-Strongly Disagree, 2-Disagree, 3-Neither Agree Nor Disagree, 4-Agree, 5-Strongly Agre

	ITEMS	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
1.	I always pay a lot of attention to how I do things compared with how others do things.	1	2	3	4	5
2.	I often compare how my loved ones (boy or girlfriend, family members, etc.) are doing with how others are doing.	1	2	3	4	5
3.	If I want to find out how well I have done something, I compare what I have done with how others have done.	1	2	3	4	5
4.	I often compare how I am doing socially (e.g., social skills, popularity) with other people.	1	2	3	4	5
5.	I never consider my situation in life relative to that of other people.	1	2	3	4	5
6.	I often like to talk with others about mutual opinions and experiences.	1	2	3	4	5
7.	I often try to find out what others think who face similar problems as I face.	1	2	3	4	5
8.	I am not the type of person who compares often with others.	1	2	3	4	5
9.	If I want to learn more about something, I try to find out what others think about it.	1	2	3	4	5
10.	I often compare myself with others with respect to what I have accomplished in life.	1	2	3	4	5
11.	I always like to know what others in a similar situation would do.	1	2	3	4	5
12.	My work schedule is fair.	1	2	3	4	5
13.	I think that my level of pay is fair.	1	2	3	4	5

	ITEMS	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
14.	I consider my work load to be quite fair.	1	2	3	4	5
15.	Overall the rewards I receive here quite fair.	1	2	3	4	5
16.	I feel that my job responsibilities.	1	2	3	4	5
17.	Job decisions are made by the manager in a biased manner. (R)	1	2	3	4	5
18.	My manager makes sure that all employee concerns are heard before Job decisions are made.	1	2	3	4	5
19.	To make job decisions, my manager collects accurate and complete information	1	2	3	4	5
20.	My manager clarifies decisions and provides additional information whenrequested by employees.	1	2	3	4	5
21.	All jobs decisions are applied consistently to all affected employees.	1	2	3	4	5
22.	Employees are allowed to challenge or appeal job decisions made by their managers.	1	2	3	4	5
23.	When decisions are made about my job, the manager treats me with kindness and consideration.	1	2	3	4	5
24.	When decisions are made about my job, the manager treats me with respect and dignity.	1	2	3	4	5
25.	When decisions are made about my job, the manager is sensitive to my personal needs.	1	2	3	4	5
26.	When decisions are made about my job, the manager deals with me in a truthful manner.	1	2	3	4	5
27.	When decisions are made about my job, the manager shows concern for my right as employee.	1	2	3	4	5
28.	Concerning decisions made about my job, the manager discusses with me the implications of the decisions.	1	2	3	4	5
29.	The manager offers adequate justification for decisions made about my job.	1	2	3	4	5

	ITEMS	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
30.	When making decisions about my job, the manager offers explanations that make sense to me.	1	2	3	4	5
31.	My manager explains very clearly any decisions made about my job.	1	2	3	4	5
32.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
33.	I really feel as if this organization's problems are my own.	1	2	3	4	5
34.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
35.	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
36.	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
37.	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
38.	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
39.	If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5
40.	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
41.	I owe a great deal to my organization.	1	2	3	4	5
42.	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5
43.	I would feel guilty if I left my organization now.	1	2	3	4	5
44.	This organization deserves my loyalty.	1	2	3	4	5
45.	I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5

	ITEMS	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
46.	I do not feel any obligation to remain with my current employer.	1	2	3	4	5
47.	I do not feel "emotionally attached" to this organization.	1	2	3	4	5
48.	I do not feel like "part of the family" at my organization.	1	2	3	4	5
49.	I do not feel a strong sense of "belonging" to my organization.	1	2	3	4	5

Appendix D

Değerli Katılımcı,

Bu çalışmanın amacı, kişilerin sosyal kıyaslama eğilimlerinin, algıladıkları organizasyonel adalet ile kurumlarına duydukları organizasyonel bağlılık arasındaki ilişkiye etkisini incelemektir. Anket, iki bölümden oluşmaktadır. Birinci bölüm kişisel bilgilerin elde edilmesi amacıyla hazırlanan 10 sorudan; ikinci bölüm ise yukarıda belirttiğimiz konular hakkındaki görüş ve düşüncelerinizi belirleme amacıyla hazırlanan 49 sorudan meydana gelmektedir. Tüm soruları cevaplama yaklaşık 10 dakika sürecektir.

