

**A Multi Method Study of the Ideologically Infused  
Psychological Contract and its Consequences**

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A thesis submitted to the Department of Management of  
the London School of Economics and Political Sciences  
for the degree of Doctor of Philosophy,  
London, January 2020

**Declaration**

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## **Abstract**

This thesis follows a multi method design study to explore ideological psychological contract and its consequences. First, an explorative qualitative study investigated this construct in a sample of employees working for the children's oncology department of a public hospital. It revealed the importance of ideological obligations for medical employees and how their fulfilment helps them to overcome minor causes of breach in the pursue of a mission that transcends them. It also highlights the importance of the meaning of work in explaining the strong relationship built through this type of contract. Further, a quantitative study, conducted on a sample of 300 medical staff based in the UK, and replicated on a sample of around 150 bankers, explores the outcomes of the ideologically infused psychological contract fulfilment and how the meaning of work can explain these consequences. Results contrasting both sectors show that while the fulfilment of an ideologically infused psychological contract seems to play a crucial role in the healthcare sector, by triggering job satisfaction, display of OCB towards peers, the organisation and the patients, employee wellbeing and engagement, it doesn't seem to influence attitudes and behaviours in the banking industry to the same degree, raising questions to the transferability of this concept across sectors.

## Acknowledgments

I want first to thank everyone who read and commented on drafts of this thesis – they include my friends and colleagues: Rasphal Dhensa-Kahlon, Tara Reich, Daniel Beunza, Daniella Truzzi, Karin King and so many others. Most of all I acknowledge the support of my supervisor, Jackie Coyle-Shapiro and my late grandmother, Fernande Gregoire, whose encouragement and support throughout this project gave me endless strength and inspiration. I also thank the many scholars who gave me advice and pointed in the right direction. Finally, I express a special thanks to my family, my sister and my parents for their patience and acceptance during this journey.

*“We ourselves feel that what we are doing is just a drop in the ocean. But the ocean would be less because of that missing drop.”*

*Mother Teresa*

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# **Chapter 1**

## Introduction

*“Make your work to be in keeping with your purpose”  
— Leonardo da Vinci*

*“Happiness is not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort” — Franklin D. Roosevelt*

*“Out of the night that covers me  
Black as the pit from pole to pole,  
I thank whatever gods may be  
For my unconquerable soul.*

*In the fell clutch of circumstance,  
I have not winced nor cried aloud.  
Under the bludgeoning’s of chance  
My head is bloody, but unbowed.*

*Beyond this place of wrath and tears  
Looms but the Horror of the shade,  
And yet the menace of the years  
Finds, and shall find me, unafraid.*

*It matters not how strait the gate,  
How charged with punishments the scroll,  
I am the master of my fate:  
I am the captain of my soul”*

*“Invictus”*

*William Ernest Henley, 1888*

Since Thompson and Bunderson posited that knowledge of psychological contract obligations could be expanded by including ideological currency over a decade ago, several empirical studies have aimed at better understanding obligations in employment relationships that are created not only from perceptions of direct individual treatment but also from perceptions about whether the organisation meets its responsibilities for a highly valued, socially responsible mission (Thompson & Bunderson, 2003). As stated by O’Donohue and Nelson: “Social values and beliefs systems are playing an increasingly influential role in shaping the attitudes and behaviour of individuals and organizations towards the employment relationship. Many individuals seek a broader meaning in their

work that will let them feel that they are contributing to the broader community. For many organizations, a willingness to behave ethically and assume responsibility for social and environmental consequences of their activities has become essential to maintaining their ‘license to operate’” (O’Donohue & Nelson, 2009, p.251). The appearance of these trends towards an increasing tendency for individuals to seek an explicit congruence between their private and professional ethical and social values has significant implications for understanding the psychological contracts being created today (O’Donohue & Nelson, 2009). A better understanding of this type of contract is important as research suggests that the ideological dimension of the psychological contract may be able to explain fundamental employee behaviours at work, such as why employees may stay loyal to their organisations even when they perceive a breach of transactional or relational obligations, or why employees sometimes perceive a violation even in the absence of direct individual organisational maltreatment (Thompson & Bunderson, 2003; Bingham, 2011; Bolin & Bin, 2011). Further, studies suggest that the ideologically infused psychological contract offers significant potential benefits for the employee and the organisation, such as increased commitment, and greater satisfaction and motivation at work (Bingham, 2011; Thompson & Bunderson, 2003).

However, existing empirical evidence that confirms the significance of ideological currency in psychological contracts to advancing understanding of the employment relationship is scarce. In 2007, O’Donohue and Nelson explored the content of psychological contracts of professional employees. The results of their qualitative study showed that registered nurses’ perceptions of their psychological contract were best understood by reference to ideological currency, presenting evidence of the presence of an ideological component in the psychological contract (O’ Donohue & Nelson, 2007). Further, the results of Bal and Vink’s research on ideological currency and team



relationships confirm that ideology constitutes a distinct aspect in the psychological contract as their scale was found reliable and empirically different from transactional and relational contracts (Bal & Vink, 2011). Vantilborgh and colleagues (2014) studied the effects of ideological breach and fulfilment in the context of volunteer's psychological contracts focusing on their work effort (Vantilborgh, Bidee, Pepermans, Willems, Huybrechts & Jegers, 2014). The results of this research highlight differences that exist between relational and ideological fulfilment (for example, in triggering different levels of work effort) and therefore the importance of considering the unique nature of ideological obligations in psychological contract literature. Scholars have only recently started to draw links between the ideological currency and other organisational literature such as social influence and contextualise it in for-profit sectors such as manufacturing employees (Bingham, Oldroyd, Thompson, Bednar & Bunderson, 2014; Krause & Moore, 2017).

A better understanding of people working primarily in the pursuit of a mission is still under researched despite its increasing importance for both employees and employers alike (Bingham et al., 2014; Krause & Moore, 2017; Coyle-Shapiro, Pereira Costa, Doden & Chang, 2019). Researchers have only started to explore psychological contracts based on ideological obligations, with empirical research focusing on a small number of specific outcomes in relatively narrow contexts (Bingham et al., 2014; Vantilborgh et al., 2014; Krause & Moore, 2017; Jones & Griep, 2018; Sung Soo, Donghoon, Heather, Faison Hewlin & Vandenberghe, 2018). My attempt here is to rectify this gap by expanding the existing theoretical framework and further, critically examining prior research and argue that there has been an overemphasis on the norm of reciprocity to explain why psychological contract breach or fulfilment has an effect. To address this limitation, I will argue that the meaning of work may provide an additional theoretical lens that may

help explain the effects of ideological currency in the employee-organisation relationship. I am therefore adding to the emerging body of empirical evidence that is exploring other explanations beyond the norm of reciprocity to illuminate why psychological contract breach/fulfilment affects organisational outcomes (Coyle-Shapiro et al., 2019). I hope this study will prompt further research on the ideological psychological contract, resulting in an increased understanding of the nature and consequences of its fulfilment or breach to an organisation-sponsored cause.

This thesis aims to investigate the effects of ideologically infused psychological contract from an employee's perspective. It comprises eight chapters and follows the structure below:

**Chapter 2** provides an overview of the core literatures of psychological contract and meaning of work, as well as key definitions and discusses fundamental research which sets the scene for the present thesis. It also outlines an overview of the proposed conceptual model, combining ideologically infused psychological contract, its fulfilment and its integration with the meaning of work, which guides this thesis.

**Chapter 3** provides the research design strategy and methods followed in this thesis. The motivation for each study conducted as well as its selected methodology, including the sample strategy, data collection, data analysis and reflections on the quality of the data collected, is presented.

**Chapter 4** adopts a qualitative methodology to explore the phenomenon of ideology in psychological contracts from the perspective of children's oncology employees. This chapter has two aims: to investigate the presence of ideological currency amongst

employees and facilitate the development of a conceptual model to be tested in following empirical chapters.

**Chapter 5** presents the first quantitative empirical examination of ideologically infused psychological contract in this thesis. This chapter explores the link between psychological fulfilment and its outcomes, differentiating between transactional, relational and ideological type of fulfilment and the relationship between ideological fulfilment and the meaning of work. Data is presented from a sample of healthcare workers based in the UK. A discussion of the key findings stemming from this study, as well as limitations and suggestions for future research is provided.

**Chapter 6** further explores the mechanisms underlying ideological fulfilment. It examines how occupational identification, transformational leadership, a sense of contribution, self-sacrifice and identity fusion can help explain the strength of the bond formed by the fulfilment of a psychological contract based on ideological obligations. Data is presented, once again, from the same sample of healthcare workers based in the UK. A discussion of the key findings stemming from this study, as well as limitations and suggestions for future research is provided.

**Chapter 7** examines whether the findings of chapter 5 replicate in a very different sample – employees in the financial service sector in London. It also examines whether the meaning of work provides an explanation for why fulfilment of ideological psychological contract has an effect of outcomes.

Finally, **Chapter 8** summarises the overall findings of this thesis. A discussion of the theoretical and practical implications of the findings, highlighting their limitations and offering some suggestions for future research is provided.

## **Chapter 2**

### **Literature review: Psychological contracts and the meaning of work**

## **2-1. Chapter overview**

In this chapter, I will first review the literature on psychological contracts, paying particular attention to their dimensions, the primary explanations presented in the literature for their effects and the organisational- and employee-directed outcomes. Next, I will critically examine prior research and argue that there has been an overemphasis on the norm of reciprocity to explain why psychological contract breach/fulfilment has an effect on outcomes, and that this may not completely explain the effects of ideological contract fulfilment. To address this limitation, I will argue that the meaning of work provides an additional theoretical lens that may help explain the effects of ideological currency in the employee-organisation relationship. I will then present the theoretical springboard for this thesis by discussing the merits of integrating the meaning of work into the ideologically infused type of contract.

## **2-2. Overview of the psychological contract literature**

*“He who is not contented with what he has, would not be contented with what he would like to have.”*

– Socrates

The investigation of psychological contracts started in the 1960s, but it was the pivotal work of Rousseau (1989) that reignited interest in employees’ perceptions of enticements promised and delivered with their employing organisations (Chang, 2018). Rousseau (1989) defines the psychological contract as “an individual’s beliefs regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party” (Rousseau, 1989, p.123). Psychological contracts have been recognised as a significant concept in understanding and managing employee-organisation relationships

(Conway & Coyle-Shapiro, 2012; Chang, 2018). For example, psychological contracts can influence employees' work attitudes and behaviours (Zhao, Wayne, Glibkowski, & Bravo, 2007; Chang, 2018), organisational effectiveness (Conway & Coyle-Shapiro, 2012), and the relationships between employees and supervisors (Kiewitz, Restubog, Zagenczyk, & Hochwarter, 2009).

Over the last three decades, significant progress has been made in psychological contract research with pivotal studies investigating the content of psychological contracts (Rousseau, 1995; Thompson & Bunderson, 2003; Vantilborgh, 2015), contract development (De Vos, Buyens, & Schalk, 2003) and the outcomes of psychological contract breach or fulfilment on both employees and organisations (Conway & Briner, 2002; Zhao et al., 2007; Griep & Vantilborgh, 2018; Chang, 2018; Coyle-Sapiro et al., 2019).

Historically, research focusing on psychological contract's content have distinguished between two types: transactional and relational (Rousseau, 1995; Rousseau & Wade-Benzoni, 1994; Chang, 2018). Transactional psychological contracts are characterised by an economic focus; they generally cover short-term employment relationships that include narrow duties and in which performance requirements and mutual obligations are clearly identified (Rousseau, 2004; Chang, 2018). "Employees with transactional contracts tend to adhere to their specific terms and to seek employment elsewhere when conditions change or when employers fail to live up to their agreement" (Rousseau, 2004, p. 122). This type of psychological contracts leads both employee and employer to end a transactional arrangement immediately if it fails to meet their needs (Rousseau, 2004). "The archetypal transactional employer is a call centre where workers can easily be replaced and perform narrow, limited duties" (Rousseau, 2004, p.122). With transactional

contracts, employers receive a limited level of contribution from employees and have only a few future obligations to them (Rousseau, 2004). Such type of contracts can be effective when employees are individual and independent contributors for whom performance can be objectively monitored (Rousseau, 2004).

Relational psychological contracts, on the other hand, involve broader, longer-term obligations than the transactional type. They are based on the exchange of socioemotional elements such as commitment, trust, loyalty and stability, and include an open-ended commitment to the future (Cavanaugh & Noe, 1999; Rousseau, 2004). Employees with relational contracts tend to be more eager to work overtime to help colleagues and to support needed organisational changes (Rousseau, 2004). Although workers with a relational contract are likely to be acutely upset when it is violated, the commitment embedded in such contracts often leads employees to seek solutions that will allow them to preserve their relationship with their organisations (Rousseau, 2004). Failure to remedy the situation typically leads employees to quit or, to significantly reduce their contributions to their employer (Rousseau, 2004). Overall, based on empirical evidence, research suggests that relational and transactional psychological contracts have distinct outcomes (Robinson, Kraatz, & Rousseau, 1994; Bal & Kooij, 2011; Hamilton & von Treuer, 2012; Chambel & Alcover, 2011; Hui, Lee, & Rousseau, 2004; Zagenczyk, Restubog, Kiewitz, Kiazad, & Tang, 2014; Chang, 2018).

In addition to transactional and relational, a third type of content – ideological – emerged at the beginning of the twenty-first century (Thompson & Bunderson, 2003). This third dimension is based on the concept of ideological rewards developed by Blau in 1964. Thompson and Bunderson (2003) defined ideological obligations or “currency” as “credible commitments to pursue a valued cause or principle not limited to self-interest



that are implicitly exchanged at the nexus of the individual-organization relationship” (Thompson & Bunderson, 2003, p. 574). Research suggests that all psychological contracts incorporate these three types of obligations to some degree, and employees may invoke multiple type of obligations simultaneously (Bingham et al., 2014). However, researchers typically distinguish employee’s psychological contracts as transactional, relational or ideological according to their predominant currency of exchange (Bingham et al., 2014). Empirically, ideological psychological contracts are different from other types in terms of employees’ vulnerability, how they are perceived by others within the organisation and the consequences of their breach (Vantilborgh, Bidee, Pepermans, Willems, Huybrechts, & Jegers, 2012, Bunderson & Thomspson, 2009; Bingham et al., 2014). For example, Bingham and colleagues found that ideologically infused psychological contracts impact social status and more specifically attributions of friendship and influence within the organisation (Bingham et al., 2014). Further, ideological psychological contracts have been found resistant to minor breach (Vantilborgh et al., 2012), and the breach of these contracts profoundly impact employees’ values, identity and sense of purpose at work (Thompson & Bunderson, 2003; O’Donohue & Nelson, 2007; Vantilborgh et al., 2014; Chang, 2018). Overall, the emerging empirical evidence supports the distinction between ideologically infused psychological contracts and the other two types of psychological contracts (Bingham, 2006; O’Donohue & Nelson, 2009; Bingham et al., 2014).

### **2-2-1. Conceptualisation of the psychological contract and its fulfilment**

There are many ways to conceptualise psychological contracts. As stated in Coyle-Shapiro and colleagues’ (2019) review of the past, present and future of psychological research, it is “Rousseau’s work (1989), that signalled a new era in psychological contract research, as it departed from prior conceptualisation of the construct” (Coyle-Shapiro et al., 2019,

p. 146). In defining the psychological contract as “an individual’s beliefs regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party” (Rousseau, 1989, p. 23), Rousseau diverges from the earlier research as she focusses on the employee versus the organisational level of the relationship and replace the notion of expectations by obligations (Roehling, 1996). In the development of the conceptualisation of this concept over the last two decades, an important distinction is the adoption of the unilateral or the bilateral perspective (Freese & Schalk, 2008).

### **Unilateral versus bilateral approaches**

The unilateral view, adopted in the present study, focusses on the employee perspective on employee and organisational promised and delivered inducements (Rousseau, 1990). Psychological contract research suggests that the employer’s perception of the relationship, emerging from a multitude of different actors, is more complicated to capture and has therefore been less researched (Coyle-Shapiro & Kessler, 2000; Guest & Conway, 2002; Tekleab & Taylor, 2003).

The bilateral view on the psychological contract considers the contract to be a consolidation of the employer and the employee perceptions of exchanged obligations (Levinson, Price, Munden, Mandl, & Solley, 1962). A bilateral approach can be useful when for example the research focus on resolving organisational conflicts or improving organisation performance as it helps clarify difference in perspectives between employees and supervisors (Freese & Schalk, 2008). The unilateral view of the psychological contract has been found preferable methodologically as a bilateral view of psychological contracts is more problematic to operationalise (Freese & Schalk, 2008). “It is because the side of the organisation consists of many actors, who do not necessarily communicate a uniform set of expectations” (Freese & Schalk, 2008, p.271). Further, as psychological contract influences behaviour, it is difficult to capture how employee behaviour can be

influenced by the difference between employee and organisation's perceptions of promised inducements, when the employee is not aware of these differences, and it is not clear how potential contradictions between contract makers would affect the building of employee's psychological contract (Freese & Schalk, 2008).

### **Measurement of psychological contracts**

The conceptual type of assessment of the psychological contract can be divided into three main categories (Rousseau & Tjoriwala, 1998): (1) Feature oriented – when the contract is compared to some attribute or dimension such as short term/long term or transactional/relational/ideological; (2) Content oriented – when the specific terms of the contract are examined such as flexible working hours, opportunities for training or working overtime when needed; (3) Evaluation oriented – when the degree of fulfilment, change or violation experienced within the context of the contract is assessed.

In this study we will apply the multidimensionally view of the psychological contract and use the content-oriented and evaluation-oriented type of assessments of the psychological contract to capture (1) different respondent's psychological contract, differentiating between transactional, relational and ideological contract (2) for each of these different categories, the degree to which specific inducements have been promised and delivered by the employing organisation.

The methodology used to operationalise psychological contract fulfilment and breach has been the subject of ongoing and unresolved debates in psychological research (Lambert, Edwards, & Cable, 2003). As defined previously, the psychological contract is often seen as an employer's beliefs regarding the mutual obligations between the employee and the employer (Rousseau, 1989; Rousseau & Tjoriwala, 1998). These beliefs entail

perceptions of inducements (such as pay or recognition) promised by an employer compared to the inducements actually delivered by the employer.

Traditionally, research has adopted different approaches to operationalise fulfilment of a psychological contract. These traditional approaches generally collapsed promised and delivered inducements into a single unit using one of two methods. The first method, adopted in this study, subtracts what was promised from what was delivered, producing an algebraic difference score (Coyle-Shapiro & Kessler, 2000; Guzzo, Noonan, & Elton, 1994; Lester & Kickul, 2001). A second method asks employees to report the extent to which delivered inducements exceed or fall short of promised inducements (Guest & Conway, 2002; Turnley & Feldman, 1999). This second method is analogous to the first method but prompts the difference directly from the employee. Therefore “low scores suggest that delivered and promised inducements are equal, such that the psychological contract is fulfilled while high scores suggest that delivered inducements differ from the promised levels, but without specifying the direction of the difference” (Lambert et al., p.897). Researchers have pointed towards the limitations inherent of these two approaches: “(1) both approaches disregard absolute levels of delivered and promised inducements, with the second (nondirectional approach) not distinguishing between deficient and excess inducements; (2) both approaches represent a calculated or perceived difference between delivered and promised inducements and are, therefore, prone to methodological problems related to the use of discrepancy measures” (Lambert et al., 2003, p.897; Edwards, 1994).

More recently, a number of researchers have departed from the traditional approaches to operationalise the psychological contract fulfilment and adopted an “expanded” view of the psychological contract (Lambert et al., 2003; Vantilborgh et al., 2012). This expanded view broadens the definition of fulfilment to encompass situations where delivered

inducements either exceeds or fall short of promised levels and counter certain issues inherent to traditional approaches of psychological contract breach and fulfilment research such as problems with differences scores (Lambert et al., 2003; Edwards, 1994; Edwards & Parry, 1993; Vantilborgh et al., 2012). However, because the expanded view is still relatively novel and the research on ideologically infused psychological contracts is still limited, I chose to adopt the traditional approach to operationalise psychological contract fulfilment in this study.

### **2-2-2. Breach and fulfilment of the psychological contract**

Research suggests that perceived obligations in the psychological contract emerge early in the employment relationship, such as during the recruitment and socialisation processes (Bingham et al., 2014; Rousseau, 1989; Robinson & Rousseau, 1994). Social exchange theory is the conceptual framework most commonly used to understand contract breach and fulfilment (Rousseau, 2004). According to this theory, the development of positive employment relationships is reliant on both employees and their employers and defined by the rules of exchange (Blau, 1964; Rousseau, 2004; Hamilton & von Treuer, 2012; Lopes & Chambel, 2014). These exchanges can be economic or more social in nature. When individuals receive inducements, they feel obliged to reciprocate, and this norm of reciprocity is fundamental to social exchange theory (Gouldner, 1960; Rousseau, 2004; Lopes & Chambel, 2014). For example, if employees feel that their employer has not reciprocated, they may perceive that a breach has happened and endeavour to restore this balance by decreasing their work effort, commitment and trust (Tekleab & Taylor, 2003), or hurting organisational interests by withholding effort or/and enacting deviant behaviours (Bordia, Restubog, & Tang, 2008). Over the course of employment, employees evaluate whether their own and the organisation's obligations have been fulfilled (Bingham et al., 2014). Psychological

contract fulfilment takes place when employees perceive that their employer has fulfilled promised obligations to them (Rousseau, 2004). In contrast, psychological contract breach happens when employees perceive a difference between what was promised and what was fulfilled (Robinson et al, 1994).

Although it may seem that fulfilment and breach are simply opposite concepts, these terms actually expose different types of reciprocation (Chang, 2018). Traditionally, psychological contract fulfilment has been viewed as part of a single continuum from breach through to fulfilment (Lambert et al., 2003). Research suggests that contract fulfilment has direct positive effects on outcomes, whereby breach is related to negative outcomes that become increasingly more positive as fulfilment levels increase (Lambert et al., 2003). The distinction between breach and fulfilment can be made theoretically and as well as empirically (Chang, 2018). “Theoretically, greater fulfilment does not lead to fewer breaches, or vice versa, as it is possible for organisations to fulfil certain parts of employees’ psychological contracts but breach other parts” (Chang, 2018, p.34). It is therefore possible for employees to experience breach and fulfilment concurrently (Chang, 2018). Further, fulfilment and breach can trigger different type of changes in the employee-organisation relationship (EOR), meaning that fulfilment influences the relationship positively and breach upsets the relationship, prompting negative change (Henderson, Wayne, Shore, Bommer, & Tetrick, 2008). Conway, Guest and Trenberth (2011) provided empirical support for this distinction and concluded that “breach and fulfilment were found to have different effects on outcomes and therefore, at least in terms of their consequences, could not be considered simple opposites to one another” (Conway et al., p.275). Further, research suggests that “an increase in psychological contract breach unfailingly predicts all organisational and employees’ outcomes, but that an increase in psychological fulfilment only predicts organisational

commitment and work satisfaction; this supports the idea that breach and fulfilment have different meanings and consequences” (Chang, 2018, p.34).

### *Breach and violation of contract*

Psychological contract breach can be defined as “the employee’s perception regarding the extent to which the organisation has failed to fulfil its promises or obligations” (Robinson & Rousseau, 1994, p.245). Rousseau stated that “psychological contracts influence employees’ work cognitions and behaviours when organisations fail to respond to an employee’s contribution in ways the individual believes they are obligated to do so” (Rousseau, 1989, p. 128). The evaluation of employees’ psychological contracts emerges from the perception of the consistency between the perceived terms of the employment agreement and what the employer has delivered (Guerrero & Herrbach, 2008). When a discrepancy occurs, employees respond by increasing or reducing their contribution and involvement in the organisation (Guerrero & Herrbach, 2008). Because the psychological contract mirrors the quality of the exchange process between employee and employer, employees feel they are more or less obliged towards their organisation based on the delivery of inducements by their employer (Coyle-Shapiro & Kessler, 2002). The perception of breached obligations may decrease motivation and trigger resentment, causing employees to distance themselves from or even leave the organisation (Bingham et al., 2014; Robinson, 1996).

Psychological contract breach has garnered significant research attention, primarily in view of its destructive consequences for both the employee and the organisation (Zhao et al., 2007). Morrison and Robinson (1997) work, which offers a thorough conceptualisation of psychological contract breach, stated: “an employee first considers the ratio of what he or she has received relative to what the organization promised and

then compares this ratio to the ratio of what the employee has provided the organization relative to what he or she promised to provide” (Morrison & Robinson, 1997, p. 240). Therefore, the breaking of promises by organisations does not always lead to a perception of breach (Morrison & Robinson, 1997).

In the psychological contract literature, the terms violation and breach are sometimes presented as interchangeable. However, Morrison and Robinson (1997) clearly differentiate the two constructs by suggesting that breach is the cognitive evaluation that the organisation has failed to fulfil its obligations, whereas violation is the emotional and affective response that sometimes follows perception of breach. Psychological contract violation captures “employees’ emotional and affective reactions as they arise from experiences of psychological contract breach” (Morrison & Robinson, 1997, p.129). This violation is defined as “an intense reaction of outrage, shock, resentment, and anger” (Rousseau, 1989, p. 129). Robinson and Morrison (2000) suggested that psychological contract breach and violation are distinct, despite their high correlation (Robinson & Morrison, 2000; Dulac, Coyle-Shapiro, Henderson, & Wayne, 2008; Chang, 2018). Furthermore, research suggests that violation is strengthened when a breach is credited to an organisation’s intention or when an employee perceived to be treated unfairly (Robinson & Morrison, 2000).

### *Fulfilment*

Psychological contract fulfilment relates to “how well an organisation fulfils its employees’ psychological contracts” and is defined as “the extent to which one party to the contract deems the other has met its obligations” (Lee, Chiang, Van Esch, & Cai, 2018, p. 204). When employees perceive that the organisation has fulfilled its promises in a fair, equitable and balanced manner (Rousseau, 1995) they will develop an implicit



obligation to reciprocate by strengthening their affective and socioemotional bonds to the organisation (Lee et al., 2018). When obligations are fulfilled, the employment relationship fosters mutual trust and ongoing commitment (Bingham et al., 2014). Despite the growing amount of research about the psychological contract, there has been little theoretical and empirical focus on the outcomes of psychological contract fulfilment (Guerrero & Herrbach, 2008). Indeed, most psychological contract research has focused on the potentially devastating outcomes of psychological contract breach and generally neglected relationships where contract enticements have not been received adequately (Lambert et al., 2003; Guerrero & Herrbach, 2008). This research aims to help fill this gap in the literature and focuses on psychological contract fulfilment and its consequences for the employee and the organisation.

#### *Outcomes associated with psychological contract fulfilment*

Research suggests that psychological contract breach and fulfilment shape employees' attitudes and behaviours at work, and at least three meta-analyses (Zhao et al., 2007; Bal, De Lange, Jansen, & Van Der Velde, 2008; Robbins, Ford & Tetrick, 2012) on breach and employee outcomes have provided strong empirical evidence to support this statement (Chang, 2018). However, the empirical evidence related to psychological contract fulfilment is relatively limited. The table 2.1 below presents the empirical evidence for each type of psychological contract fulfilment 's outcome.

*Table 2.1. Consequences of psychological contract fulfilment*

Type of consequence	Target construct	Empirical evidence
Work behaviours	Job performance	<ul style="list-style-type: none"> <li>• Conway &amp; Coyle-Shapiro, 2012</li> <li>• Turnley, Bolino, Lester, &amp; Bloodgood, 2003</li> <li>• Bunderson, 2001</li> <li>• Hekman, Bigley, Steensma, &amp; Hereford, 2009</li> <li>• Tekleab, Laulie, De Vos, De Jong, &amp; Coyle-Shapiro, 2019</li> <li>• Sturges, Conway, Guest, &amp; Lieftoog, 2005</li> </ul>
	Job satisfaction	<ul style="list-style-type: none"> <li>• Scheel, Rigotti &amp; Mohr, 2013</li> <li>• De Cuyper, Rigotti, De Witte, &amp; Mohr, 2008</li> <li>• Ng &amp; Feldman, 2009</li> </ul>
	Organisational citizenship behaviours	<ul style="list-style-type: none"> <li>• Rosen, Chang, Johnson, &amp; Levy, 2009</li> <li>• Tekleab &amp; Taylor, 2003</li> <li>• Robinson &amp; Morrison, 1995</li> <li>• Turnley, Bolino, Lester, &amp; Bloodgood, 2003</li> <li>• Coyle-Shapiro &amp; Kessler, 2000</li> <li>• Coyle-Shapiro &amp; Kessler, 2002</li> <li>• Shih &amp; Chen, 2011</li> <li>• Bingham, 2006</li> </ul>
	Turnover intention (-)	<ul style="list-style-type: none"> <li>• Hamilton &amp; von Treuer, 2012</li> <li>• Cesario, Chambel, &amp; Guillen, 2014</li> <li>• Sheehan, Tham, Holland, &amp; Cooper, 2019</li> <li>• Hartwell &amp; Gordon, 2003</li> </ul>

	Civic virtue behaviour	<ul style="list-style-type: none"> <li>• Chambel &amp; Alcover, 2011</li> </ul>
	Exit (-)	<ul style="list-style-type: none"> <li>• Vantilborgh, 2015</li> </ul>
	In-role behaviour	<ul style="list-style-type: none"> <li>• Bingham, 2006</li> </ul>
	Neglect behaviour (-)	<ul style="list-style-type: none"> <li>• Vantilborgh, 2015</li> </ul>
	Voice behaviour	<ul style="list-style-type: none"> <li>• Vantilborgh, 2015</li> </ul>
	Employee exhaustion (-)	<ul style="list-style-type: none"> <li>• Chambel &amp; Castanhera, 2012</li> </ul>
	Work efforts	<ul style="list-style-type: none"> <li>• Vantilborgh et al., 2012</li> </ul>
<b>Work attitudes</b>	Affective commitment	<ul style="list-style-type: none"> <li>• Coyle-Shapiro &amp; Kessler, 2000</li> <li>• Sonnenberg, Koene, &amp; Pauwe, 2011</li> <li>• Lee, Chiang, Van Esch, &amp; Cai, 2018</li> <li>• Mensah, 2019</li> <li>• Sturges, Conway, Guest, &amp; Liefhooge, 2005</li> </ul>
	Organisational commitment	<ul style="list-style-type: none"> <li>• Castaing, 2006</li> <li>• Kraft, 2008</li> <li>• Shore &amp; Barksdale, 1998</li> </ul>
	Employee engagement	<ul style="list-style-type: none"> <li>• Sheehan, Tham, Holland, &amp; Cooper, 2019</li> </ul>
	Perceived fairness	<ul style="list-style-type: none"> <li>• Ng &amp; Feldman, 2009</li> </ul>
	Organisational status	<ul style="list-style-type: none"> <li>• Bingham et al., 2014</li> </ul>
<b>Other outcomes</b>		

### **2-2-3. Ideologically infused psychological contracts**

The importance of ideologies in the employee-employer relationship was acknowledged by Blau in the early 1960s when he distinguished “ideological rewards” from economic and social types of rewards, and therefore provided an alternative incentive on which the employment relationship may be founded (Blau, 1964). The significance of ideology in the workplace has been recognised by other streams of academic literature, such as research on spirituality at work that suggests that ideologies help employees to experience a sense of purpose in their daily tasks, while individuals’ affinity for a larger sense of purpose in work becomes increasingly important (Mitroff & Denton, 1999). Furthermore, research on ideology in organisations suggests that commitment to organisational ideology is on the rise, as ideological forces of loyalty, value congruence and affective organisational commitment represent core components for cooperation in an organisation, and for cohesiveness and consensus (Bunderson, 2001; Bingham, Mitchell, Bishop, & Allen, 2013; King, 2016). Personnel working together for the common purpose in a strong ideological organisation has been found to bond members tightly and commit them individually as well as organisationally (King, 2016). Therefore, based on Blau’s (1964) notion of ideological rewards, Thompson & Bunderson (2003) stated that the understanding of the implicit contracts that individuals form with their employing organisation is “incomplete without including the role of ideology and propose to extend psychological contract obligations to include ideological currency” (Thompson & Bunderson, 2003, p. 573).

An employee’s perceived ideological obligations usually take the form of contributions toward the organisation’s capability to promote the espoused cause (Thompson & Bunderson, 2003). These generally consist of initiatives to serve the needs of the

espoused cause or publicly advocating it (Thompson & Bunderson, 2003). In return, the organisation offers inducements to support the cause that often include monetary contributions, lobbying and internal practices and policies that orient employee attention and time to contributing to ideological objectives (Thompson & Bunderson, 2003). Thompson and Bunderson's extended the conceptualisation of psychological contracts to include ideological currency. An ideologically infused psychological contract is characterised by an exchange relationship between the employer and employee that includes obligations to socially responsible causes (Thompson & Bunderson, 2003; Bingham et al., 2014). Ideological psychological contracts are based on covenantal exchange (Van Dyne, Graham, & Dienesch, 1994; Bingham et al., 2014), "where both the organisation and member may be expected to provide credible contributions toward the cause" (Thompson & Bunderson, 2003, p. 574). Employees who fulfil ideological obligations to the organisation provide support and commitment to the valued cause through in-role as well as extra-role behaviours (Bingham, 2006; Bingham et al., 2014; Thompson & Bunderson, 2003). Further, research suggests that ideological obligations are involving commitment to a cause that benefits a third party, therefore these types of psychological contracts illustrate a clear departure from the dyadic nature of relational or transactional contracts (Bingham et al., 2014). Finally, they also differ on the dimension of self-versus other focus.

Existing empirical evidence that confirms the significance of the ideological currency psychological contract in aiding the understanding of the employment relationship is slowly growing but remains limited. For instance, O'Donohue and Nelson (2007) explored the content of the psychological contracts of professional employees. Their qualitative study focused on interview data collected from a sample of registered nurses

employed in an Australian public hospital. The results showed that the nurses' perceptions of their psychological contract were best understood with reference to ideological currency, which provides evidence of the presence of an ideological component in the psychological contract (O'Donohue & Nelson, 2007). In addition, Bal and Vink's (2011) research on ideological currency and team relationships confirmed that ideology constitutes a distinct aspect in the psychological contract, as their study revealed that ideological psychological contract fulfilment explained additional variance in relation to employees' obligations towards their employing organisation (Bal & Vink, 2011).

Bingham has been pioneering ideological obligations research and has published several articles on the topic (2013; 2014). Bingham's thesis (2006) investigated the distinction between the different types of obligations in the psychological contract and confirmed the role of ideology within the psychological contract framework. Further, Bingham et al. (2014) examined how the fulfilment of obligations affects attributions of friendship and influence within the organisation. Drawing on theoretical and empirical distinctions between the different types of content of psychological contracts and the specificity of ideological obligations, Bingham and colleagues assumed that "individuals who fulfil relational obligations would receive more friendship nominations from others in the organisation, whereas individuals who fulfil ideological obligations would obtain more influence nominations" (Bingham et al., 2014, p.74). In contrast, they hypothesised that those who fulfil transactional obligations would obtain fewer friendship and influence nominations (Bingham et al., 2014). They also investigated the prediction that "individuals who hold similar beliefs about their relationship with the organisation will be more likely to nominate similar colleagues as friends or as influential in the

organisation” and “considered how ideological contract similarity may provide a more compelling rationale for influence nominations than transactional or relational contract similarity” (Bingham et al., 2014, p.74). They tested their theoretical model in two different organisations – a for-profit business and a non-profit service organisation – that explicitly embraced a social cause as part of their missions. Their findings suggested that “positions of status and influence in ideologically oriented organisations befall to “true believers” (those whose psychological contracts with the organisation are based on ideological obligations)” (Bingham et al., 2014, p.73). This research shows the importance of fulfilling ideological obligations in influencing both the social hierarchy and the relationships within organisations (Bingham et al., 2014). “As organisational members become true believers and actively contribute to an organisation’s espoused cause, their personification of the organisation’s enduring beliefs becomes an important pathway to acquire a higher status within the organisation” (Bingham et al., 2014, p.86).

Vantilborgh has extended research on ideological obligations in psychological contracts through its studies of the effects of different types of psychological contract fulfilment and breach (Vantilborgh et al., 2012 & 2014). Vantilborgh and colleagues investigated the assumption that the inclusion of ideologically infused psychological contracts enables a more thorough understanding of perceived mutual obligations between volunteers and non-profit organisations (Vantilborgh et al., 2012). Their research suggest that future psychological contract research needed to take the ideological dimension into account, especially in volunteerism (Vantilborgh et al., 2012). In 2014, Vantilborgh investigated how ideological psychological contract breach and fulfilment influence volunteers’ work effort, and whether this effect differs from relational psychological contract breach and fulfilment. The results indicated an increase in work

effort following ideological fulfilment and breach, but a decrease in work effort following relational breach (Vantilborgh et al., 2014). This study therefore demonstrated discrepant results between ideological and relational breach, reinforcing the importance of considering the unique nature of ideological obligations in the psychological contract literature (Vantilborgh et al., 2014).

#### *Ideologically infused psychological contracts in context*

The starting point of the literature on ideological obligations in employees' psychological contracts was a study of members of professions and the values that they develop within their employing organisations (Morrison & Robinson, 1997; Cavanaugh & Noe, 1999; Bunderson, 2001; Krause & Moore, 2017). Subsequent empirical demonstrations of ideological obligations in employees' psychological contracts have only investigated specific professional and value-laden contexts (Krause & Moore, 2017). These include certain types of organisations, primarily non-profits (O'Donohue & Nelson, 2007) and organisations with environmentally friendly policies (Bingham et al., 2014), or specific types of workers, including volunteers (O'Donohue & Nelson, 2009) and degreed professionals (Bunderson, 2001), including those in the medical and educational sectors (O'Donohue & Nelson, 2007; O'Donohue & Nelson, 2009; Bal & Vink, 2011). Although not explicitly stated in the existing literature, the implication of this is that expressions of ideological obligations may be limited to certain types of occupations (Krause & Moore, 2017). In an article published three years ago, Krause & Moore expanded the study of ideological obligations to the manufacturing-for-profit sector (Krause & Moore, 2017) to identify and better understand ideological obligations in psychological contracts for employees in a corporate environment. The findings of their study involving around 1500 white- and blue-collar employees showed that 36%



comprised an expression of ideological currency, with an additional 45% showing a possible expression of ideological currency (Krause & Moore, 2017). Comparisons between white- and blue-collar employees within this organisation reveal a vast number of similarities, as well as between these employees and those found in other industries such as volunteers or professionals working in helping professions in non-profit organisations (Krause & Moore, 2017).

Given the lack of empirical studies on ideological obligations, existing empirical evidence that confirms the significance of a psychological contract based on ideological obligations in helping the understanding of the employment relationship is still relatively limited and generally focuses on a small number of specific outcomes in relatively narrow contexts (O'Donohue & Nelson, 2007, Bal & Vink, 2011; Vantilborgh et al., 2014; Bingham et al., 2013 & 2014; Krause & Moore, 2017). More research is needed to better understand the full impact of ideological fulfilment on the employer-organisation relationship.

#### **2-2-4. Psychological contract fulfilment explained: the norm of reciprocity**

This thesis investigates the mechanisms that underlie the fulfilment of an ideologically infused contract. Research often uses the norm of reciprocity and social exchange theory to explain relationships between employees' psychological contracts and outcomes (Turnley et al., 2003). Rousseau (1989) argued that in the exchange relationship there is a belief "that contributions will be reciprocated and that the actions of one party are bound to those of another" (p. 128). The norm of reciprocity represents the fundamental explanatory mechanism that underlies psychological contract theory (Coyle-Shapiro & Kessler, 2002). The idea of reciprocation draws on the work of Blau (1964), who argued

that the exchange partners would strive for balance in the relationship, and that if imbalance occurs then attempts will be made to restore the balance. This restoration mechanism has been empirically investigated by scholars such as Bordia et al. (2008), highlighting the motivational processes that links contract breach and negative outcomes such as revenge seeking (Bordia et al., 2008). Furthermore, Morrison and Robinson (1997) highlighted the importance of reciprocity by arguing that “violation comes not only from the organisation’s presumed failure to reciprocate goods and services as promised, but also from its presumed failure to live up to the norms and standards of reciprocity and goodwill that govern the relationship” (p. 248).