Çalışma, İstanbul Bilgi Üniversitesi Örgütsel Psikoloji Bölümü öğrencilerinden Onur Taylan Gümüş tarafından Yüksek Lisans Tezi kapsamında Yrd. Doç. Dr. Başak Uçanok danışmanlığında yürütülmektedir.

Çalışma kapsamında vereceğiniz tüm bilgiler gizli tutulacaktır ve sadece araştırmacılar tarafından bilimsel amaçlar doğrultusunda değerlendirilecektir. Elde edilecek veriler bilimsel yayınlarda kullanılabilir. Anketin hiçbir bölümünde isminizi ve kimliğinizi ortaya çıkaran herhangi bir soru bulunmamaktadır. Çalışmanın objektif ve güvenilir olması bakımından sorulara içtenlikle ve duygu ve düşüncelerinizi yansıtacak şekilde yanıt vermeniz önemlidir. Çalışmaya katılım tamamen gönüllülük esasına dayanmaktadır. Anketteki sorular genel olarak kişisel rahatsızlık yaratacak içeriğe sahip değildir. Ancak uygulama sırasında herhangi bir nedenden ötürü rahatsızlık hissederseniz cevaplamayı istediğiniz anda bırakabilirsiniz.

Çalışma hakkında daha fazla bilgi almak isterseniz Onur Taylan Gümüş (taylan.gumus.itu@gmail.com) ile iletişime geçebilirsiniz.

Verilen anketi doldurmanız ve araştırmacıya teslim etmeniz durumunda uygulamayı istediğiniz zaman bırakabileceğinizi bildiğiniz, çalışmaya tamamen

gönüllü katıldığınız ve elde edilen verilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ettiğiniz varsayılacaktır.

İlgi ve yardımlarınız için şimdiden teşekkür ederiz.

Doç. Dr. Başak Uçanok Onur Taylan Gümüş

Appendix E

BİRİNCİ BÖLÜM

Cinsiyet	Kadın ( )	Erkek ( )			
Medeni Durum	Evli ( )	Bekar ( )			
Yaş	…				
Toplam Kıdem (yıl)	…				
Çalıştığı Sektör	Özel sektör ( )	Kamu sektörü ( )			
Çalıştığınız Kurum	…				
Departman / Birim	…				
Mevcut İş Yerindeki Kıdem (yıl)	…				
Ekip yönetimi	Bana bağlı bir ekibi yönettiğim beyaz yaka rolündeyim ( )		Bana bağlı bir ekibin olmadığı beyaz yaka rolündeyim ( )		Mavi yaka rolündeyim ( )
Mezuniyet Durumu	İlköğretim ( )	Lise ( )	Lisans ( )	Yüksek Lisans ( )	Doktora ( )

Appendix F

İKİNCİ BÖLÜM

Lütfen bu soruları kendi duygu ve düşünceleriniz doğrultusunda;
1-Kesinlikle Katılmıyorum, 2-Katılmıyorum, 3-Ne Katılıyorum Ne Katılmıyorum, 4-Katılıyorum,
5-Kesinlikle Katılıyorum, seçeneklerinden birini tik **(X)** koyarak cevaplandırınız.

SORU NO	SORULAR	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
1.	Yaptığım şeylerin diğer insanların yaptıklarıyla karşılaştırıldığında nasıl olduğuna her zaman çok dikkat ederim.	1	2	3	4	5
2.	Çoğu zaman sevdiğim insanların (kız/erkek arkadaşım, ailemden kişiler vb.) yaptıkları şeyleri nasıl yaptıklarıyla, diğer insanların nasıl yaptıklarını karşılaştırırım.	1	2	3	4	5
3.	Bir şeyi ne kadar iyi yaptığımı bilmek istediğimde, yaptığım şeyi diğer insanların yaptıklarıyla karşılaştırırım.	1	2	3	4	5
4.	Ne kadar sosyal birisi olduğum konusunda (sosyal becerilerim, popülerliğim vb.) kendimi sık sık diğer insanlarla karşılaştırırım.	1	2	3	4	5
5.	Hayatta ne durumda olduğumu asla başkalarının durumlarına göre değerlendirmem.	1	2	3	4	5
6.	Diğer insanlarla karşılıklı görüş ve deneyimlerimiz hakkında konuşmaktan çoğu zaman zevk alırım.	1	2	3	4	5
7.	Çoğu zaman, benim karşılaştığım sorunlara benzer sorunlarla karşılaşmış kişilerin ne düşündüğünü öğrenmeye çalışırım.	1	2	3	4	5
8.	Kendimi sık sık başkalarıyla karşılaştıran birisi değilimdir.	1	2	3	4	5
9.	Bir konuda daha fazla şey öğrenmek istersem, o konuda başka insanların ne düşündüğünü öğrenmeye çalışırım.	1	2	3	4	5
10.	Hayatta ne kadar başarılı olduğum konusunda çoğu zaman kendimi başka insanlarla karşılaştırırım.	1	2	3	4	5