### **2-3. Alternatives explanations beyond reciprocity**

Evidence supporting reciprocity in psychological contract research originates from the vast number of studies detailing the negative relationship between employee perceptions of psychological contract breach and employee attitudes and behaviour at work (Morrison & Robinson, 1997; Zhao et al., 2007). However, these studies tend to be cross-sectional and exclusively focus on the effects of breach on organisational consequences, often neglecting the role employee behaviour has in the ongoing exchange with their employer (Zhao et al., 2007; Conway & Coyle-Shapiro, 2012; Chang, 2018). Further, when the relationship centres on ideological obligations, as it does in the study that occupies us, the focus turns from the direct benefits that the employee accrues to the belief that the organisation should demonstrate a convincing commitment to an investment in a socially responsible cause (Thompson & Bunderson, 2003). The norm of reciprocity may therefore be limited in its explanatory power to illuminate the relationship between ideological obligations, their fulfilment and organisational outcomes. This is because, unlike relational and transactional fulfilment,

ideological fulfilment does not only have direct benefits for the employees but also involves a reciprocal exchange with a “benefactor” or “third party” outside the organisation (Bingham et al., 2014; Thompson & Bunderson, 2003). Therefore, researchers have acknowledged that reciprocity is more complex than a balanced exchange and have started to investigate moderators of the exchange (Hekman et al., 2009; Conway & Coyle-Shapiro, 2012). Further to examining the mechanisms underlying the fulfilment of an ideologically infused psychological contract, this thesis will examine the role of a potential mediator closely linked to the fulfilment of ideological obligations, the meaning of work, as well as boundary conditions to the exchange.

### **2-3-1. The meaning of work**

Classic motivation scholars clearly support the notion that individuals have an intrinsic need for a work life that they believe is meaningful (Herzberg, 1964; Maslow, 1971; Fankl, 1963). Maslow (1971) stated that employees who do not perceive their occupation as meaningful and purposeful will not work to their professional capacity. “The literature on the meaning of work within the field of organizational behaviour has primarily employed a psychological perspective, presuming that perceptions of meaning are rooted in individuals’ subjective interpretations of work experiences and interactions” (Rosso et al., 2010, p. 94). The meaning of work has been the focus of considerable attention by various researchers (Brief & Nord, 1990; Harpaz & Fu, 2002; Quintanilla & Wilpert, 1991), given the fundamental role of work in modern society. Beyond its instrumental role, there is strong evidence supporting the significance of the non-financial aspects of work (Harpaz & Fu, 2002; Jackson, Stafford, Banks, & Warr, 1983).

The meaning of work has been shown to influence some of the most important outcomes in organisational studies, such as work motivation (Hackman & Oldham, 1980; Grant, 2012; Chandler and Kapelner, 2013), absenteeism (Wrzesniewski, McCauley, Rozin, & Schwartz, 1997; Soane, Shantz, Alfes, Truss, Rees & Gatenby, 2013), work behavior (Bunderson & Thompson, 2009, Wrzesniewski & Dutton, 2001; Pradhan & Jena, 2019), engagement (May, Gilson, & Harter, 2010; Catwright & Holmes, 2006), job satisfaction (Wrzesniewski et al., 1997; Lavy & Bocker, 2018), stress (Elamgovan et al., 2010) organizational identification (Pratt, Rockmann, & Kaufmann, 2006), career development (Dik, Duffy, & Eldbridge, 2009; Dobrow, 2004) employee performance (Hackman & Oldham, 1980, Wrzesniewski, 2003) and personal fulfilment (Kahn, 1990; Fein et al., 2017).

Given that work is such a central part of most employees' lives, increasing focus has been paid to the relationship between individuals and their work (Harpaz & Meshoulam, 2004). It has been widely researched in terms of the attitudes and perceptions that individuals have about their work (MOW-International Research Team, 1987). In general, work is usually considered more important than leisure, community and religion, and was found in several studies to rank second only to family (Harpaz & Fu, 2002; MOW-International Research Team, 1987; Harpaz & Meshoulam, 2004). Furthermore, the meaning of work is dynamic and may vary in different periods or cultures (Harpaz & Meshoulam, 2004).

### **The concept of meaningful work**

According to Havener (1999), organisations need to address and understand the deeper needs of employees in order to retain them and keep them motivated as “talented people

demand meaningful work.... deny it, they leave” (p.1). Meaningful work is linked to a breath of positive consequences for both the individual and the organization such as higher levels of organizational performance (Neck & Milliman, 1994), retention of key employees, effective management of change, and greater commitment and engagement at work (Holbeche & Springett, 2003; Milliman et al., 2003). In contrast a lack of experienced meaning in the workplace has been linked to negative consequences such as employee cynicism (Holbeche & Springett, 2003).

The concept of meaningful work, an important element in self-identity and self-worth, “also reflects the ever-growing interest in the field of positive psychology which highlights the need to develop the positive aspects of life and work rather than just attempting to identify and address the negative aspects” (Markham, 2009, p.56). Scholars have advanced various explanations for the mechanisms through which the sources of meaning, such as an individual’s beliefs, values and organisational missions, support the creation of the meaning of work (Rosso et al., 2010). In their review of the literature, Rosso et al. (2010) summarised six categories of psychological and social mechanisms that “range from processes emphasising the fulfilment of the self to those that transcend the self entirely” (p.108). These mechanisms – authenticity, purpose, belongingness, transcendence, self-efficacy and self-esteem – are mainly derived from the needs theory that suggests people have a need for life to make sense in certain ways (Rosso et al., 2010; Baumeister, 1991). The key point of the need theory applied to the meaning of work is that a person who is able to fulfil these needs will probably feel that his or her work has sufficient meaning, while a person who has not satisfied them is likely to feel a lack of meaning at work (Baumeister, 1991). Employees have been found to combine these psychological mechanisms in order to form a path by which

meaningful work is created or maintained (Rosso et al., 2010). Research distinguishes between four main paths that can arise from the combination of psychological mechanisms of meaning: a sense of contribution, a sense of unification, a sense of individuation and a sense of self-connection (Rosso et al., 2010).

This research will focus on the sense of contribution that emerges from the combination of three distinct mechanisms of meaning: self-efficacy, transcendence and purpose (Rosso et al., 2010). Research suggests that a sense of contribution is triggered when an employee's actions are perceived as significant and/or done in service of something greater than the self (Rosso et al., 2010). This is consistent with the development of an ideologically infused contract, as ideological employee obligations often take the form of contributions toward the organisation's ability to pursue the valued cause (Thompson & Bunderson, 2003). A sense of contribution is core to the ideological currency, as "the defining aspect of ideology-infused contracts is that organizational membership is at least partially premised belief that the organization will provide a context in which the individual can contribute, directly or indirectly, to the cause" (Thompson & Bunderson, 2003, p. 574). The emergence of an ideologically infused psychological contract implies the creation of meaning at work deriving from a sense of contribution to a valued cause. Embracing the beliefs and ideologies of a particular organisation allows employees to draw on these beliefs and ideologies to assign both personal meaning and significance to their work, and thereby to access the positive outcomes deriving from the assigned meaning (Bunderson & Thompson, 2009).

## **Merits of integrating meaning at work into the ideologically infused type of contract**

Research suggests that ideological currency is connected intrinsically to meaning mechanisms (Thompson & Bunderson, 2003). “A person’s beliefs about their work offers a window into how they understand what their work means, how they are likely to carry out their jobs in accordance with these meanings, and why they work in the first place” (Rosso, Dekas, Wrzesniewski, 2010, p. 98). By providing a specific meaning to their work, ideology has been found to help employees define their relationship with their employing organisation (Rosso et al., 2010). As an ideologically infused psychological contract represents an employment relationship deeply influenced by ideological content, the meaning of work literature seems particularly well suited to illuminating the psychological mechanisms that underlie the development of such a contract.

Further, better understanding the link between ideological currency psychological contract and the meaning of work is relevant today as employees increasingly seek a larger meaning in their work that allow them to feel they are contributing to the wider community. For many organisations, “a willingness to behave ethically and assume responsibility for social and environmental consequences of their activities has become essential to maintaining their ‘license to operate’” (O’Donohue & Nelson, 2009, p.251). Growing evidence of this trend has triggered academic interest in the corporate volunteerism efforts of organisations and their members (Basil, Runte, Easwaramoorthy & Barr, 2009; Caliguiri & Thoroughood, 2015; Brockner, Senior, & Welch, 2014; Rodell, Booth, Lynch, & Zipay, 2017). Estimates suggest that at least 60% of companies in the United States have formal volunteering programs, and approximately 90% of

companies have taken steps to encourage and support employee volunteering in some fashion (Basil, Runte, & Usher, 2011; Rodell et al., 2017). Volunteering initiatives have gained so much momentum that they have been likened to “a form of social movement – a collective effort aimed at addressing a broader social need” with the potential to exert significant impact on the individual but also national and global societal issues (Rodell et al., 2017, pp.4).

Recent research suggests that meaning of work is at the core of this increasingly important trend as studies reveal that employees’ enthusiasm to volunteer is based on the desire to express personally meaningful values (Brockner, Senior & Welch, 2014). The expression of these values and the positive meaning stemming from this expression are positively related to a host of work attitudes reflective of employees’ desire to serve the organisation’s interests (Bartel, 2001). Beyond the benefits for the employee, research suggests that “organisations that sponsor socially responsible causes tend to gain greater human capital advantages over those that do not. Advantages include attracting and retaining better talent, greater job pursuit intentions, and the acceptance of job offers over organisations with low or no cause-related initiatives” (Du, Battacharya, & Sen, 2015; Bingham et al., 2013, p.174). Despite the recognition of these trends in both organisational literature and practice, “considering individuals’ relationships to organization-sponsored causes, which have unique characteristics with regard to the relationship of such commitment foci to beneficiaries and to the organization’s core value- creation objectives” is still vastly unresearched (Bingham et al., 2013, p.174).



This study, incorporating both streams of research, expands the explanatory power of the psychological contract and also adds to the body of work related to individual-level considerations and motivations to form meaningful work arrangements (Albinger & Freeman, 2000; Grant, 2007). Better understanding the role of the meaning of work in ideological fulfilment will therefore bring us a step closer to understand this specific type of relationship and develop a broader understanding of the EOR.

### **2-3-2 Boundary conditions to ideological fulfilment**

Further to investigating the role of the meaning of work in the fulfilment of a psychological contract based on ideological obligations, this thesis proposes the investigation of a number of boundary conditions to ideological fulfilment. These conditions are particularly salient in explaining the strength of the bond created by this type of contract.

#### *Transformational leadership*

First, my research will focus on transformational leadership, which has been found to be intrinsically linked to ideological obligations, as this type of leader motivates employees by appealing to their ideals and moral values, creating and representing an inspiring vision of the future of the organisation and society (Bass & Avolio, 1994; Yukl, 2006). In addition, transformational leaders have been found to facilitate the conversion of psychological contract fulfilment into positive outcomes for the employee and the organisation, as they motivate employees to improve the quality of their work and develop innovative approaches to deal with emerging issues (Engelen, Gupta, Strenger, & Brettel, 2015). Studies show that this type of leadership reinforces the relationship between psychological contract fulfilment and positive organisational outcomes such as

organisational commitment and retention (Behery, Paton, & Hussain, 2012; Walumbwa, Wang, Wang, Schaubroeck, & Avolio., 2014).

### *Occupational identification and identity fusion*

The importance of identity as a complementary framework to social exchange theory has been increasingly recognised in recent organisational literature. Although both perspectives have at first developed largely in isolation from each other, the last decade has witnessed the blossoming of studies considering the integration of the two theoretical perspectives in the prediction of employees' behaviours (Flynn, 2005; Hekman, et al., 2009; Umphress, Bingham, & Mitchell, 2010; van Knippenberg, Van Dick, & Tavares, 2007).

Identity literature indicates that employees typically desire to identify with the organisation that employs them. Psychological mechanisms underlying the identification process imply that employees seek to establish a relationship between their organisational membership and their self-concept, whether cognitively, emotionally or both (Riketta, 2005). The notion of organisational identification (OID) is central in the area of organisational behaviour because it is a key psychological state reflecting the underlying bond that exists between the employee and the organisation, and therefore is able to explain and predict many important attitudes and behaviours at work (Edwards & Peccei, 2007; Edwards, 2005; Ashforth & Mael, 1989). In 2013, Ashforth and colleagues extended organisational identification to occupations. Occupational (also called professional) identification refers to the extent to which an individual internalises his/her occupational (or professional) identity as a relevant definition of self (Carper, 2017; Witt, 1993). Ashforth and colleagues (2013) suggested that because individuals are hired into organisations to endorse specific occupations, one's occupation tends to

become a valid basis on which they build a sense of self in at work (McCall & Simmons, 1978; Pratt, Rockmann, & Kaufmann, 2006; Van Maanen & Barley, 1984; Ashforth, Joshi, Anand, & O'Leary-Kelly, 2013). Because employees' occupation tends to be more tangible and exclusive than their employing organisation, research suggests that occupation tends to be perceived by employees as being more relevant, situationally pertinent and subjectively significant than the organisation (Ashforth, Johnson, Hogg, & Terry, 2001; van Knippenberg & van Schie, 2000; Ashforth et al., 2013). This may lead employees to identify more strongly with their occupation and other comparatively closer targets that are lower in the organisational hierarchy than with their organisation itself (Cardador, Dane, & Pratt, 2011; Johnson, Morgeson, Ilgen, Meyer, & Lloyd, 2006).

Furthermore, identity mechanisms such as identity fusion, a mechanism strongly connected with ideological alignment, has been found to lead to boosted motivation at work, amplified meaning of work and engagement (Gomez, Morales, Hart, Vazquez, & Swann, 2011). It is fitting to use identity fusion in this study, as this concept has never been linked formally with psychological contract literature and remains a relatively unexplored form of alignment with groups. Further, this concept entails a visceral feeling of oneness with the group that often motivates personally costly pro-group behaviours (Vazquez, Gomez & Swann, 2017). Identity fusion strongly relates to the concept of self-sacrifice, which has been found to be at the core of the ideologically infused contract. Thompson and Bunderson (2003; 2009) indicated that within this type of contract, employees are obligated to perform their roles in a way that promotes the organisation's ability to pursue the cause, even if it involves some sacrifice on their part. The personal sacrifices that employees make to perform their work based on a valued

cause generally include pay and advancement, but also private time, health and the work-life balance (Bunderson & Thompson, 2009).

## **2-4. Overarching conceptual model**

### **2-4-1. Aims of this thesis**

A better understanding of ideologically infused psychological contracts is crucially important. Research suggests that the fulfilment of an ideologically infused psychological contract may be able to explain fundamental behaviours at work and offers significant potential benefits for the employee and the organisation, such as increased commitment, and greater satisfaction and motivation at work (Thompson & Bunderson, 2003). Its breach, on the other hand, can bring devastating consequences to the employee as well as the organisation such as intentions to quit, alienation at work, moral outrage and retaliation against the organisation (Thompson & Bunderson, 2003; Vantilborgh et al., 2014).

This thesis aims to contribute and expand existing literature in three ways. First, this research examines the relationship between all three types of psychological contract obligations and different employees' outcomes that for the most part have not been yet linked with ideological obligations. Further, this research explores whether the fulfillment of ideological obligations results in behavioral and attitudinal outcomes that may be unique to this type of contract, as suggested by Thompson and Bunderson (2003), who noted that the "espousal of a cause can represent a distinct inducement to elicit employee contributions and commitment" (p. 571).

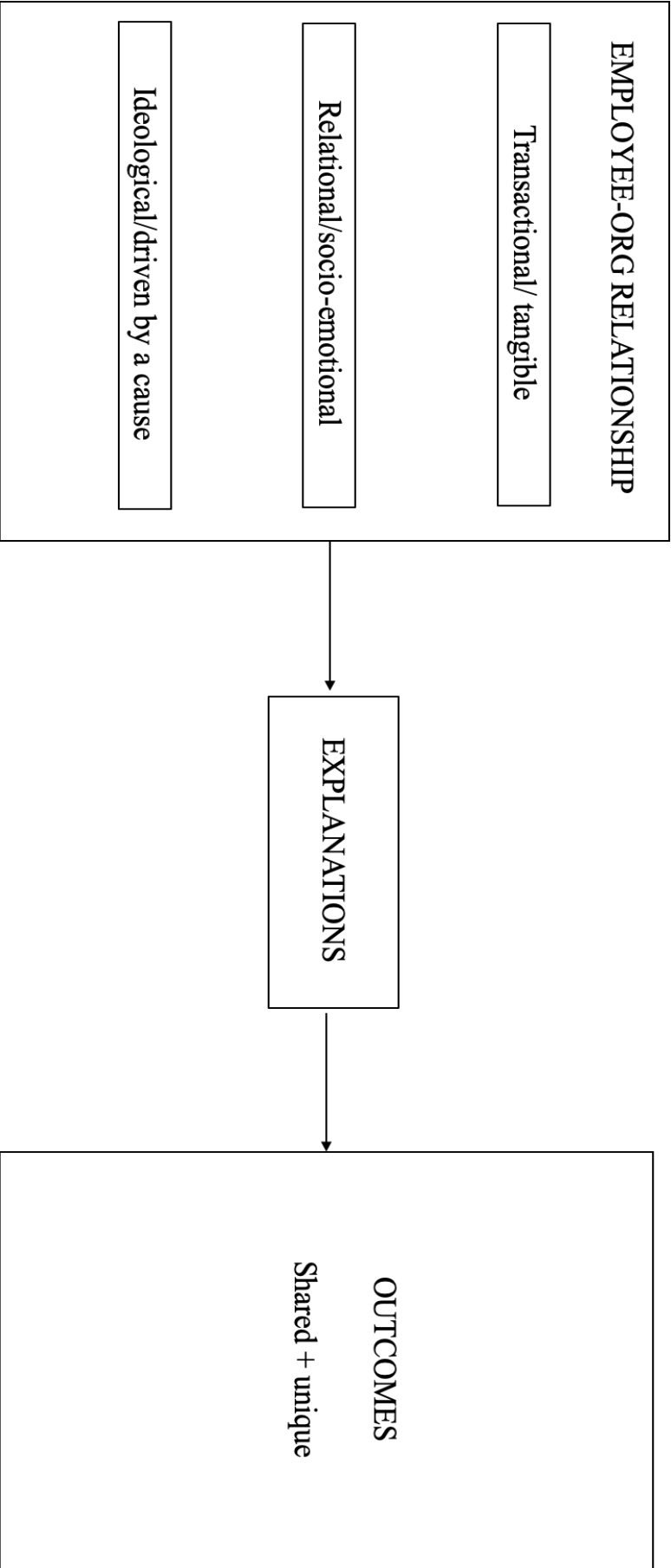
Second, this research investigates the mechanisms that underlie the social exchange taking place during the fulfilment of an ideologically infused psychological contract. Until now, research on that topic has essentially focused on the norm of reciprocity with Gouldner (1960) noting that the need to reciprocate is universal yet contingent upon the receipt of certain types of benefits. However, as mentioned in the previous section, when the relationship centers on ideological obligations, the focus turns from the direct benefits that accrue to the employee to beliefs that the organisation should demonstrate a convincing commitment to or an investment in a socially responsible cause (Thompson & Bunderson, 2003). The norm of reciprocity may be therefore limited in its explanatory power to illuminate the relationship between ideological obligations, their fulfilment and organisational outcomes. This research, therefore, investigates how the meaning of work may play a role in helping the fulfillment of an ideologically infused type of psychological contract.

Third, this research investigates what may influence the strength of the relationship between the fulfilment of a psychological contract based on ideological considerations and its consequences. Therefore, I will examine the moderating effect of four categories of variables, chosen for their close links with both ideology and the meaning of work literature, on the fulfilment of a psychological contract based on ideological obligations (Rosso et al., 2010). These categories are: (1) occupational identification, (2) leadership style, (3) meaning mechanisms and finally (4) identity fusion and self-sacrifice. The first category is investigating the complementary of identity-based mechanisms at work and ideological fulfillment. Organisational literature suggests that there is a strong link between ideologically infused employee-employer relationships and identity at work as studies show that employees are increasingly seeking a closer alignment between their

internal values and their employing organisation's values. One way they can achieve this is through the fulfilment of their contracts with their employing organisations as values and beliefs form a crucial part of the mental schema on which rests a professional's perspective of the organisation (Thompson & Bunderson, 2003; O'Donohue & Nelson, 2007). The second category is focusing on a style of leadership generally linked with inspirational and highly meaningful type of organisational management: the transformational leadership (Bass & Avolio, 1994), the third category includes the three organisational variables found to trigger a meaning mechanism leading to a sense of contribution at work (self-efficacy, self-transcendence and task significance). A sense of contribution, defined as "individuals' beliefs that they have the power and ability to produce an intended effect or to make a difference" (Rosso et al., 2010, p.109), is at the core of the definition of ideological fulfilment, based on contributions made and received. Perceived employee's ideological obligations usually take the form of contributions toward the organisation's ability to promote the espoused cause. These generally consist of initiatives to serve the needs of the espoused cause or publicly advocating for it (Thompson & Bunderson, 2003). In return, the organisation offers inducements to support the cause that often include monetary contributions, lobbying, and internal practices and policies that orient employee attention and time to contribution to ideological objectives (Thompson & Bunderson, 2003). The last category is focusing on extreme forms of organisational behaviours and identification that have been linked with deep meaningful work such as self-sacrifice and identity fusion with the organisation.

#### **2-4-2. Conceptual model**

The model depicted in Figure 2.1 below captures the overarching conceptual model that guides this thesis.



*Figure 2.1 – Proposed conceptual model of the effect of psychological contract fulfillment on organisational outcomes.*



## **2-5. Conclusion and structure of the thesis**

There has been a growing recognition of the importance of ideological obligations and their fulfilment (or breach), but the complexity of this concept and its inherent subjectivity has led it to be relatively overlooked in recent management studies focusing on the psychological contract. This in turn has limited academic and practitioner ability to develop and refine theory surrounding a successful understanding of the antecedents and consequences of employees building a psychological contract based on ideological expectations at work. This thesis aims to help to fill this gap through a multi method analysis of ideological fulfilment in two different sectors: children's oncology and the banking sector in London. Findings stemming from these two sectors will be compared and contrasted and suggestions for future research will be presented in Chapter 8.

# **Chapter 3**

## Research design & methodology

### **3-1. Introduction**

This thesis adopts a mixed method design using three different samples to explore ideologically infused psychological contracts and their impact on the meaning of work. This chapter presents the rationale for combining the diverse methods, designs, and samples used in the three studies. Study 1, presented in Chapter 4, is an exploratory qualitative study conducted with a children's oncology team in Belgium; Study 2, presented in Chapters 5 and 6, is a longitudinal survey conducted on a sample of medical employees based in the United Kingdom; and Study 3, presented in Chapter 7, is a replication of the longitudinal survey conducted in Study 2 using a sample of financial services employees who work for a wealth management company in the United Kingdom.

### **3-2. Rationale for the overall research design**

This thesis follows a multi-strategy (mixed method) design approach, which is defined as “a design where there is a substantial element of qualitative data collection as well as a substantial element of quantitative data collection in the same project” (Robson & McCartan, 2016, p.161). Using different methods to collect data in academic research is common, and it is generally not perceived as controversial (Tashakkori & Teddlie, 2003; Creswell, Hanson, Clark Plano, & Morales, 2007). Over the last two decades, there has been an increase in the number of research projects using this type of design (Robson & McCartan, 2016). There are several reasons why this design is appropriate for research on ideologically infused psychological contracts. First, combining qualitative and quantitative research methods allows researchers to investigate a wider range of questions than is possible using a single approach, and to examine multiple aspects of complex and subjective phenomena—such as the psychological contract—from

different angles (Robson & McCartan, 2016). Second, the flexibility of mixed methods suits the particularly subjective and sensitive essence of a psychological contract based on ideological obligations, as well as the exploratory nature of the research questions (i.e., what can explain the strength of the bond between an employee and an employer linked by ideological obligations, and what happens as a result of the fulfilment of these obligations). Therefore, the combination of a flexible and fixed research design allowed me to (1) use qualitative analysis to collect evidence about ideologically infused psychological contracts and their specific nature in the workplace, including how employees respond to contract fulfilment, and under what conditions, (2) identify factors that matter for this type of psychological contract and formulate hypotheses regarding how these factors may be predicted by or help explain respondents' breach or fulfilment of their psychological contract, and (3) use quantitative analysis to test these hypotheses and examine potential relationships between psychological contracts and the factors identified through qualitative analysis. In sum, the mixed method design allowed me to investigate and capture different facets of the subject at hand: a comprehensive description of the phenomenon, clues about relationships of cause-and-effect, and explanatory mechanisms for these relationships.

Mixed method design offers a wide range of possible combinations, depending on the order of the design elements and the priority given to each element (Robson & McCartan, 2016). This thesis follows a sequential exploratory design (based on Creswell's typology, 2003), which has been recommended for developing hypotheses that will be tested by quantitative methods (Barton & Lazarsfeld, 1955). This design is characterised by an initial phase of qualitative data collection and analysis followed by a phase of quantitative data collection and analysis, and it is performed with the purpose

of exploring a phenomenon (Creswell, 2003). It starts with a qualitative investigation that feeds the quantitative studies conducted at a later stage of the research process. The findings of both methods are consolidated during the interpretation phase (Creswell, 2003).

The data collection strategy utilised in this thesis included semi-structured interviews for the qualitative component and a longitudinal survey for the quantitative component. The analytical procedures used for data analysis incorporated thematic coding analysis for the qualitative interview data, and multiple regression analysis, factor analysis (EFA and CFA), and mediation and moderation analysis for the quantitative survey data. In the sections that follow, I provide a brief overview of the goals, design, and analytical approach of each of the three studies included in this thesis; a detailed account of these can be found in the respective chapters.

### **3-3. Study 1 (presented in Chapter 4)**

#### **3-3-1. Aim**

The overall aim of Study 1 was to explore whether and how medical employees experience a psychological contract based on ideological obligations in a context that has historically been linked with the exploration of ideology at work (O'Donohue & Nelson, 2007). Further, the aim was to investigate whether employees perceive their contract to be fulfilled, as well as what positive or negative outcomes they experience as a result of this fulfilment. The rationale for this study was to collect evidence of the presence of ideologically infused psychological contracts, and to identify (1) key issues that trigger contract fulfilment or violation, and (2) clues to explain relationships

between psychological contract fulfilment and outcomes, which will be tested in Studies 2 and 3.

### **3-3-2. Methodology**

Given the exploratory nature of the research questions investigated in this study, a flexible, qualitative design seemed most appropriate (Flick, 1998 & 2014). Indeed, a qualitative approach has been found to be particularly appropriate when academic knowledge of a phenomenon is still relatively limited, and when the researchers need to understand the “personal experiences of employees about this phenomenon, the meanings they link to such experiences and their discourses and practices concerning these issues in their contexts” (Flick, 2014, p. 13).

Semi-structured interviews were used to collect data on ideological obligations and their fulfilment (or breach) at the hospital, as well as outcomes stemming from their fulfilment. This style of qualitative interviewing emphasises the importance of building a relationship of trust between the interviewer and the interviewee (Flick, 2014). The pattern of questioning is flexible, with questions evolving in response to what the interviewee has just said, enabling new questions that can elicit the specific experiences of each interviewee (Rubin & Rubin, 1995). This style of interview is ideal for researchers who are closely involved in the research process, and it is suited to research questions that require some degree of flexibility or care in the way they are addressed in interviews (Flick, 2014). Such was the case in the current research, since I carried out all the interviews and analysed the data myself. Further, the subjective nature of the topic being explored benefited from ongoing adjustments to the interview questions.

### **3-3-3. The importance of the context: the medical sector**

The main aim of Study 1 was to better understand employees who are working not primarily for economic or socio-emotional reasons but to support a valued cause. This objective led me to the oncology department of a Belgian children's hospital. Historically, the healthcare industry has been an interesting sector in which to examine ideologically infused psychological contracts. Indeed, it is closely linked to the emergence of this construct, as Bunderson (2001) chose to explore professional ideologies in the medical sector to better understand doctors' responses to a perceived breach of the psychological contract. Subsequently, O'Donohue and Nelson's (2007) exploratory study of registered nurses in an Australian hospital revealed that psychological contract terms are best understood with reference to ideological currency. This is because healthcare employees' professional ideology is profoundly rooted in expertise, client focus, and a sense of contribution to the wider community, making the healthcare sector an interesting exploratory ground to advance research on psychological contracts based on ideological beliefs (O'Donohue & Nelson, 2007).

### **3-3-4. Sampling strategy**

The interviews were conducted in the only hospital in Belgium that exclusively cares for children. This university hospital was founded in the late 1980s by Queen Fabiola and now has over 1,000 employees. I was looking to select a hospital with a very clear mission and common goal, as this is often seen as an important condition for the presence of ideologically infused psychological contracts (Bingham et al., 2014). This hospital met this requirement as its mission is clearly stated on its website: "Inaugurated in 1986, the [hospital name] guarantees quality care and modern medicine accessible to all children".

The target population for this study was the children's oncology team of the hospital, also nicknamed 'ONCO67' after its location in the hospital building. Three characteristics of this team of employees were decisive in finalising this sampling decision. First, because this team exclusively treats very sick children, the mission or cause for which they are working is extremely clear and tangible, allowing for easier identification of their ideological obligations and the causes and outcomes stemming from fulfilment of these obligations. Second, within the ONCO67 team, the jobs themselves vary considerably, ranging from nurse, doctor, or head of human resources to children's entertainer, funding manager, or head of the parent's groups. This variance makes the potential findings from this team potentially generalisable to other types of teams and organisations. Finally, because this team regularly works with external parties such as photographers and journalists to help raise money for treatments, they are used to being interviewed and observed in their daily tasks, which greatly facilitated the scheduling of the meetings and interviews.

### **3-3-5. Data analysis**

I used thematic analysis to analyse the interview data from Study 1. Thematic analysis is defined as "a method for identifying, analysing and reporting patterns or themes within data" (Braun & Clarke, 2006, p. 79). It is a subjective, interpretative process for encoding qualitative information, and it is viewed as a combination of—rather than an alternative to—narrative, discourse, and grounded theory analysis (Braun & Clarke, 2006). This type of qualitative data analysis is recommended for the analysis of complex phenomena where existing literature can be used as a basis to orient the coding process (Starks & Trinidad, 2007). Further, thematic coding is a useful method for extrapolating intelligible categories that exhaustively capture the complexity of the studied



phenomenon. This aspect of the method is especially useful in the context of this thesis, because the themes that I identified in the interviews guided the selection of variables considered in Studies 2 and 3, as I explain below. Although not all the themes were translated into variables for further analysis because they could not be removed from the context of cancer (for example, the theme reflecting the stigmatisation of the medical staff due to the proximity of their occupation with death), this analytical approach offered an overall valuable starting point for Studies 2 and 3.

#### *Criteria to assess the quality of qualitative research*

The problem of how to assess the quality of qualitative research is yet to be solved (Flick, 2014). Establishing validity, reliability, and generalisability in flexible design studies and qualitative research is not straightforward, as researchers have disputed whether the criteria and concepts of quantitative research should be used to assess qualitative data (Flick, 2014). This raises questions about the legitimacy of this kind of research, with a whole stream of researchers dismissing qualitative methods as not reliable, not valid, and therefore not scientific (Denzin & Lincoln, 2011).

#### *Validity*

In the ongoing discussion about the criteria to be used to assess qualitative research, validity (whether the findings accurately mirror the phenomenon being studied) typically receives more attention than reliability (whether the research method, used consistently, produces the same results) (Flick, 2014). One of the main issues when considering the validity of qualitative research is “how to specify the link between the relations that are studied and the version of them rendered by the researcher” (Flick, 2014, p. 483). However, there are several practices that lend validity to qualitative

research. First, as recommended by Wolcott (1990), while bias cannot be eliminated, it can be minimised, for example, by limiting talking and maximising listening in the field. Second, the researcher should produce the most complete, candid, and accurate possible set of notes, and, whenever possible, seek feedback on his or her findings from his or her colleagues (Wolcott, 1990).

### *Reliability*

One of the main issues when considering the reliability of qualitative research is the changing nature of the phenomenon at hand, as qualitative studies are seldom engaged in the study of unchanging objects (Flick, 2014). However, there are various ways that researchers can increase the reliability of qualitative research. In these cases, the quality of the recorded data is of principal importance. Researchers should keep an audit trail or a full record of their observations and analytical phases to help other researchers clarify the research process, as this makes it possible to compare perspectives, thus demonstrating a concern for reliability (Silverman, 2010; Kirk & Miller, 1986).

### *Generalisability*

Generalisability refers to the transferability of findings from one context to another (Flick, 2014). One of the main issues when considering the generalisability of qualitative research is that its observations are often made for a specific context (Flick, 2014). This rootedness lends qualitative research a specific expressiveness, but it also limits the generalisability of qualitative research findings (Flick, 2014). Researchers can increase the generalisability of qualitative research findings in various ways. First, the researcher should clarify the degree of generalisability he or she is aiming for and its feasibility within the study he or she is conducting (Maxwell, 2012). Second, as generalisability of

results if often closely linked with the sampling strategy, the researcher should carefully consider and document their sampling strategy, as well as any sampling decisions that lead them to exclude or include specific parts of the population (Maxwell, 2012).

In carrying out Study 1 and writing Chapter 4, I adhered as strictly as possible to Wolcott's (1990) and Kirk and Miller's (1986) recommended practices for validity and reliability. I describe these processes in detail in Chapter 4. In terms of generalisability, at least some degree of internal and external generalisability has been achieved through sampling (Maxwell, 2012). Indeed, even though the respondents in Study 1 had very different professional backgrounds and responsibilities within the oncology team, the data gathered during the interviews showed similarities and convergences between processes and experiences at the hospital, suggesting the generalisability of the findings to a larger group of employees than the sample of individuals interviewed. Further, the diversity of the professionals interviewed within my sample, paired with their multifaceted medical profiles, make the findings based on the experiences of these respondents potentially generalisable to other organisations.

### **3-4. Study 2 (presented in Chapters 5 and 6)**

#### **3-4-1. Aim**

The purpose of Study 2 was to test the hypotheses formulated on the basis of the findings of Study 1 and the organisational literature on ideologically infused psychological contracts and the meaning of work. Study 2 fulfilled three aims. First, it tested the hypothesised paths linking ideological fulfilment and four categories of organisational outcomes: job attitudes (job satisfaction); OCB towards peers, the organisation, and

patients; spill-over effects of ideological fulfilment on employees' lives outside work (meaning in life and employee wellbeing); and unique outputs linked with the fulfilment of ideological obligations (perceived social impact of one's occupation and employee engagement at work). Second, it tested how the meaning of work could explain the extraordinary strength of the bond created by an ideologically infused psychological contract. Finally, it tested how occupational identification, transformational leadership, extreme type of organisational behaviours such as identity fusion, and meaning mechanisms influence the strength of the bond created by ideological fulfilment.

### **3-4-2. Methodology**

Study 2 follows a non-experimental fixed design. Non-experimental design, as defined by Robson & McCartan (2016), does not involve active manipulation of the situation by the researcher. Fixed design is appropriate when dealing with theory-driven research questions, such as those in Study 2, because it specifies in advance the variables to be included in the study and the exact analytical processes to be followed (Robson & McCartan, 2016). As stated by Robson & McCartan (2016), "fixed designs help to make clear the multiple and causality of most things studied in social sciences" (Robson & McCartan, 2016, p. 82). The data for this study were collected with a longitudinal survey. The survey was sent via email and managed online, and the data were collected at three time points (Time 1, Time 2 and Time 3) separated by four-week gaps. The participants were the same at all time points, although in decreasing number due to sample attrition. At Time 1, I collected basic information about the respondents, the type of reciprocal obligations they felt towards their employer, the degree to which they felt these were fulfilled, and outcomes of these obligations and fulfilments. Then, I carried

out a repeated longitudinal survey at two time points separated by at least four weeks (Time 2 and Time 3).

### **3-4-3. Sampling strategy**

The target population for this study was medical employees based in the UK. At first, I considered surveying employees working in the hospital I used to conduct Study 1, but I could not get the sample size I wanted to achieve (that is, at least 100 remaining participants in Time 3, given that the recommended number of respondents for each subgrouping in a survey is about 100) (Robson & McCartan, 2016, p. 271). Also, some practical considerations played a role in this sampling decision—particularly language and location. I chose an English-speaking sample group due to the subjective and sensitive nature of the topic, as translation of the scales could have led to loss or misinterpretation of meanings. Further, I chose to work with an organisation closer to my home-university in the UK, which allowed me to better control the logistics surrounding the set-up and administration of the survey. As such, I partnered with PanelBase UK, a professional, UK-based healthcare research panel that conducts marketing and medical surveys for the healthcare industry, to source participants for my study. This well-established company has over ten years of experience managing projects and providing hard-to-reach medical samples for leading research agencies, local and national health authorities, and organisations. Their medical profiling provides access to medical professionals and patients with specific conditions. The sample comprised general practitioners, neurosurgeons, paediatricians, dentists, dental hygienists, diagnostic medical sonographers, dietitians, medical technologists, occupational therapists, physical therapists, radiographers, respiratory therapists, and speech language pathologists. This sample was appropriate because its attributes tested

the external generalisability of the findings of Study 1; with a larger but substantially similar group of employees, I hoped that the panel healthcare members' experiences would resemble those of the participants in Study 1.

### **3-4-4. Data analysis**

The aims of Study 2 were twofold. First, I aimed to explore the outcomes of psychological contract fulfilment, focussing on the difference between outcomes stemming from different types of obligations, and which of these might explain the bond an ideologically infused psychological contract forms between employee and employer through the meaning of work. Second, I aimed to investigate the mechanisms underlying ideological fulfilment by testing the moderator effect of occupational identification, leadership styles, meaning achieved through a sense of contribution and extreme organisational behaviours. Because these different aims required different foci and analytical approaches, and in order to improve this thesis's clarity, I decided to present the statistical analyses and results of Study 2 in two distinct chapters (Chapter 5 and 6).

Chapter 5 complements and deepens Study 1 in two ways. First, it expands the exploration of ideologically infused psychological contracts by focussing on the organisational outcomes that may be associated with their fulfilment. Second, to better understand the particularly strong bond created between an employee and his or her employing organisation through this type of contract, Chapter 5 explores the links between ideological fulfilment and meaningfulness in organisations.

I used hierarchical regression analysis to test the relationships between the fulfilment of transactional, relational, and ideological obligations and resulting outcomes, focussing

specifically on the impact of psychological contract fulfilment on job satisfaction, OCBs, spill-over effects on employees' private lives and wellbeing, level of engagement at work, and perceived social impact of employees' occupations. The reasons behind the choice of these specific organisational outcomes are detailed in Chapter 5. Further, I tested the mediation effect of the meaning of work on the relationship between ideological fulfilment and its outcomes. These analyses were conducted with the data collected at all three time points: psychological fulfilment as measured at Time 1, meaning of work as measured at Time 2, and outcomes as measured at Time 3. The longitudinal design allowed the collection of temporally independent observations of the independent variables, mediators, and dependent variables, thus satisfying the assumption of temporal antecedence needed for causal inference (Cook & Campbell, 1979). In other words, this approach increases confidence in my conclusions that the hypothesised causes (psychological contract fulfilment) come before both the mediator (the meaning of work) and the outcomes, and that the mediator comes before the outcomes. I ran these tests using the PROCESS macro, a computational add-on for OLS statistical software, such as SPSS, that facilitates the estimation of complex models (Hayes, 2018).