SORU NO	SORULAR	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
11.	Benimkine benzer bir durumda, başka insanların ne yapacağını bilmek her zaman hoşuma gider.	1	2	3	4	5
12.	Çalışma programım adildir.	1	2	3	4	5
13.	Ücretimin adil olduğunu düşünüyorum.	1	2	3	4	5
14.	İş yükümün adil olduğu kanısındayım.	1	2	3	4	5
15.	Bir bütün olarak değerlendirildiğinde, iş yerimde elde ettiğim kazanımların adil olduğunu düşünüyorum.	1	2	3	4	5
16.	İş sorumluluklarımın adil olduğu kanısındayım.	1	2	3	4	5
17.	İşe ilişkin kararlar yöneticiler tarafından tarafsız bir şekilde alınmaktadır.	1	2	3	4	5
18.	Yöneticiler, işle ilgili kararlar alınmadan önce bütün çalışanların görüşlerini alırlar.	1	2	3	4	5
19.	Yöneticiler, işle ilgili kararları vermeden önce doğru ve eksiksiz bilgi toplarlar.	1	2	3	4	5
20.	Yöneticiler, alınan kararları çalışanlara açıklar ve istendiğinde ek bilgiler de verirler.	1	2	3	4	5
21.	İşle ilgili bütün kararlar, bunlardan etkilenen tüm çalışanlara ayrım gözetmeksizin uygulanır.	1	2	3	4	5
22.	Çalışanlar, yöneticilerin işle ilgili kararlarına karşı çıkabilirler ya da bu kararların üst makamlarca yeniden görüşülmesini isteyebilirler.	1	2	3	4	5
23.	İşimle ilgili kararlar alınırken yöneticilerim bana nazik ve ilgili davranırlar.	1	2	3	4	5
24.	İşimle ilgili kararlar alınırken yöneticilerim bana saygılı davranır ve önem verirler.	1	2	3	4	5
25.	İşimle ilgili kararlar alınırken yöneticilerim kişisel ihtiyaçlarıma karşı duyarlıdır.	1	2	3	4	5
26.	İşimle ilgili kararlar alınırken yöneticilerim, bana karşı dürüst ve samimidirler.	1	2	3	4	5

SORU NO	SORULAR	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
27.	İşimle ilgili kararlar alınırken yöneticilerim, bir çalışan olarak haklarımı gözetirler.	1	2	3	4	5
28.	Yöneticilerim, işimle ilgili kararların doğuracağı sonuçları benimle tartışırlar	1	2	3	4	5
29.	Yöneticilerim, işimle ilgili kararlar için uygun gerekçeler gösterirler.	1	2	3	4	5
30.	İşimle ilgili kararlar alınırken yöneticilerim bana akla uygun açıklamalar yaparlar.	1	2	3	4	5
31.	Yöneticilerim işimle ilgili alınan her kararı bana net olarak açıklarlar.	1	2	3	4	5
32.	Kariyerimin geri kalan kısmını bu kurumda geçirmek beni mutlu eder.	1	2	3	4	5
33.	Bu kurumun problemlerini gerçekten kendi problemlerim gibi hissederim.	1	2	3	4	5
34.	Bu kurumun benim için özel bir anlamı vardır.	1	2	3	4	5
35.	Şu anda, bu kurumda kalmak benim için bir istekten çok bir gerekliliktir.	1	2	3	4	5
36.	Şu anda, istesem bile bu kurumdan ayrılmam benim için çok zordur.	1	2	3	4	5
37.	Simdi işimden ayrılmak istediğime karar verirsem, hayatımda pek çok şey alt üst olurdu.	1	2	3	4	5
38.	Bu kurumdan ayrılmayı göze alamayacak kadar az alternatifim olduğunu hissediyorum.	1	2	3	4	5
39.	Eğer bu kuruma kendimden bu kadar çok şey katmamış olsaydım, başka bir yerde çalışmayı göz önünde bulundurabilirdim.	1	2	3	4	5
40.	Bu kurumdan ayrılmanın olumsuz sonuçlarından birisi de mümkün alternatiflerin azlığıdır.	1	2	3	4	5
41.	Kurumuma çok şey borçluyum.	1	2	3	4	5
42.	Menfaatime olsa bile, kurumumdan ayrılmanın doğru olmadığını düşünüyorum.	1	2	3	4	5