Chapter 6 extends Chapter 5 in two ways. First, this chapter investigates the dynamics that underly the social exchange taking place during the fulfilment of an ideologically infused psychological contract. While Chapter 5 sought to link the meaning of work and psychological contract fulfilment, Chapter 6 proposes to investigate what factors may influence the strength of the relationship between fulfilment of an ideologically infused psychological contract and its consequences. Therefore, it examines the moderating effect of variables linked with the meaning of work and ideology, such as meaning

mechanisms, self-sacrifice, identity fusion, occupational identification and transformational leadership behaviours. As with Chapter 5, these analyses were conducted with data collected at all three time points: psychological fulfilment measured at Time 1, occupational and organisational identification and potential moderators measured at Time 2, and outcomes measured at Time 3. I ran these tests using the PROCESS macro, a computational add-on for OLS statistical software, such as SPSS, that facilitates the estimation of complex models (Hayes, 2018).

### *Criteria to assess the quality of quantitative research*

Achieving trustworthiness by establishing validity, reliability, and generalisability of findings is a fundamental issue in fixed design research.

### *Validity*

“Central to the scientific approach is a degree of scepticism about our findings and their meanings” (Robson & McCartan, 2016, p. 85). The main concerns when establishing the validity of quantitative data are (1) whether the instrument used to measure a particular variable accurately measures what it is supposed to measure (construct validity), (2) whether the variables accurately predict outcomes (predictive criterion validity), and (3) whether the findings reflect actual causality in relationships (internal validity) (Robson & McCartan, 2016). In this study, I aimed to achieve construct validity by using established measurement instruments for all the constructs that I measured. Campbell and Stanley (1963) suggested a number of threats to internal validity, such as ambiguity about causal direction, selective drop-out of participants during the study, and selective choice in sampling strategy. I therefore tried to achieve predictive criterion and internal validity of my results by following a repeated-measures approach that satisfies



the assumption of temporal antecedence, thereby making a robust case for the causality inferred from statistical analysis and avoiding selective drop-out and selective choice in my sampling strategy (Robson & McCartan, 2016).

### *Reliability*

Reliability refers to the stability or consistency of measurements (Robson & McCartan, 2016). Previous research has highlighted several issues that may potentially undermine reliability, including participant error and bias and observer error and bias (Robson & McCartan, 2016). There are several ways to reduce the incidence of these—for example, by consistently testing the reliability of the scales used, which typically involves calculating and presenting Cronbach's alpha coefficients (Cronbach, 1951) and anticipating the source of participant or observer errors, such as tiredness and 'blind' analysis (Robson & McCartan, 2016). I tried to minimise participant bias by keeping the data entirely anonymous, and to minimise participant error by sending the survey online, thereby allowing the participants to take the survey at their convenience at any point during a two-week interval. Further, I calculated Cronbach's alpha coefficients for each scale used in Study 2 and conducted an exploratory factor analysis for psychological contract obligations and fulfilment. Cronbach's alpha coefficients for each scale, reliability analysis, and the results of the factor analysis are reported in Chapters 5 and 6.

### *Generalisability (external validity)*

Generalisability concerns the applicability of findings to individuals and contexts different from those of the specific study (Robson & McCartan, 2016). Research suggests that the biggest threat to generalisability arises in the selection process, leading

to specificity of participants, constructs, and settings (LeCompte & Goetz, 1982; Robson & McCartan, 2016). However, the sampling performed in Study 2 through the healthcare panel probably helped to achieve some degree of external validity. As Study 2 respondents were scattered across the UK, the findings of this study can, at the very least, be generalised to the medical worker community in the UK. Further, as the number of employees motivated by the pursuit of a mission at work is increasing (Bingham et al., 2013), it is possible that the findings are generalisable to other groups of employees building the same types of psychological contracts with their employing organisations.

### **3-5. Study 3 (presented in Chapter 7)**

#### **3-5-1. Aim, context and methodology**

Study 3 was a replication and extension of Study 2 performed in the banking sector, and it aimed to explore whether ideologically infused psychological contracts and the meaning of work permeate across sectors. The intention of this study was to compare and contrast the interaction between psychological contract fulfilment, its outcomes, and the meaning of work in two very different types of industries: financial services and healthcare. It is interesting to compare these industries for several reasons. Firstly, the healthcare industry has been closely linked to the emergence of ideologically infused psychological contracts as a concept, with Bunderson (2001) exploring doctors' responses to a perceived breach of contract, and O'Donohue and Nelson (2007) asserting that psychological contract terms are best understood by reference to an ideological currency. Because healthcare employees' professional ideology is profoundly rooted in expertise, client focus, and a sense of contribution to the greater good, the healthcare sector is an interesting exploratory ground in which to advance research on ideologically

infused psychological contracts (O'Donohue & Nelson, 2007). Secondly, most of the empirical literature on the meaning of work focuses on meaning mechanisms in non-profit companies such as charities or religious organisations, or in relatively low-paid occupations (Davidson & Caddell, 1994; Sullivan, 2006). It is therefore interesting to contextualise Study 2 by applying it to the financial services industry, where profit is the main objective and the biggest motivation for employees. Furthermore, recent events, such as the widely publicised disappearance of multinationals Enron and Arthur Andersen in 2002 and the last global financial crisis in 2008, have highlighted the issue of corporate social responsibility and made employees in large organisations reconsider the consequences of their daily tasks. In recent years, the quest for meaningful work has become more complicated for employees in the financial services industry (Herzig et Moon, 2013; Timmins, 2012; Elkin & McLean, 2012). In this chapter, I am therefore replicating the analysis conducted in Chapter 5, this time using a sample of respondents working in the banking sector in London.

### **3-5-2. Sampling strategy**

Participants in this study were all permanent employees of the same financial services company. The financial services company (here called Company A) was carefully selected to test the proposed conceptual model. Company A is a London-based trust management company founded after the turmoil of the 2008 global financial crisis, and it employs over five hundred staff. As stated on the company website, their mission is to “challenge convention in our industry by offering a transparent service built around each client’s needs” (Company A website, 2013). I selected this company because it is a good representation of the emergence of a new sense of social responsibility following the ethical flaws highlighted by the financial crisis (Buckley, 2011). Further, its mission

is clearly defined, and finally I find the wealth management industry to be an interesting subject in its own right.

The sample comprised financial analysts, financial managers, human resources managers, executive assistants, and sales representatives. The survey was supported, reviewed, approved, and announced by the management of the company and the Head of Human Resources. After I confirmed participation, the respondents received £10 for their participation in the whole three-part survey in the form of an Amazon voucher sent by me to their email address. As financial staff often work long hours and travel frequently to meet clients and attend conferences, their participation was made easier by offering the survey online and in a format accessible via computer, tablet, or mobile. I sent a link to the study, set up using the software Qualtrics, to participating employees, each of whom was identified by a unique identification tag that allowed me to track them at different times. The online surveys were sent to the financial sample at three different points in time (Time 1, 2, and 3) over a five-month period (from September 2017 to January 2018) with a minimum of four weeks between each time point.

### **3-5-3. Data analysis**

The same theoretical framework outlined in Chapter 5 is used here to examine whether the findings can be replicated in a different sectoral setting. Recall the dual focus of Chapter 5. First, it aimed to examine whether ideological currency is distinct from transactional and relational currency, and whether ideological currency has unique predictive power in explaining its outcomes. Second, it aimed to explore whether the meaning of work can help explain the strong bond created between an employee and his or her employing organisation through ideologically infused psychological contracts. As

Study 3 is a replication of Study 2 performed on a different sample, the same analytical approach was adopted. Details of this approach can be found in the previous section.

#### *Criteria to assess the quality of quantitative research*

Given that the analytical approach followed for Study 3 is identical to that of Study 2, details regarding the validity and reliability of the relevant constructs can be found in the previous section. Furthermore, the sampling in Study 3 probably helped to achieve some degree of internal and external validity. As Study 3 respondents were working for the same company, the findings stemming from this study can, at the very least, be generalised to the financial workers community in the UK (internal generalisability). And because employees across industries are increasingly looking for more than money or advancement from their jobs, it is possible that the findings of this study are generalisable to other groups of employees building similar psychological contracts with their employing organisations across different sectors (external generalisability).

### **3-6. Ethical considerations**

All three studies included in this thesis were conducted in line with the London School of Economics and Political Science's research ethics code. Specifically, before collecting potential respondents' data, I asked for their consent and ensured them of the confidentiality of their responses. Furthermore, I gave them the option to drop out of the study at any time without penalty for non-participation.

In the qualitative study (Study 1), I asked participants for their explicit permission before recording their interview and using the data for analysis. Further, at the end of each interview, participants were debriefed and informed of the purpose of the interview. In

the quantitative studies (Studies 2 and 3), a statement at the start of each survey clarified the purpose of the study and the anonymity of the collected data and disclosed my contact details, alongside the contact details of LSE's department of management, to the participant.

During the process of qualitative and quantitative data analysis, I anonymised responses whenever applicable (for example, in the interview in Study 1) by removing all names of individuals, places, and organisations. In the online survey (Studies 2 and 3), I substituted participants' identifiers, such as names or email addresses, with codes made of numbers, and I used these codes when running the analysis.

### **3-7. Conclusion**

Although a mixed method design combining qualitative and quantitative research is not a cure for the intrinsic limitations of research (Robson & McCartan, 2016), and does not guarantee the reliability, validity, and generalisability of research findings (Fielding, 2012), it leads to a fuller, more nuanced and multifaceted understanding of complex phenomena, which is unachievable using a single design (Flick, 2014). Following the approaches recommended in most methodology research, the present thesis deploys a fully mixed and sequential research design that is guided by my research questions (Robson & McCartan, 2016) and investigates different aspects of ideological obligations and responses to their fulfilment. Study 1 (Chapter 4) constitutes the empirical foundation for Studies 2 and 3 (Chapters 5 and 6 and Chapter 7, respectively). It provides a thorough description of the phenomenon of employees, motivated by the pursuit of a mission at work, building a psychological contract based on ideological obligations, and it addresses the outcomes following the fulfilment of these obligations. Study 2 extends

this exploration by focussing on the role of meaning of work in the social exchange that constitutes the fulfilment of ideologically infused psychological contracts. It also considers the factors that may explain the strength of the bond formed by this type of employee-employer attachment in the healthcare sector. Finally, Study 3 replicates Study 2 in the context of the banking sector to explore whether ideologically infused psychological contracts and the meaning of work permeate across sectors.

## **Chapter 4**

Ideologically infused psychological contract and the meaning of work amongst oncology employees



#### 4-1. Introduction

*“The children’s oncology department—also called ONCO67 in hospital jargon—is fuller of life than any other department I have ever worked for. Here, you are not ‘the nurse who hurts the patient’. You can build a long-term relationship with the children. I have found in this department what I was looking for [in Calcutta] when I was working for a street hospital: the feeling of being useful.”*

*Respondent L*

During my interviews with the children’s oncology staff, I frequently obtained quotes similar to the one above. The sense of purpose that seems to drive the oncology department’s staff and the fact that from the darkest reality, these employees manage to derive the deepest meaning raises a provocative question for organisational behaviour. To better understand this type of attachment both with the patients they are caring for and with the hospital, this chapter investigates whether and how medical employees experience a psychological contract based on ideological obligations in a context that has historically been linked with the exploration of ideology at work (O’Donohue & Nelson, 2007).

After having presented the different methods adopted in this thesis in the previous chapter, I will now turn to the presentation of the first empirical component of this thesis, a qualitative exploration of ideologically infused psychological contracts in a team of oncology staff in Belgium. This study had three main aims. First, I wanted to start my empirical study of ideologically infused psychological contracts by identifying key factors that help trigger the fulfilment of this type of psychological contract or cause its

violation/breach. Second, I wanted to examine medical employees' psychological contract fulfilment and explore which positive and/or negative outcomes they experience as a result of the fulfilment or breach of these contracts. Finally, I hoped to find links between ideological fulfilment and the meaning of work to strengthen the theoretical model I want to test in the following chapters of this thesis.

Trying to better understand employees who work not merely for economic or socio-emotional reasons but also because of a personal passion for a valued cause led me to the oncology department of a Belgian children's hospital for several reasons.

First, historically, the healthcare industry is an interesting sector for examining the ideologically infused psychological contract. Indeed, healthcare employees' professional ideology is profoundly rooted in expertise, is client focused and conveys a sense of contribution to the wider community, suggesting that the healthcare sector is an interesting exploratory ground to advance research on psychological contracts based on ideological beliefs (O'Donohue & Nelson, 2007). Closely linked to the emergence of this construct, Bunderson (2001) chose to explore professional ideologies in the medical sector and doctors' responses to a perceived breach of the psychological contract. Subsequently, O'Donohue & Nelson's exploratory study of registered nurses in an Australian hospital in 2007 revealed that psychological contract terms are best understood with reference to ideological currency. Therefore, my focus on medical professionals provides fertile ground to further explore the antecedents and consequences of ideological obligations in the employee-organisation relationship.

Second, I was looking to select a department with a very clear and altruistic type of mission and a common goal, as this is often seen as an important condition for the presence of ideologically infused psychological contracts (Bingham et al., 2014). Because this department exclusively treats very sick children, the mission or cause for which the staff are working is extremely clear and tangible, allowing an easier identification of their ideological obligations tied up with the cause and the outcomes stemming from their fulfilment.

Third, because I knew this department regularly works with external parties such as photographers and journalists to help raise money for treatments, I assumed that they are used to be interviewed and observed in their daily tasks, which greatly helped facilitate the interviews and the depth of my qualitative exploration.

Fourth, the children's oncology context is well suited for research on employees who may work to advance a valued cause more than they work for pay or advancement; indeed, children's oncology staff in university hospitals are generally poorly paid regardless of their very long medical programmes, extreme stress and demanding tasks. The negative consequences of emergency work in the medical sector on physical and emotional wellbeing have been widely documented; for example, Alexander and Klein (2001) reported that one-third of their medical staff sample suffered from high levels of general psychopathology, burnout and posttraumatic symptoms (Alexander & Klein, 2001). Burnout is particularly relevant for medical staff, as Maslach & Jackson (1981) mentioned in one of their first articles developing the concept that burnout is a sign of emotional exhaustion and cynicism that happens frequently among individuals who work in occupations closely related to "people". Further, several studies have

documented the excessive nursing workload and its negative outcomes on quality of care and the working life problems that have been internationally recognised as needing further study and remediation, as studies show that workload affects nurses' well-being as well as patient safety (Holden et al., 2001; Vahey, Aiken, Sloane, Clarke, & Vargas, 2004; Faisy et al., 2016).

Finally, most children's oncology departments in Europe are located in university hospitals in order to benefit from the research pool and infrastructure they need to perform complex treatments. Children's oncology staff salaries in such hospitals are therefore a fraction of those found in other private hospitals in Belgium and across the European Union. Additionally, opportunities for role advancement or variety are limited, as the job is highly specialised, the teams are small (approximately 40 people), and there are few specialist hospitals for children in Belgium or elsewhere across Europe.

#### **4-2. Organisational context**

The interviews were conducted in the only hospital that cares exclusively for children in Belgium. This university hospital was founded in the late 1980s by Queen Fabiola and has over 1,000 employees. Their mission is clear and stated on their website:

*“Inaugurated in 1986, QFCUH is the only Belgian university hospital entirely reserved for children's medicine: everything is conceived for them and for their parents. From birth to adolescence, children receive the most complete care in accordance with the charter of hospitalised children's rights. As a public medico-surgical hospital with 168*

*beds, QFCUH guarantees quality care and modern medicine that is accessible to all children.” (QFCUH website, 2017).*

#### *Recent evolution in the paediatric oncology cancer sector*

Over the last 10 years, the incidence of cancer in the paediatric population has been recorded at approximately one-hundred fifty per million inhabitants in Europe, and approximately 500 children are diagnosed with cancer in Belgium each year; of these, approximately 100 children under the age of 14 die of cancer per year (Kaplan, 2004). However, more than four out of five survive in the long term, which is three times more than 20 years ago, thanks to the progress of medical research and the expertise of employees such as those on team ONCO67 (Belgian Cancer Association, 2016). Working in the children’s oncology department is very demanding and technically challenging, and such employees are highly educated and extremely specialised. In Belgium, as in most other European countries, nurses and doctors and other medical staff are required to have a specific specialisation in oncology in addition to their medical degree, as well as on-the-job training that generally lasts a couple of years. They also often go on to gain another specialisation in children’s medicine before starting to work in a department. Additionally, in addition to their daily jobs, most doctors are deeply involved in oncology research, publishing articles in the hope of furthering cancer research and finding new protocols and treatments that could save their patients.

Over the last 20 years, knowledge of children’s cancer has increased enormously. This advance in our understanding of children’s cancer has meant that each child now receives a tailored treatment strategy to give them the best possible chance of survival (Spokesman for teenagers and young adults with cancer organisation UK, 2016).

However, advancements in research have taken their toll on medical staff by making the daily tasks performed in children's oncology increasingly complex and demanding, as acknowledged by this employee:

*“A problem is the workload because it is becoming increasingly technical and therefore heavier. I think that the chemotherapies are more complex and difficult, the work for the nurses around the patients is also more complex...and then there is the increasing pressure coming from the administrative part of the job too....In the end, the nurses spend more time writing reports than working on the ward. That is what I feel is the biggest difference compared to a few years ago—the availability of the nurses for the children and the parents. This availability has unfortunately disappeared.”*

*Respondent G*

#### **4-3. The qualitative research methodology**

I gained access to the hospital through a discussion with the head of the department about a book he wrote a few years ago describing several members of his team as well as their achievements in the field of children's oncology. Following our conversation, I sent him an extended email with information on my research, explaining the aims and approach; he and the team understood that as an organisational researcher, I was trying to better understand employment relationships in different contexts and thankfully welcomed me to join the department for the purpose of my research.

##### **4-3-1. Data collection**

The data collection was intensive; meetings were often postponed or cancelled due to the limited availability of the team members. Interviews were taped and transcribed and then enriched with extensive document analysis handed to me by various team members,

such as medical articles published by the team, details of medical protocols, newsletters published by the parents' cancer association and books published by the department to help with fundraising. Additionally, in between the interviews, I had the opportunity to study the hospital and the dynamics of the team as a non-participating observer. A total of sixteen semi-structured formal interviews with the members of the team were conducted; each interview lasted between 30 and 65 minutes. Interviewees were selected using formal, snowball and opportunistic sampling methods. I interviewed the head of department and one representative of almost every type of job in the oncology team, including doctors, nurses, pharmacists, protocol managers, psychologists, and children's entertainers, as well as members from associated teams, such as the head nurse from the day hospital and members of the off-site team that organises care at home. In addition, I used a snowball sampling technique to identify other interviewees; for example, people were suggested to me because they had been working with the team for a long time, although they were not formally part of it, such as the head of the parents' hospital cancer association and the head of human resources dedicated to the recruitment of children's oncology team members.

Qualitative methods are well suited to the study of concepts involving subjective individual interpretations (Flick, 1998). Because qualitative research typically examines issues from the perspective of the participant versus that of the researcher, it is especially appropriate in the analysis of an employee's descriptions and understanding (Dutton & Dukerich, 1991; Isabella, 1990). In trying to better understand employees who work in pursuit of a mission in the children's oncology sector, it seemed opportune to tap into the potential of qualitative research to "re-humanise research and theory by highlighting the human interactions and meanings that underlie phenomena" (Gephart, 2004, p. 453).

The interview technique was chosen for data collection, as this contextual approach facilitates the grounding of a planned study (Silverman, 2010). As they are by nature interpretative, using interviews seemed particularly appropriate to help gain an understanding of employees' relationships with their employer as perceived by the employees themselves. Interviews also allowed for a probing technique to uncover other variables deemed to help them build and maintain a psychological contract with their organisations. Finally, as this research aims to understand a complex psychological mechanism in a complex and fast-paced environment, it allows discourse flexibility and allows the interviewer to rephrase or explain difficult questions to the interviewee as necessary (Silverman, 2010). A predetermined and fixed sequence of questions limits bias that could be introduced by the interviewer while using discourse flexibility. The development of the interview guides was largely literature-driven but also drawn from my personal observations and experience with the medical industry from past research on comparative department performance in hospitals in Belgium. The interview guide can be found in Appendix 2 of this thesis.

The domains covered in the interviews included an individual's work organisational goals, key daily challenges, and perceptions of his or her relationship with the organisation and its evolution. I asked interviewees to tell me how they became involved with the children's oncology department, how they think and feel about their work, their interactions with colleagues, and their organisation and its vision of patient care. I also invited them to discuss any other issues that they perceived to be relevant. In addition to the recorded and transcribed interviews, I conducted informal interviews with the head of department and other members of the team throughout the study period, which often took place in the hospital cafeteria. Although they were largely directly related to the



topic of my research, they also provided opportunities to pick up on things I could not observe directly without being a member of the team, such as how team meetings were organised and managed. I generally stayed in the hospital the whole day before and after the scheduled interviews so I could observe the team interacting informally and noting group dynamics such as the interaction between the different members of the team or the interaction between the team members and other hospital staff.

#### **4-3-2. Data Analysis**

This research adopts a qualitative approach in analysing qualitative content, as recommended by Zhang and Wildemuth (2009). The data processing began with a thematic analysis of the interviews to categorise the terms of the psychological contract. This qualitative data analysis method was appropriate, as a limited number of documents were coded (16 transcribed interviews), which helped me identify emerging themes to describe phenomena. This method enabled me to process the qualitative data set to support valid and reliable inferences. Although presented as a linear, step-by-step procedure by Zhang & Wildemuth (2009), the analysis of the dataset was a lengthy, iterative and reflexive process. To build the coding tables to perform the thematic analysis of the interviews, I drew upon the literature on psychological contracts and listed criteria distinguishing the three types of obligations (Rousseau & McLean Perks, 1993; Blau, 1964; Thompson & Bunderson, 2003). I applied this approach to analyse the terms of the hospital employees' psychological contracts. The data analysis comprised three main coding iterations, each iteration building on the previous one and leading me to further develop my coding. I moved iteratively between the data, emerging findings and previous literature to refine my insights and develop conceptual categories (Flick, 1998).

### First coding iteration

First, I sought to better understand the content of the psychological contract that children's oncology employees form with their organisations. I addressed this question by identifying the terms of the contracts that the employees built with their hospital. To identify the elements of the ideologically infused psychological contracts and their distinctiveness from relational and transactional contracts, I closely monitored the coding factors, such as job, task and short-term goals for the transactional part of the contract; the relational part of the contract comprised items that are largely relationship and development oriented, focusing on issues of promotion, teamwork and cooperation, skills and career development and organisational investment and identification (Rousseau & McLean Perks, 1993).

### Second coding iteration

In the second coding iteration, I analysed the consequences of the fulfilment (or violation/breach) of oncology employees' psychological contracts with the hospital and how the fulfilment of a contract based on ideological premises may influence the fulfilment of the other parts of the contract. In this coding iteration, I focused on the interaction between the different terms in the employee's contract. More specifically, I focused on how the fulfilment of a contract based on ideological premises influences the fulfilment of the other parts of the contract—transactional and relational. Drawing on elements of the organisational literature, I chose to examine how the fulfilment of the ideologically infused psychological contract helped employees overcome other organisational shortcomings (Bingham, 2011). I started the second stage of the data analysis by listing every organisational shortcoming that arose from the interviews. I define an organisational shortcoming as a theme that involves a concern connected to

the whole organisation or department (vs. a small subdivision only of its members). For instance, a personal conflict between two employees with no wider significance would not be considered an organisational issue. I then reduced the list of shortcomings into a comprehensive set that I could separate into four main categories; the first three categories are directly related to the three currencies of the psychological contract, and the final category is related to the nature of work.

#### *Last coding iteration*

In iteration three, I analysed how employees build ideological currency in psychological contracts and manage to overcome major organisational shortcomings with an attachment to their organisation that is so prevailing that it becomes a more valuable condition than economic or relational inducements. I addressed this question using the knowledge I gained of the ideologically infused contract at stages one and two of the analysis and conducted a thematic analysis of what I found to be the main drivers behind the strength of the psychological contract. In that final stage of the analysis, I used an inductive constructing theory (Glaser & Strauss, 1967) to build a theoretical construct to explain medical employees' psychological contract resistance to identified organisational shortcomings. Practically, I iteratively compared the narratives related to the strength of the ideologically infused contract to identify theoretical similarities and differences (Gephart, 2004). I focused on refining the insights until a theoretical construct emerged from the data.

Table 1 below gives an example of the coding of the ideological obligations and their outcomes. The complete coding tables are presented in Appendix 1 of this thesis.

Table 4.1. Example of coding table for the terms of the contracts

THEMES	SUB-THEMES	EXAMPLES
Ideological currency	Highly valued mission/cause (+)	<i>"My mission is to give my time to help the children, here in the ONCO67 department, but also their parents and their siblings when there are some. "</i>
	Organizational Citizenship Behavior (OCB) (+)	<i>" For example, this morning I had an appointment with the mother of one of our patients who is now back to school. She is not at the hospital anymore, but I still want to see the mother as she may experience psychological difficulties and challenges now her daughter is back to school. This is still part of my work. so, I drive over their home to talk to them, every two weeks."</i>
	Altruism (+)	<i>"Here, my role is to propose different activities to the children to distract them [from the treatment} from their daily routine. We play board games or computer games; we are doing everything we can to make the daily routine of the children easier to bear. Here this is different from all the other jobs {I worked before} "</i>
	Self-sacrifice (+)	<i>I was skipping my coffee breaks so I could play for 10 minutes with a child every day. Today, I don't have the time to do that. Before, we still had time to listen to the children, to listen to the parents; not anymore. Knowing I don't have the time, my first reaction is that I'll sooth my conscience by calling a psychologist. You see? I should have started to build a relationship with the child through listening to him but when you don't have the time, you don't get into this relationship because it would start something you can't finish. It's a shame because before there was a lot more time.</i>
	Calling (+)	<i>"Yes, for me it was [this job] and nothing else..."</i>
	Over commitment (+)	<i>"Yes, I feel this is part of my mission. It is not because the patient is terminal not and cannot come to the hospital anymore that I want to stop the relationship that I have built with her. So, I continue to visit her."</i>
	Sense of purpose (+)	<i>"The job nurses do in children's oncology is physical – the workday is over 11 hours - as well as emotionally exhausting. However, I have been working here for 13 years because I have found here an indispensable compensation for the difficulties of this job: the gratitude of the children and the parents. This department is a paradox in the sense that it is where the mortality rate is the highest and at the same time it is where you find the highest passion for life."</i>

#### **4-4. Findings**

The results emerging from the data analysis reveal several interesting findings that extend previous literature on ideologically infused psychological contracts. First, data from this research reveal that an ideologically infused contract developed by the children's oncology employees revolved around three main components: a common fight for a highly valued cause, the organisational citizenship behaviour perceived as a norm versus an exception, and an altruistic model of human nature, which can lead to self-sacrifice. Second, the fulfilment of this contract—in pursuing a common mission—has been found to compensate for major organisational shortcomings in the hospital. An analysis of the roots of the resistance of their psychological contracts reveals the centrality of meaning of their work. The meaning of work has been found to be intrinsically linked with the ideologically infused psychological contract and essential in explaining the oncology employees' contract resistance to being breached in a sector stigmatised by death. Details of my findings are presented below and illustrated with interview quotes.

##### **4-4-1. Three facets of the ideologically infused psychological contract at the hospital**

###### ***Facet 1: Fighting for a common, highly valued cause***

My findings suggest that the oncology employees in my sample do not primarily work for monetary rewards or to socially connect but are instead largely motivated to enhance the quality of life of others or to contribute to the mission of the organisation. It is in adopting a cause that employees find high value, which is central to the ideologically infused psychological contract and represents a distinct inducement to elicit employee

commitment and professional contributions (Collins & Porras, 1996; Campbell & Yeung, 1991; Thompson & Bunderson, 2003; Kim & Vandenberghe, 2018). Children's oncology employees find themselves "in the same boat": fighting to save children under their care. Their "mission" was found to be the most recurrent term through the interviews; indeed, it took priority over all other issues and concerns. The perception of the employees' role is grounded in their mission, as articulated by two of the respondents:

*"We were all in the same boat...we were all struggling....I'm a little nostalgic for the time when we were all so tight. An exceptionally complementary team. Complementary in the sense that, well, if I was busy talking to a child and my medical cart next to me was messy, my colleague would put my cart in order. It was done without saying anything."*

*Respondent M*

*"When talking about missions, we refer to team effort. The mission unites the team and defines their role: 'I think we're...we're like one big family here. We all know each other, and we all help each other.'*

*Respondent N*

#### Facet 2: Going beyond as the norm versus an exception

The interview analysis also showed that ONCO67 employees do not hesitate to work overtime without expecting to be paid in exchange. Oncology employees cited an extensive list of behaviours and extra-work tasks, such as writing research articles, carrying out extra administrative duties, raising funds, making DVDs with music

inspired by the children, writing and publishing books to raise awareness and, ultimately, improving medical care. Previous research on the topic suggests a link between ideologically infused contracts and organisational citizenship behaviour, which is defined by Organ (1988, p.4) as “an individual behaviour 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”. In ideologically infused psychological contracts, in return for credible organisational commitment and investment in the valued cause, employees are compelled to support the organisation's capacity to pursue that cause, even if it involves personal sacrifice (Thompson & Bunderson, 2003). Therefore, there is an assumption that employees are willing to do extra work, such as volunteering or advocacy, sometimes outside their organisation to pursue the espoused cause. Interestingly, this demonstration of organisational citizenship behaviour (OCB), also called “the good soldier syndrome”, reflects what the ONCO67 team said when talking about their commitment to their job, as they often used military vocabulary. For example, employees often mentioned, “we are all soldiers” or “the fight against the cancer” when describing their role in the hospital. These extra-citizenship behaviours are not perceived or referred to as ‘overtime’ or a burden but rather as a norm. Going the extra mile for the patients is seen and lived by the ONCO67 team as a natural extension of the job, something that is not measured but is done without question and without being explicitly suggested or asked to be done.

One doctor articulated the following:

*“Yes, there is still a part of the work which is intellectual work—which is not measured. Writing medical research articles, online research, etc.... We sometimes get patients; it*

*is unclear what they have....sometimes I spend a whole weekend trying to put together a literature review or whole evenings only thinking about a case.”*

*Respondent C*

*Facet 3: An altruistic model of human nature that can lead to self-sacrifice*

Last, the final subtheme to emerge from the results reveals the profound altruistic nature of the ideologically infused psychological contract of the children’s oncology staff at the participating hospital. Their psychological contract is grounded in their service to others. Naturally, the job of nurse or doctor is oriented towards helping and caring for others, but the criticality of the department’s mission makes this notion all the more salient. In most of the narratives reported by oncology employees, the wellbeing of children is perceived as more important than the employees’ own comfort or issues, leading, in some cases, to self-sacrifice or a willingness to sacrifice personal pleasures or endure personal prosecutions in pursuit of the increased wellbeing of another person (Singh & Krishnan, 2006). Several employees explicitly articulated this notion:

*“The treatment is only part of our job. For me, it is equally important to organise a great Christmas party for them (the children) as it is to take care of them with the minimum of pain...”*

*Respondent D*

*“I think that to be able to work with other colleagues and delegate, you need to have mutual trust, you have to dare to let go and tell yourself: my patient is going to be taken care of in another hospital and that will be OK, even if it's not me who does it. That is not easy for everyone.”*

*Respondent H*



Empirical research focusing on nursing confirms the importance of self-sacrifice in occupations based on a strong sense of purpose (Pask, 2005):

*“Nursing is the willingness and commitment...to want the good of the other before self, without reciprocity”.*

*Respondent K*

Further, Bunderson and Thompson (2009) found that many zookeepers they interviewed acknowledged that monetary sacrifices are part of the price they pay to be a zookeeper, and as so many people want to obtain the job, despite poor economic incentives and the low social status associated with the profession, that they volunteer for months or years before obtaining paid employment. It seems that because it involves self-sacrifice, the ideologically infused contract leads employees to prioritise the fulfilment of the ideological dimension of the contract to the detriment of the other parts of their psychological contracts.

#### **4-4-2. The buffering role of ideological fulfilment**

It is evident from the interviews that the employees perceive that their ability to pursue their mission is increasingly threatened by wider organisational issues:

*“A problem is the workload because it is becoming increasingly technical and therefore heavier. I think that the chemotherapies are more complex and difficult, the work for the nurses around the patients is also more complex...and then there is the increasing pressure coming from the administrative part of the job too....At the end, the nurses spend more time writing reports than working on the ward. That is what I feel is the*

*biggest difference compared to a few years ago, the availability of the nurses for the children and the parents. This availability has unfortunately disappeared."*

*Respondent M*

*"I feel that as a nurse in the team, I don't have access to all the training I should. I think it may be a question of budget allocation. I feel it is case by case and the training I could attend to learn to manage them I attended them because my manager intervened for me."*

*Respondents H*

Employees often refer to a lack of available human and financial resources in hospitals, which translates into a diminished availability of staff and an additional administrative burden for employees. Generally, the results show that the ONCO67 team is under pressure from an increasingly common set of organisational challenges and difficulties, such as communication issues within teams, between teams and with other satellite services, such as the day hospital, as well as with the team who organises the children's care when they return home. To better understand these issues and relate them back to the different psychological contract obligations, I categorised these challenges into three different categories: challenges linked with the socio-emotional part of the psychological contract, challenges related to the economic part of the contract and challenges related to their mission. I only retained the issues that the oncology staff felt have significantly increased the stress and pressure in their daily work and, more importantly, affected their ability to provide a good level of care.

Interestingly, I found that the challenges linked with the transactional part of the contract were perceived as limited and rare, despite ONCO67 staff being poorly paid compared

to their private sector peers, while challenges linked with the relational part of the contract emerged more frequently from the interviews. The relative types of challenges identified in the interviews varied from frequent miscommunication with a lack of support from management to training and administrative processes. Further, after coding these three types of issues, I found myself with a category of challenges I could only explain by the specificity of their job occupation; therefore, I decided to extend my categorisation to include these types of challenges.

#### **4-4-3. Better understanding the double-edged sword among children's oncology staff**

The organisational challenges perceived as the most severe by ONCO67 employees are those affecting their ability to perform their jobs to the standard they have set for themselves to ultimately fulfil the ideological part of their contract. This is consistent with the organisational literature, as research suggests that employees' beliefs about their organisation's ideological obligations are not only based on personal benefits but also on the organisation's loyalty to the valued cause (Bingham et al., 2014). Indeed, a distinct characteristic of ideologically infused psychological contracts is that “violations need not originate solely from perceptions of direct personal mistreatment by an organisation, as implied in most psychological contract research but can also originate from the perception that the organisation has abandoned an espoused principle or cause” (Thompson & Bunderson, 2003, p.571). Indeed, an ideological contract includes employees' implicit expectations for their organisations to demonstrate credible commitment to a valued cause that transcend instrumental interests and benefit a third party (Kim & Vandenberghe, 2018). These potential consequences clarify why employees can ‘take it personally’ when their organisation strays from its ideological

obligations, even if the deviation does not directly implicate the employee. This dynamic is unique to ideologically infused contracts (Thompson & Bunderson, 2003). As an example of this dynamic, one ONCO67 employee described feeling emotionally distressed because he was unable to maintain a good level of care, which he believed to be due to low staffing numbers in the department coupled with an increase in the required administrative work.

*“I was skipping my coffee breaks so I could play for 10 minutes with a child every day. Today, I don't have the time to do that. Before, we still had time to listen to the children, to listen to the parents, not anymore. Knowing I don't have the time, my first reaction is that I'll sooth my conscience by calling a psychologist. You see? I should have started to build a relationship with the child through listening to him, but when you don't have the time, you don't get into this relationship because it would start something you can't finish. It's a shame because before, there was a lot more time.”*

*Respondent M*

In Bunderson and Thompson's (2009) research on zookeepers' employment relationships, it is suggested that while employees who experience ideologically infused relationships with their employers are more likely to see their work as a moral duty and to sacrifice personal time and comfort for it, they also tend to hold their organisation to higher standards. This leads to the so-called double-edged sword effect of this type of work. We can see an example of this double-edged sword effect in the present research because ONCO67 employees are clearly less accepting of the perceived 'mistreatment' of children due to the actions or inaction of the organisation's management because the employees share the belief that their organisation and its management find work

performed on ideological premises to be “both ennobling and binding” and that they have a moral duty to enable the faithful execution of the work (Bunderson & Thompson, 2009).

#### **4-4-4. Children’s oncology: a disturbing and stigmatised reality**

Through an analysis of the presented interviews, we see that one of the biggest challenges ONCO67 employees face is not related to the terms of the contract formed with their employer but rather the stigmatised nature of their occupation. Five years ago, a picture of a young child dying from a very aggressive form of cancer went viral across social media (Daily Mail, 2016). The father of the child posted the picture—his daughter, visibly distressed and experiencing searing pain; the child passed away a few weeks later. The father faced an enormous backlash because he claimed that he wanted the public to see “the real face of children’s cancer”, a face that, arguably, the public prefers to avoid. The head of the department best expressed this stigmatisation:

*“Children's cancer is still a disturbing reality which scares us and makes us look away. Of course, everybody knows it is not a contagious sickness, but strangely, people prefer to stay as far away as possible from it. The unconscious public suppression of this reality and resulting disinterest creates a lot of difficulties and means a lack of resources for children's oncology units, although children's cancer is still the primary cause of death for children under 20”.*

*Respondent E*

Another respondent noted the following interaction:

*“When I told my dad, I was going to work for the children’s oncology department, he said ‘Aie, aie, aie!’”*

*Respondent M*

The analysis of the quotes above and other similar quotes I encountered during the interviews with the ONCO67 team led me to link the ONCO67 employees’ perception of their work with stigmatisation. Stigmatised occupations can be defined as tasks that are perceived to be physically, socially or morally tainted (Ashforth & Kreiner, 1999). Social taints are perceived for occupations involving regular contact with people or groups that are themselves regarded as stigmatised, including positions as prison guards, AIDS workers, police detectives, psychiatric ward attendants and social workers (Ashforth & Kreiner; 1999). Cancer stigma has been widely documented in the literature, with cancer patients acquiring stigma at the time of diagnosis, and their stigma may become apparent through disclosure and/or changes in appearance (Crocker, 1999; Marlow, Waller, & Wardle, 2015). Therefore, as suggested by the stigma literature, working as a children’s oncology staff member is an occupation (indirectly) stigmatised by the daily contact with cancer patients. By extension, following Ashforth’s classification, working for a children’s oncology department can be considered “a dirty job” (Ashforth & Kreiner, 1999). The common concept of dirty jobs is not necessarily about the job’s characteristics but rather about society’s overall abhorrence of that type of job. Such jobs often evoke emotionally charged reactions, frequently expressing fear:

*"I am still here because of the contact with the children. I think that people overdramatise the contact we have with the children because I have many colleagues who say to me: 'But how can you do it?'"*

*Respondent D*

Doing a so-called tainted job leads to a personal stigmatisation—people personifying the dirty work they perform (Ashforth & Kreiner, 1999). Such stigmatisation is projected onto workers, even though society is often very grateful for the work they perform. Ashforth and Kreiner (1999) found that the stigmatisation of ‘dirty work occupations’ makes social validation extremely difficult. Indeed, constructing a positive identity while performing a “dirty” occupation is, as stated by Ashforth & Kreiner (1999), “creating a puzzling research question for organisational behaviour” (Ashforth & Kreiner, 1999). Indeed, research on identity suggests that individuals generally seek to see themselves in a positive light, which is largely based on socially important roles, such as occupations, and how those roles are perceived by others (Ashforth & Kreiner, 1999). Thus, given the stigma of dirty work, it seems likely that “dirty workers” might have a very difficult time constructing a positive sense of self, at least at work, and that this struggle can lead to destructive consequences for the individual and the organisation, such as alienation, stress and depression (Ashforth & Kreiner, 1999).