SORU NO	SORULAR	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
43.	Kurumumdan şimdi ayrılırsam, kendimi suçlu hissederim.	1	2	3	4	5
44.	Bu kurum benim bağlılığımı hak ediyor.	1	2	3	4	5
45.	Kurumumdan hemen ayrılmazdım çünkü burada çalışanlara karşı sorumluluğum var.	1	2	3	4	5
46.	Şimdiki yöneticilerimle birlikte çalışma zorunluluğu hissetmiyorum.	1	2	3	4	5
47.	Bu kuruma kendimi "duygusal olarak bağlı" hissetmiyorum.	1	2	3	4	5
48.	Kurumumda kendimi "ailenin parçası" gibi hissetmiyorum.	1	2	3	4	5
49.	Kurumuma güçlü bir ait olma hissi beslemiyorum.	1	2	3	4	5

Appendix G

ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY THE ETHICS COMMITTEE

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından doldurulacaktır /This section to be completed by the Committee on Ethics in research on Humans)

Başvuru Sahibi / Applicant: Onur Taylan Gümüş

Proje Başlığı / Project Title: Impacts of Social Orientation on the Relationship between Organizational Commitment and Organizational Justice

Proje No. / Project Number: 2017-40024-51

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gerekçesi / Reason for Rejection	

Değerlendirme Tarihi / Date of Evaluation: 12 Mayıs 2017

Kurul Başkanı / Committee Chair
Doç Dr. Itır Erhart (izinli)

Üye / Committee Member
Prof. Dr. Aslı Tunç

Üye / Committee Member
Prof. Dr. Hale Bolak

Üye / Committee Member
Prof. Dr. Turgut Tarhanlı

Üye / Committee Member
Doç. Dr. Koray Akay

Üye / Committee Member
Prof. Dr. Ali Demirci

Üye / Committee Member
Doç Dr. Ayhan Özgür Toy

Appendix H

Onur Taylan Gümüş Yüksek Lisans Tezi Anketi

SOSYAL KIYASLAMA EĞİLİMİNİN ORGANİZASYONEL BAĞLILIK VE KURUMSAL ADALET İLİŞKİSİ ÜZERİNE ETKİSİ

Değerli Katılımcı,

Bu çalışmanın amacı, kişilerin sosyal kıyaslama eğilimlerinin, algıladıkları kurumsal adalet ile kurumlarına duydukları bağlılık arasındaki ilişkiye etkisini incelemektir. Tüm soruları cevaplamanız yaklaşık 10 dakika sürecektir.

Çalışma, İstanbul Bilgi Üniversitesi Örgütsel Psikoloji Bölümü öğrencilerinden Onur Taylan Gümüş tarafından Yüksek Lisans Tezi kapsamında Yrd. Doç. Dr. Başak Uçanok danışmanlığında yürütülmektedir.

Çalışma kapsamında vereceğiniz tüm bilgiler gizli tutulacaktır ve sadece araştırmacılar tarafından bilimsel amaçlar doğrultusunda değerlendirilecektir. Elde edilecek veriler bilimsel yayınlarda kullanılabilir. Anketin hiçbir bölümünde isminizi ve kimliğinizi ortaya çıkaran herhangi bir soru bulunmamaktadır. Çalışmanın objektif ve güvenilir olması bakımından sorulara içtenlikle ve duygu ve düşüncelerinizi yansıtacak şekilde yanıt vermeniz önemlidir. Çalışmaya katılım tamamen gönüllülük esasına dayanmaktadır. Anketteki sorular genel olarak kişisel rahatsızlık yaratacak içeriğe sahip değildir. Ancak uygulama sırasında herhangi bir nedenden ötürü rahatsızlık hissederseniz cevaplamayı istediğiniz anda bırakabilirsiniz.