Research on tainted occupations shows that employees may find and apply some strategies to alleviate the associated stigmatisation. Ashforth and Kreiner (1999) note how so-called dirty workers manage to reframe their job in a positive light by using occupational ideologies. These ideologies moderate the impact of stigmatisation through coping strategies that allow them to reframe and refocus the meaning of ‘dirty’. Here, an occupational ideology is defined as “a system of beliefs that provides a means of

interpreting and understanding what the occupation is and why it matters” (Ashforth & Kreiner, 1999, p. 421). Coping strategies transform the negative meaning assigned to stigmatised work, primarily by extinguishing negative attributes and simultaneously creating positive attributes. One of the coping strategies I uncovered in my analysis is the strategy referred to as “recalibrating” (Ashforth & Kreiner, 1999). This strategy refers to adjusting the implicit standards that are summoned to estimate both the scale and/or valence of a given dirty work attribute (Ashforth & Kreiner, 1999). Adjusting the perceptual and evaluative standards can make an undesired attribute of one’s work seem significantly less important, and a desired but small aspect seem more significant (Ashforth & Kreiner, 1999). According to this strategy, “dirty workers” may perceive positive attributes or facets of their tasks that others may find repugnant. The following is an example of a recalibrating coping strategy:

*“Contrary to what you may think, you never get used to the death of a child. And that is fortunate. Otherwise, it would mean we are just robots....We are humans who are working with other human beings.”*

*Respondent B*

#### **4-4-5. Linking psychological contract and the meaning of work**

The hospital faces a wide set of organisational challenges, and I was struck by the very high frequency of employee narratives relating to organisational shortcomings that they have had to overcome. These challenges are often amplified by the psychological difficulties arising from working in a stigmatised sector, such as socialisation issues and identity (Ashforth & Kreiner, 1999). Indeed, the stigmatisation from the death in the oncology sector, which is especially disturbing for the wider public when it occurs in children, leads to a lack of social validation and other negative outcomes for medical staff, such as low self-esteem and identity destruction for the person (Dovidio,



Hewstone, Glick, & Esses, 2010). However, despite such obstacles, most employees have been working for the department for between 5 and 10 years, with over half having never worked anywhere else. In addition to being extraordinarily committed to their jobs, the employees had no intention to quit (through the 16 interviews, only one of the participants spoke about potentially leaving). ONCO67 employees seem to be remaining loyal to the hospital, despite breaches of the socio-emotional (and, to a lesser extent, economic) aspects of the psychological contract. This suggests that fulfilled obligations in the ideological dimension of the contract may compensate, at least partially, for unfulfilled obligations in the economic and socio-emotional dimensions (Thompson & Bunderson, 2003). Previous research suggests that the strength of the ideologically infused contract and its resistance to being breached can be explained because employees building this type of contract with their employer perceive the pursuit of ideological currency to be a reward in itself and thus are more forgiving about organisational shortcomings, which, in turn, reinforces resistance to breaches (Blau, 1964; Thompson & Bunderson, 2003). Further, employees tolerate the absence of an ideological “victory” because their idealism “makes participation in the movement rewarding without it” (Blau, 1964, p. 245). The strength of such a contract is therefore, at least partially, explained by employees' predisposition to delay gratification and by the pursuit of the mission rather than its achievement per se, as the reward.

#### **4-4-6. Finding meaning at the hospital**

Although I did not begin the investigation with a focus on meaning of work, comments reflecting the deep meaning that employees from this team derived from their work emerged as the most frequently coded category in the data. These comments reflected the centrality of meaning as a product of the fulfilment of their ideologically infused

psychological contract with the organisation. This theme emerged in full through 11 of the 16 interviews.

*“I am convinced that employees who do not find a deep meaning in their job would not be working here...the shifts are close to inhuman and the salary is much lower than market average....Most of the team members including myself are struggling to find a balance between private and professional life. However, most of my employees, like myself, would never leave to work somewhere else.”*

*Head of the ONCO67 department*

The results from the interviews suggest that the emergence of an ideologically infused psychological contract implies a meaning at work deriving from a sense of contribution to a valued cause. Embracing the beliefs and ideologies of an organisation allows employees to draw on these beliefs and ideologies to assign both personal meaning and significance to their work and thereby access the positive outcomes deriving from the assigned meaning (Bunderson & Thompson, 2009).

Previous research suggests that ideological currency is intrinsically connected to meaning mechanisms but does not formally link the meaning at work literature and psychological contract research (Thompson & Bunderson, 2003; Rosso et al., 2010). Indeed, “a person’s beliefs about their work offers a window into how they understand what their work means, how they are likely to carry out their jobs in accordance with these meanings, and why they work in the first place” (Rosso et al., 2010, p. 98). By providing a specific meaning at work, ideology has been found to help employees define their relationship with their employing organisation (Rosso et al., 2010). Further,

Thompson and Bunderson (2003) suggested that an employee's perceptions about its ideological obligations and their fulfilment may induce meaningfulness at work and foster attachment to their organisation, despite opportunities for greater income, career advancement and job security to be found elsewhere. It is interesting and helpful to link these two types of literature, as in this case, they have been found to extend and complete one another, resulting in a better understanding of key behaviours specific to employees who build an ideologically infused psychological contract, such as their ability to resist relational (and economical) types of breaches in their psychological contract and their tendency to "take personally" the organisational failures affecting their patients even in the absence of direct organisational mistreatment.

#### *A sense of contribution*

Another route for tracing the integration of the meaning at work and psychological contract literature in the case of ideologically based psychological contracts is through the sense of contribution employees seem to derive from their work. The meaning at work literature suggests that employees have been found to combine psychological mechanisms and form a path by which meaningful work is created or maintained, one of these paths being characterised by the sense of contribution that employees derive from their work (Rosso et al., 2010). The research suggests that a sense of contribution is triggered when an employee's actions are perceived as significant and/or being done in service of something greater than oneself (Haslam, Powell, & Turner, 2000; Rosso et al., 2010; Baumeister, 1991; Kumar & Sia, 2012). Drawing on the meaning of work literature and based on the analysis of the interviews, I found that for most ONCO67 employees, meaning at work is derived from a sense of contribution. This is consistent with the development of an ideologically infused contract, as ideological employee

obligations often take the form of contributions towards their organisation's ability to pursue a valued cause (Thompson & Bunderson, 2003). A sense of contribution is core to ideological currency, as “the defining aspect of ideology-infused contracts is that organisational membership is at least partially premised on a belief that the organisation will provide a context in which the individual can contribute, directly or indirectly, to the cause” (Thompson & Bunderson, 2003, p. 574). The following is an example of a sense of contribution at work:

*“I tried all the hospital’s departments. I did a bit in all services initially, and then I set myself in children’s oncology because that’s where they really needed me the most.”*

*Respondent D*

#### **4-5. Discussion**

In this chapter, I explored the relationship that children’s oncology staff build with their hospital. I found that the deep sense of purpose and contribution that they derive from their work helps them to face different types of organisational shortcomings and increases their resistance to psychological contract breaches. This study provides several useful contributions to our understanding of the employment relationship based on ideological premises, and such contributions will be discussed in turn. First, it shines light on the positive side, but also the negative side, of the double-edged sword effect of deeply meaningful work, such as a lack of work-life balance and an extreme display of organisational citizenship behaviours (Thompson & Bunderson, 2003). Second, by revealing the importance of the role of meaning of work in the development and maintenance of the ideological psychological contract, we can paint a broad picture of this type of employment relationship and bridge two important streams of organisational

literature. Finally, the importance of the stigmatisation of this occupation, an unanticipated finding, helps us better understand what challenges are comprised in the relationship oncology staff build with their employers.

#### **4-5-1. Finding meaning at the hospital and its consequences**

This study's findings suggest that deriving a deep sense of meaning at work and building an ideologically infused contract with employers has far-reaching implications for the way children's oncology employees feel about their identity, role, and role requirements at work. "The pursuit of a cause at work can provide a deep sense of purpose and increase an employee's affinity for their work" and their organisation's values (Thompson & Bunderson, 2003, p.584). In terms of motivation theory, ideology boosts task significance, which amplifies perceived meaningfulness at work (Yaverbaum & Culpan, 1988; Allan, Duffy, & Douglass, 2015). "Employees who believe that their work contributes to a cause may therefore have greater satisfaction and motivation than those who feel they work only for the corporate bottom line" (Thompson & Bunderson, 2003, p.584). Further, the results show that employees from ONCO67 have very little intention to quit or seek work in another department, despite these problems. Further, this study is consistent with organisational literature, suggesting that the fulfilment of an ideologically infused psychological contract implies the pursuit of a principle that is not limited to self-interest (Thompson & Bunderson, 2003). This suggestion and its implication for this type of employee vulnerability at work are intrinsically linked with the idea of self-sacrifice and extreme attachment to the mission or cause and the organisation supporting the mission (Pask, 2005; Bunderson & Thompson, 2009).

#### **4-5-2. The challenges of working for a stigmatised occupation**

I did not expect to find the nature of their occupation itself to be one of the main challenges' oncology employees face at work. As Ashforth and Kreiner stated, "stigma creates a challenge for dirty workers because they, like all people, rely some-what on others for validation but are likely to be denied that validation by society" (Ashforth & Kreiner, 1999; p. 428). Working for an occupation stigmatised by death and the implication of that for social validation complicate the relationships between oncology employees, their work and their construction of a positive identity at work and outside work (Ashford & Kreiner, 1999). Further, a lack of social motivation can foster a collective sense of relative deprivation, injustice, and resentment among employees (Crosby, 1984). However, I did not find a trace of injustice or resentment linked with the stigmatisation of their professions in ONCO67. It seems that the negative effects stemming from this stigmatisation may be somehow "muted" by the prestige of their occupations. Indeed, most of the research on dirty work has occurred on relatively "low prestige" occupations such as garbage collectors or prostitutes, but the research suggests that prestige is associated with a status shield; therefore, the salience of social perceptions may be reduced (Ashforth & Kreiner, 1999). Further, given that education and job complexity contribute to prestige, many dirty workers in high-prestige occupations experience extensive socialisation under the umbrellas of professional associations, such as, in our case, associations of nurses or doctors (Scott-Findlay & Estabrooks, 2006; Van Maanen & Barley, 1984).

#### **4-6. Practical implications**

This study suggests implications for managers of employees involved in deeply meaningful work. First, consistent with Thompson and Bunderson (2003), this thesis

confirms the positive implications of ideological fulfilment for both employees and employers and its ability to explain fundamental employee behaviours at work, such as why employees may stay loyal to their organisations even when they perceive a breach of transactional or relational obligations (Thompson & Bunderson, 2003; Bingham, 2011; Bolin & Bin, 2011). This study suggests that the fulfilment of an ideologically infused psychological contract may be linked with key outcomes at work, such as the displaying of organisational citizenship behaviours towards patients and the organisation. Therefore, psychological contract fulfilment in organisations helps enhance and sustain active employee engagement at work. However, the interviews with children's oncology staff suggest that the benefits of an ideologically infused contract do not come without costs. Building a contract based on ideological premises complicates the relationship between medical staff and the hospital, fostering a sense of occupational identification, transcendent meaning and occupational importance as well as personal sacrifice and heightened vigilance (Bunderson & Thompson, 2009). This investigation with this sample of children's oncology staff therefore suggests that the very contract that makes them resistant to organisational shortcomings also renders them sometimes too eager to self-sacrifice for their patients or the cause they value and therefore vulnerable to exploitation from the organisation. Managers and organisations should therefore be careful in invoking these kinds of obligations to attract and retain employees (Thompson & Bunderson, 2003).

#### **4-7. Limitations and future research directions**

This study has some limitations that should be noted. The first major limitation is the observer's bias. An observer's bias can be defined as deviations from the truth during the process of observing and recording information from a study (Mahtani & Shafer,

2018). In this research, I may have been influenced by my knowledge of the research topic, which could have led me to see what I expected to see or find what I wanted to find. When a researcher studies a certain group, they usually come to an experiment with prior knowledge and subjective feelings about the group being studied. However, steps were taken towards the minimisation of this bias in this research, including the tape recording of the interviews, full transcriptions and accurate translations from French to English. Second, in terms of generalisability, the goal of the study was first and foremost one of theoretical generalisation, aiming to explore ideologically infused psychological contracts, their fulfilment and their resultant outcomes in the workplace.

Arguably, however, at least some degree of internal and external generalisability was achieved through sampling. On the one hand, while the respondents of study 1 had very different professional backgrounds and responsibilities with the team, the data converged on some consistent processes and experiences, potentially suggesting the generalisability of the findings to a larger group of employees than the sample of individuals interviewed for study 1 (internal generalisability). On the other hand, as mentioned above, the multifaceted and diverse professional profiles of the interviewees within my sample makes the findings based on the experience of these participants potentially generalisable to other organisations (external generalisability). Further, the relatively small size of the sample used limits the generalisability of this study (16 interviews). However, given the early stage that research on ideologically infused psychological contracts is in, conducting deep research on an exemplar group such as children's oncology staff—that is, a group with relatively strong ideological obligations—is imperative to developing a better understanding of how people can cultivate meaningful work (Wrzesniewski, 2003). Further, the literature on the topic



suggests that qualitative sample sizes of ten may be acceptable for sampling among a homogenous population (Sandelowski, 1995), even if other scholars argue that qualitative sample sizes of twenty to thirty are typically conducted by researchers to establish data saturation when using a grounded theory approach (Creswell, 2003). Nonetheless, sample sizes can be highly informative and meaningful, as demonstrated in studies from management and medical research, especially as this explorative study focused on developing the depth of understanding of a very specific concept (Lerman, 1996) such as in our case, a psychological contract specifically on ideological obligations.

This study serves as an explorative basis for future empirical research and provides further clues to better understand how employees behave and react when they have built psychological contracts based on ideological obligations with their employing company. Specifically, there are two directions that future research may take: first, gaining a better understanding how ideological psychological contract fulfilment can compensate for breaches of the transactional or relational parts of the psychological contract. This research found that employees who build an ideologically infused psychological contract seem to develop the ability to resist minor types of breaches in their psychological contracts. Previous research suggests that the strength of the ideologically infused contract and its resistance to breaches can be explained because employees building this type of contract with their employer perceive the pursuit of ideological currency to be a reward in itself and thus are more forgiving about organisational shortcomings, which, in turn, reinforces resistance to breaches (Thompson & Bunderson, 2003; Blau, 1964). More research is needed to better understand this phenomenon.

Second, it would be interesting to use the same framework to focus exclusively on exploring the consequences of ideological breaches. For example, Tummers and Knies (2013) identified alienation as the major outcome of midwives feeling that their work has no meaning and that they are powerless. Additionally, meaninglessness has been found to be intrinsically linked with perceptions of alienation at work, with alienation defined as a social situation beyond the control of the actor and, hence, unresponsive to his or her basic needs (Etzioni, 1968). Since an ideological breach would lead to the removal of a major source of meaning in life, I argue that it will tend to produce at least a temporary feeling of alienation and nostalgia for the sense of purpose and commitment the valued cause offered (Hirschfeld & Field, 2000; Jacobs, 1990; Thompson & Bunderson, 2003). Finally, replicating this study in different types of organisational settings would allow us to increase the generalisability of these findings and confirm the permeability of ideologically infused psychological contracts and their link with the meaning of work across sectors.

#### **4-8. Conclusion**

Children's oncology employees do not work for monetary or career-advancement reasons; they are united in a common and critical mission: the care of critically ill children. Surprisingly, when asked, "How can you do it?" they all answer with tales of life touching on hope and joy and said they would never quit or work for another department. This research found that from the darkest reality, children's oncology employees derive the deepest meaning. This study links the ideologically infused psychological contract that children's oncology employees build with their employing organisation to the deep meaning they derive from their work. Bridging these two types of organisational literature explains the extraordinary strengths of the ideologically

infused psychological contract of children's oncology employees, as it allows us to see how they resist major organisational shortcomings in an occupation heavily stigmatised by death.

## **Chapter 5**

The power of the ideological psychological contract and its relationship with the meaning of work

### **5-1. Introduction**

Having found that the ideological psychological contract provides a cornerstone for understanding medical employees' relationship to their organisation using a qualitative study, this chapter extends and complements the previous chapter in the following ways: First, it expands the exploration of a psychological contract based on ideological obligations by focusing on organisational outcomes that may be associated with the contract's fulfilment. Second, to better understand the particularly strong bond created between employees and their organisation through this type of contract, this chapter will explore the links between ideological currency fulfilment and work meaningfulness in organisations.

Since Thompson and Bunderson posited over a decade ago that knowledge of psychological contract obligations is incomplete without including ideological obligations, defined as "credible commitments to pursue a valued cause or principles that are implicitly exchanged at the nexus of the individual-organization relationship" (p. 374), only a few empirical studies have aimed to better understand obligations in employment relationships that are created not only from perceptions of direct individual treatment but also from perceptions about whether the organisation is meeting its responsibility to pursue a highly valued, socially responsible mission (Thompson & Bunderson, 2003). Therefore, existing empirical evidence confirming the significance of a psychological contract based on ideological obligations is relatively limited and has generally focused on a small number of specific outcomes in relatively narrow contexts (Bingham, 2006; O'Donohue & Nelson, 2007; Bolin & Bin, 2011; Bal & Vink, 2011; Bingham, 2011; Vantilborgh et al., 2011; Krause & Moore, 2017).

However, a fuller understanding of this type of contract is crucially important, as research suggests that the ideological dimension of the psychological contract may be capable of explaining fundamental employee behaviours at work that cannot be explained to the same extent by the relational and transactional dimensions of the contract (Thompson & Bunderson, 2003; Bingham, 2011; Vantilborgh et al., 2011; Bolin & Bin, 2011; Bingham et al., 2014; Krause & Moore, 2017). Further, studies suggest that the fulfilment of an ideologically infused psychological contract offers significant potential benefits for both employees and their organisation, such as increased commitment and greater satisfaction and motivation at work (Bingham, 2011; Thompson & Bunderson, 2003). A breach in psychological contracts, on the other hand, can have harmful consequences for employees as well as organisations, such as intentions to quit, alienation from work, moral outrage and even retaliation against the organisation (Zhao et al., 2007).

This chapter aims to contribute to and expand the existing literature in two ways: First, the chapter examines the relationship between all three types of psychological contract obligations and different employee outcomes, which, for the most part, have not yet been linked with ideological obligations. Further, the chapter assesses whether the fulfilment of ideological obligations results in behavioural and attitudinal outcomes that may be unique to this type of contract, as suggested by Thompson and Bunderson (2003), who noted that the “espousal of a cause can represent a distinct inducement to elicit employee contributions and commitment” (p. 571).

Second, the chapter aims to expand theoretical explanations of psychological contract fulfilment. Indeed, current psychological contract research is increasingly challenging the dominance of social exchange theory by pointing out potential complementary

theories to explain how employees react to psychological contract fulfilment and breach (Coyle-Shapiro, Pereira-Costa, Doden & Chang, 2019). Until now, research on this topic has essentially focused on the norm of reciprocity, with Gouldner (1960) noting that the need to reciprocate is universal yet contingent upon the receipt of certain types of benefits. However, when the relationship centres on ideological obligations, the focus shifts from the direct benefits that accrue to the employee to the belief that the organisation should demonstrate a convincing commitment to or substantial investment in a socially responsible cause (Thompson & Bunderson, 2003). The norm of reciprocity may therefore be limited in its explanatory power to assess the relationship between the fulfilment of the ideological psychological contract and organisational outcomes. This is because, unlike relational and transactional fulfilment, ideological fulfilment involves a reciprocal exchange with a ‘benefactor’ or ‘third party’ outside the organisation (Thompson & Bunderson, 2003).

This research, therefore, investigates how other explanatory mechanisms, such as meaning of work, may play a role in understanding why the fulfilment of the ideological psychological contract has an effect on outcomes. Indeed, research suggests that ideological currency is intrinsically connected with a mechanism that promotes meaning (Thompson & Bunderson, 2003). Meaning of work research suggests that “A person’s beliefs about their work offer a window into how they understand what their work means, how they are likely to carry out their jobs in accordance with these meanings, and why they work in the first place” (Rosso et al., 2010, p. 98). By providing a specific meaning to work, ideology has been found to help employees define their relationship with their employer (Rosso et al., 2010). As an ideologically infused psychological contract represents an employment relationship deeply influenced by ideological

content, the meaning of work literature seems particularly well suited to illuminate the psychological mechanisms that underlie the development of such a contract. This thesis, incorporating both streams of research, expands the explanatory power of the psychological contract and also adds to the body of work related the role and impact of meaningful work in organisations (Albinger & Freeman, 2000; Grant, 2007).