Çalışma hakkında daha fazla bilgi almak isterseniz Onur Taylan Gümüş (taylan.gumus.itu@gmail.com) ile iletişime geçebilirsiniz.

Verilen anketi doldurmanız ve araştırmacıya teslim etmeniz durumunda uygulamayı istediğiniz zaman bırakabileceğinizi bildiğiniz, çalışmaya tamamen gönüllü katıldığınız ve elde edilen verilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ettiğiniz varsayılacaktır.

İlgi ve yardımlarınız için şimdiden teşekkür ederiz.

Doç. Dr. Başak Uçanok
Onur Taylan Gümüş

İleri

Onur Taylan Gümüş Yüksek Lisans Tezi Anketi

BİRİNCİ BÖLÜM

1. Lütfen cinsiyetinizi belirtiniz

◯ Erkek ◯ Kadın

2. Lütfen medeni durumunuzu belirtiniz.

◯ Evli ◯ Bekar

3. Lütfen yaşınızı belirtiniz.

4. Lütfen toplam iş kıdeminizi (yıl) belirtiniz.

5. Lütfen çalıştığınız sektörü belirtiniz.

◯ Özel Sektör ◯ Kamu Sektörü

6. Lütfen çalıştığınız kurumu belirtiniz.

7. Lütfen çalıştığınız departman / birim belirtiniz.

8. Lütfen mevcut iş yerinizdeki kıdeminizi (yıl) belirtiniz.

9. Lütfen ekip yönetimi ile ilgili size en uygun ifadeyi seçiniz.

◯ Bana bağlı bir ekibi yönettiğim beyaz yaka rolündeyim.

◯ Bana bağlı bir ekibin olmadığı beyaz yaka rolündeyim.

◯ Mavi yaka rolündeyim.

10. Lütfen en son mezun olduğunuz eğitim seviyesini belirtiniz.

◯ İlköğretim ◯ Lise ◯ Lisans ◯ Yüksek Lisans ◯ Doktora

Önceki İleri

Onur Taylan Gümüş Yüksek Lisans Tezi Anketi

İKİNCİ BÖLÜM

İlk 11 soru sizin sosyal kıyaslama eğiliminiz hakkında bilgi verecektir.

1. Yaptığım şeylerin diğer insanların yaptıklarıyla karşılaştırıldığında nasıl olduğuna her zaman çok dikkat ederim.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

2. Çoğu zaman sevdiğim insanların (kız/erkek arkadaşım, ailemden kişiler vb.) yaptıkları şeyleri nasıl yaptıklarıyla, diğer insanların nasıl yaptıklarını karşılaştırırım.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

3. Bir şeyi ne kadar iyi yaptığımı bilmek istediğimde, yaptığım şeyi diğer insanların yaptıklarıyla karşılaştırırım.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

4. Ne kadar sosyal birisi olduğum konusunda (sosyal becerilerim, popülerliğim vb.) kendimi sık sık diğer insanlarla karşılaştırırım.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

5. Hayatta ne durumda olduğumu asla başkalarının durumlarına göre değerlendirmem.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

6. Diğer insanlarla karşılıklı görüş ve deneyimlerimiz hakkında konuşmaktan çoğu zaman zevk alırım.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

7. Çoğu zaman, benim karşılaştığım sorunlara benzer sorunlarla karşılaşmış kişilerin ne düşündüğünü öğrenmeye çalışırım.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

8. Kendimi sık sık başkalarıyla karşılaştıran birisi değilimdir.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

9. Bir konuda daha fazla şey öğrenmek istersem, o konuda başka insanların ne düşündüğünü öğrenmeye çalışırım.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

10. Hayatta ne kadar başarılı olduğum konusunda çoğu zaman kendimi başka insanlarla karşılaştırırım.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

11. Benimkine benzer bir durumda, başka insanların ne yapacağını bilmek her zaman hoşuma gider.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

12-31 nolu sorular sizin kurumunuza dair adalet algınız hakkında bilgi verecektir.

12. Çalışma programım adildir.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

13. Ücretimin adil olduğunu düşünüyorum.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

14. İş yükümün adil olduğu konusundayım.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

15. Bir bütün olarak değerlendirildiğinde, iş yerimde elde ettiğim kazanımların adil olduğunu düşünüyorum.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

16. İş sorumluluklarımın adil olduğu konusundayım.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

17. İşe ilişkin kararlar yöneticiler tarafından tarafsız bir şekilde alınmaktadır.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

18. Yöneticiler, işle ilgili kararlar alınmadan önce bütün çalışanların görüşlerini alırlar.

Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
◯	◯	◯	◯	◯

19. Yöneticiler, işle ilgili kararları vermeden önce doğru ve eksiksiz bilgi toplarlar.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

20. Yöneticiler, alınan kararları çalışanlara açıklar ve istendiğinde ek bilgiler de verirler.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

21. İşle ilgili bütün kararlar, bunlardan etkilenen tüm çalışanlara ayrım gözetmeksizin uygulanır.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

22. Çalışanlar, yöneticilerin işle ilgili kararlarına karşı çıkabilirler ya da bu kararların üst makamlarca yeniden görüşülmesini isteyebilirler.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

23. İşimle ilgili kararlar alınırken yöneticilerim bana nazik ve ilgili davranırlar.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

24. İşimle ilgili kararlar alınırken yöneticilerim bana saygılı davranır ve önem verirler.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

25. İşimle ilgili kararlar alınırken yöneticilerim kişisel ihtiyaçlarıma karşı duyarlıdır.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

26. İşimle ilgili kararlar alınırken yöneticilerim, bana karşı dürüst ve samimidirler.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

27. İşimle ilgili kararlar alınırken yöneticilerim, bir çalışan olarak haklarımı gözetirler.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

28. Yöneticilerim, işimle ilgili kararların doğuracağı sonuçları benimle tartışırlar.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

29. Yöneticilerim, işimle ilgili kararlar için uygun gerekçeler gösterirler.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

30. İşimle ilgili kararlar alınırken yöneticilerim bana akla uygun açıklamalar yaparlar.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

31. Yöneticilerim işimle ilgili alınan her kararı bana net olarak açıklarlar.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

32-49 nolu sorular sizin kurumunuza duyduğunuz bağlılık hakkında bilgi verecektir.

32. Kariyerimin geri kalan kısmını bu kurumda geçirmek beni mutlu eder.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

33. Bu kurumun problemlerini gerçekten kendi problemlerim gibi hissederim.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

34. Bu kurumun benim için özel bir anlamı vardır.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

35. Şu anda, bu kurumda kalmak benim için bir istekten çok bir gerekliliktir.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

36. Şu anda, istesem bile bu kurumdan ayrılmam benim için çok zordur.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

37. Simdi işimden ayrılmak istediğime karar verirsem, hayatımda pek çok şey alt üst olurdu.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

38. Bu kurumdan ayrılmayı göze alamayacak kadar az alternatifim olduğunu hissediyorum.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

39. Eğer bu kuruma kendimden bu kadar çok şey katmamış olsaydım, başka bir yerde çalışmayı göz önünde bulundurabilirdim.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

40. Bu kurumdan ayrılmanın olumsuz sonuçlarından birisi de mümkün alternatiflerin azlığıdır.

Kesinlikle Katılmıyorum | Katılmıyorum | Ne Katılıyorum Ne Katılmıyorum | Katılıyorum | Kesinlikle Katılıyorum

41. Kurumuma çok şey borçluyum.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

42. Menfaatime olsa bile, kurumumdan ayrılmanın doğru olmadığını düşünüyorum.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

43. Kurumumdan şimdi ayrılırsam, kendimi suçlu hissederim.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

44. Bu kurum benim bağlılığımı hak ediyor.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

45. Kurumumdan hemen ayrılmazdım çünkü burada çalışanlara karşı sorumluluğum var.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

46. Şimdiki yöneticilerimle birlikte çalışma zorunluluğu hissetmiyorum.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

47. Bu kuruma kendimi "duygusal olarak bağlı" hissetmiyorum.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

48. Kurumumda kendimi "ailenin parçası" gibi hissetmiyorum.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

49. Kurumuma güçlü bir ait olma hissi beslemiyorum.

○ Kesinlikle Katılmıyorum ○ Katılmıyorum ○ Ne Katılıyorum Ne Katılmıyorum ○ Katılıyorum ○ Kesinlikle Katılıyorum

Araştırmaya verdiğiniz destek için teşekkür ederiz.

Önceki **Bitti**