Organisational scholars' interest in meaning of work has been increasingly fuelled by the importance of individual and organisational consequences linked with perceptions of meaning at work. Research suggests that the meaning of work is associated with crucial attitudes and behaviours such as motivation, work behaviour, absenteeism, engagement, job satisfaction, career development and performance at work (Hackman & Oldham, 1980; Wrzesniewski et al., 1997; Bunderson & Thompson, 2009; Wrzesniewski & Dutton, 2001; Elangovan et al., 2010; Dik & Duffy, 2009; Wrzesniewski, 2003). The meaning of work also appeals to organisational researchers since it is related with considerations of purpose, significance and wellbeing (Pratt & Ashforth, 2003; (Ryan & Deci, 2001). Finally, research shows that the disappearance of the meaning of work, for example if employees are told that a project whom they worked on is in fact meaningless, is directly linked to a strong decline in exerted work effort (Chadi et al., 2016).

## **5-2. Theoretical framework**

As the speed of business and globalisation accelerated over the last decades, agreements between employers and employees became less definite, leading researchers to reconsider the conditions of the exchange in the EOR (Morrison & Robinson, 1997). Academic research on EOR is progressively expanding its scope, originally essentially



focussed on commitments of a transactional or relational nature, to include commitments which are distinct from those related to self-interest and are instead based on ideological obligations (Cavanaugh & Noe, 1999; Bunderson, 2001). Studies clearly differentiate these ideological obligations from an employee's expectation of direct material or socioeconomic benefits but often without further explaining the ideological expectations that employees might foster (Thompson & Bunderson, 2003; Bingham et al., 2013; Krause & Moore, 2017).

This analysis focuses on three major facets of the vastly unexplored domain of the ideological psychological contract: (1) What are the outcomes of the fulfilment of an ideologically infused psychological contract, and how are these outcomes different from the consequences of fulfilling a psychological contract based on transactional or relational obligations? (2) Are some of these outcomes unique to the fulfilment of an ideological psychological contract? Finally, (3) How might meaning of work play a role in understanding why the fulfilment of the ideological psychological contract has an effect on outcomes?

#### **5-2-1. Outcomes of the fulfilment of an ideologically infused psychological contract**

An ideologically infused psychological contract mirrors an externally oriented model of human nature, one in which the notion of benefit for the employee often transcends personal gain (O'Donohue & Nelson, 2009). Scholars have suggested an association between the fulfilment of an ideologically infused psychological contract and a number of positive personal and organisational outcomes, such as increased loyalty, greater tolerance of an organisation's shortcomings, greater engagement in organisational citizenship behaviours (OCBs), stronger organisational commitment and a personal

sense of workplace meaning, that cannot be associated with transactional or relationally based contracts to the same degree (Turnley et al., 2003; Bingham, 2006; Rosen et al., 2009; Hamilton & von Treuer, 2012; Chambel & Alcover, 2011; Bingham et al., 2013; Krause & Moore, 2017). However, only a few empirical investigations have supported such associations. Bal and Vink (2011) suggested that employees perceiving their employer as fulfilling their ideological obligations reciprocated with a greater commitment to the employer's cause. Similarly, Bingham et al. (2014) suggested that employees perceived by others as fulfilling parts of their ideologically infused contracts were also perceived to have more organisational influence. Vantilborgh et al. (2012), on the other hand, found that employee's work effort seems to vary depending on the type of psychological contract (transactional, relational or ideological) being fulfilled. For example, results of this research indicated that in the case of ideological psychological contract, employees work effort increases in situation of under fulfilment, while work effort decreases in the case of relational psychological contract under fulfilment. Also, although Bunderson and Thompson (2003) suggested that ideological fulfilment was associated with unique outcomes, empirical research has yet to determine exactly what those outcomes may be. Therefore, additional research focusing specifically on the types of outcomes that result from the fulfilment of an ideologically infused psychological contract is needed. Such research could yield a better understanding of the nature and outcomes of allegiance to an organisation-sponsored cause.

This study expands previous research on organisational outcomes resulting from psychological contract fulfilment. Specifically, it focuses on three different categories of outcomes. First, the study replicates previous research on ideological psychological contracts, testing their consequences for attitudes at work (Category 1) and extra-role

behaviours (Category 2) (Bingham, 2006 & 2011). It is interesting to note that even when researchers have included outcomes such as extra-role behaviours and job satisfaction in their examinations of psychological contract fulfilment, they have rarely simultaneously considered the relationships of such outcomes with multiple dimensions of the contract. Second, this study focused on organisational outcomes that have previously been linked with ideologies at work but have not yet been explored in the context of a psychological contract; such outcomes include spill overs from work into employees' private lives, as well as the impact of these outcomes on employees' wellbeing and the meaning they give to life (Category 3).

*Attitudes at work: job satisfaction (Category 1)*

During the last decade, the psychological contract has captured the attention of organisational researchers, as its content has proven to be crucial in shaping employees' attitudes and behaviours, as well as in predicting their wellbeing (Anderson & Schalk, 1998). Job satisfaction is perceived to be directly linked to productivity and it is believed to be the key ingredient that leads to recognition, higher income, promotions and the achievement of other goals that together culminate in a feeling of fulfilment (Kaliski, 2007). Job satisfaction, generally defined as the degree to which a job fulfils needs and the extent to which such fulfilment is perceived by an employee is core to both research on and the theory of organisational concepts ranging from job design to supervision (Porter, 1962; Spector, 1997). Job satisfaction has attracted particularly great interest from both organisations and practitioners, as it has been found to play a crucial role in the retention or turnover of employees (Cavanagh & Coffin, 1992). In terms of attitudinal outcomes, studies have suggested that the greater the fulfilment of a

psychological contract, the greater an employee's sense of job satisfaction (Bingham, 2006).

#### *Extra-role behaviours (Category 2)*

Organisational citizenship behaviour (OCB), whose origin can be traced back to Barnard (1938) and Katz (1964), has long been identified as an important concept for organisational functioning. Organ (1988) defined it as "behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate, promotes the effective functioning of the organization" (p. 4). Research on OCB's suggests that social exchange theory and psychological contracts are particularly important to understand behaviours that outspread beyond strict job requirements (Rousseau, 1995).

#### *Spill overs from work into employees' private lives (Category 3)*

##### *Employee wellbeing*

In recent years, organisational scholars have increasingly recognised the importance of studying employee wellbeing (Page & Vella-Brodrick, 2009; Parker & Collins, 2010). Typically observed in studies related to job satisfaction and burnout, employee wellbeing has been increasingly linked to important individual and organisational outcomes, including life satisfaction (Hart, 1999), physical health and longevity (Mearns & Hope, 2005; Kuoppala et al., 2011), absenteeism (Spector, 1997), job performance and OCB (Cropanzano et al., 2001; Cotton & Hart, 2003). Commonly used definitions of individual wellbeing focus on employees' emotional responses to events, their moods and the conclusions they draw about their fulfilment and contentment at work and outside work (Diener et al., 2003).

Research suggests that the content of a psychological contract is crucial to shaping employees' attitudes and behaviours, as well as predicting their wellbeing (De Cuyper Van der Heijden, & De Witte, 2011). However, empirical research linking employee wellbeing with a psychological contract is scarce. Even though some research has suggested that, generally, the fulfilment of the psychological contract does predict higher levels of employee wellbeing, until recently only a few empirical connections had been made between the fulfilment of the psychological contract and employee wellbeing (Guest, Isaksson, & De Witte, 2000).

### *Meaning in life*

There is little consistency among scholars on the definition of meaning in life. However, most of the commonly accepted definitions of this concept are referring to coherence in one's life (Battista & Almond, 1973; Steger, 2012) or/and to goal directedness or purposefulness (Crumbaugh & Maholick, 1964; Yalom, 1980; Baumeister, 1991; Ryff & Singer, 1998). Likewise, there is a variety of perspectives regarding how to achieve meaning in life. Baumeister (1991) suggested that a feeling of meaning can be achieved by meeting the need for value, purpose, efficacy, and self-worth or self-transcendence (Allport, 1961; Seligman, 2002). Research suggests that as a result of dramatic events such as the 9/11 terrorist attacks, many contemporary employees have re-evaluated the meaning of work and are seeking more consistency between their work life and their sense of meaning and purpose in life in general (Le & Doukas, 2013; Wolf & Koethe, 2010). Generally, the organisational literature has acknowledged that current workers, especially younger workers, emphasise the achievement of work-life balance more so than did their predecessors (Lewis et al., 2007; Sturges et al., 2005). This trend is

supported by Schein's work, which showed that a rising number of employees are adopting a 'lifestyle' career anchor (Schein, 1985). This means that their primary career objective is to balance and assimilate their individual and family needs with the requirements of their career (Sturges et al., 2005). Further, research linking the psychological contract with meaning in life has indicated that the fulfilment of the psychological contract significantly predicts life satisfaction, less work-family conflict and an increased level of employee wellbeing (Adams et al., 2006; Sturges et al., 2005; Garcia, 2015).

Based on social exchange theory, Kakarika et al. (2017) argued that perceptions of psychological contract breach or fulfilment are likely to spill over into the employee's personal life, thus influencing life satisfaction. Work is a fundamental part of an individual's life, partially because of the vast amount of time dedicated to it but also because of its economic, social and psychological consequences (Budd & Spencer, 2015). Hence, what happens at work is likely to affect how one feels about and evaluates his or her overall enjoyment in life and sense of wellbeing and meaning (Kakarika et al., 2017).

#### **5-2-2. Outcomes unique to the fulfillment of an ideological psychological contract?**

Finally, this study explored organisational outcomes that may be unique to the fulfilment of a psychological contract based on ideological obligations, such as the perceived social impact of one's occupation and his or her engagement at work (Category 4).

##### *Unique outcomes of ideological fulfilment (Category 4)*

The interest in researching ideological obligations is slowly but steadily growing, as companies are increasingly using ideology to attract and retain employees (O'Donohue

& Nelson, 2007; Vantilborgh et al., 2011; Bingham et al., 2014; Krause & Moore, 2017). The findings of research on ideology at work generally highlight fundamental differences between transactional, relational and ideological fulfilment and therefore underscore the importance of considering the unique nature of ideological obligations in the psychological contract literature as well as the need for further research on such topics (O'Donohue & Nelson, 2009; Krause & Moore, 2017). This study investigates the link between ideologically infused psychological contract and two organisational outcomes which have previously been linked with ideology at work: the perceived social impact of one's occupation, and employee engagement at work.

#### *Employee engagement*

Employee engagement is a relatively recent attitudinal concept in management. Unlike passive attitudes such as job satisfaction and organisational commitment, employee engagement is related to active individual manifestation (Kahn, 1990; Salanova et al., 2010; Sonnentag et al., 2012). Engaged employees experience a high level of arousal in their work, which in turn drives them towards action (Bakker, 2011; Bakker & Bal, 2010; Meneghel et al., 2016; Salanova et al., 2012). The level of employee engagement is often seen as a replication of the content of the psychological contract, therefore suggesting that the fulfilment of a psychological contract based on ideological obligations may trigger different levels of employee engagement than a contract based on transactional or relational obligations.

#### *Perceived social impact*

In recent years, job design research has focused on the social characteristics of work (Morgeson & Humprey, 2006; Erez et al., 2010). Stemming from this research is *perceived social impact*, a relatively recent concept in management, which can be

defined as employees' perceptions of the impact of their actions on others (Grant, 2008; Molinsky & Margolis, 2005). Research has clearly linked perceived social impact with ideology at work. Grant (2012) suggested that when company leaders articulate a vision of a cause or mission, those employees who value the integrity of the mission recognise their own potential to contribute in ways that will have a meaningful, prosocial impact.

### **5-2-3. What is the role of the meaning of work in ideological fulfilment?**

Finally, this research investigates how an alternative explanatory mechanism to the positive norm of reciprocity, such as meaning of work, may help explain the strength of the attachment created by a psychological contract based on ideological obligations.

Figure 5.1. depicts the conceptual model tested in this chapter.



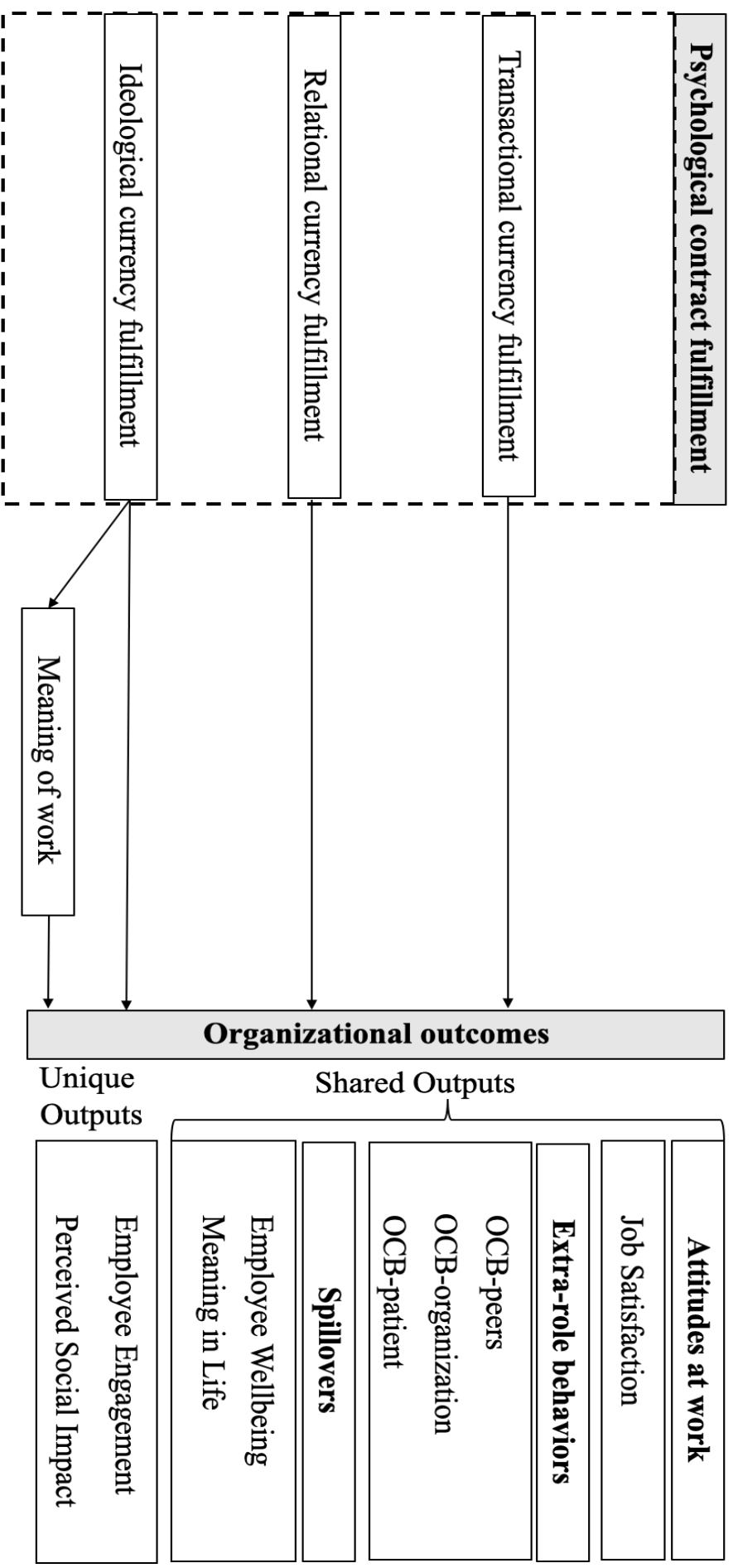


Figure 5.1 – Proposed conceptual model of the effect of psychological contract fulfillment on organisational outcomes.

### 5-3. Hypotheses

#### 5-3-1. Outcomes of psychological contract fulfilment

##### *Attitudes at work: Job satisfaction (Category 1)*

Job satisfaction is generally defined as the degree to which job needs are fulfilled as well as the extent to which this fulfilment is perceived by an employee (Porter, 1962; Locke, 1969; Judge & Ilies, 2004; Judge et al., 2010). Research suggests that job satisfaction is strongly linked to the fulfilment of an employee's psychological contract. Indeed, what makes a job satisfying or unsatisfying largely depends on the expectations that employees have about what their job should provide to them (Rich et al., 2010). Several studies have linked psychological contract fulfilment to job satisfaction (Proudfoot et al., 2009; Conway & Briner, 2005; Robinson & Rousseau, 1994). Also, the negative impact of breaching the psychological contract on job satisfaction is well documented in the academic literature (Robinson & Rousseau, 1994; Turnley & Feldman, 1999; Coyle-Shapiro & Kessler, 2000; Tekleab & Taylor, 2000; 2003; Zhao et al., 2007). In accordance with theoretical and empirical research that has posited a relationship between psychological contract fulfilment and job satisfaction, the following hypothesis is proposed:

**Hypothesis 1:** *The fulfilment of the psychological contract will be positively associated with job satisfaction.*

##### *Target-oriented extra-role behaviours (Category 2)*

Organ (1988) defined extra-role behaviour as “a behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate, promotes the effective functioning of the organization” (p. 4). In psychological contract

situations in which there is the perception that certain obligations have been met or even exceeded, employees are inclined to respond by extending their contributions in order to compensate for the positive imbalance in their relationship with the organisation (Wayne et al., 1997). The association between contract fulfilment and positive employee reactions occurs as a result of the positive norm of reciprocity (Coyle-Shapiro, 2002). Research suggests that employees reactively and proactively reciprocate to maintain the balance between perceived employer obligations and delivered inducements and engage in OCB to make sure that employer obligations translate into future inducements (Coyle-Shapiro, 2002). Research findings support the idea that employees often reciprocate perceptions of obligation fulfilment not only through in-role, targeted types of behaviours, but also via extra-role behaviours, such as collaborating or sharing ideas (Turnley et al., 2003). For example, fulfilled psychological contracts have been found to be positively related to civic virtue, allegiance towards the organisation and volunteering to help others (Robinson & Morrison, 1995; Van Dyne & Ang, 1998; Turnley & Feldman, 1999).

#### *Different types of organizational citizenship behaviours*

Organ's (1988) conceptualisation originally included five dimensions: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. As the multidimensionality of OCB has increasingly been recognised and explored, researchers have started to examine whether extra-role behaviours may be directed towards benefiting a specific target (McNeely & Meglino, 1994; Podsakoff et al., 2000). This approach involves combining Organ's five dimensions into two, which is called the 'perceived beneficiary' approach to employee behaviour, in which the employee, the supervisor/co-worker and the organisation can be seen as all benefiting to varying degrees (Williams & Anderson, 1991; Maurer et al., 2002). Specifically, OCB towards peers/individuals (OCB-I) refers to behaviours targeted at employees, such as helping colleagues with work-related

problems. In contrast, OCB towards the organisation (OCB-O) refers to behaviours directly benefiting the company, such as job dedication or speaking favourably about the organisation to outsiders (Williams & Anderson, 1991; González & Garazo, 2006).

In 2007, Dimitriades expanded the existing taxonomy by proposing a new category of extra-role behaviour: OCB towards the customer (OCB-C). This category regroups a wide range of unsolicited behaviours oriented towards the enhancement of customer satisfaction (Dimitriades, 2007). Classic examples of customer-oriented OCBs involve anticipating customers' needs and customising services (Dimitriades, 2007). This new category has been found to be fundamental in improving customer service quality and satisfaction and, therefore, the efficiency of customer-oriented companies (Podsakoff, Ahearne, & MacKenzie, 1997; Dimitriades, 2007; Wu et al., 2013). Further, research suggests that this type of extra-role behaviour plays an important role in the healthcare sector, in which the quality of relationships with patients has a huge impact on patient satisfaction and loyalty, and ultimately on hospital performance (Hadjali & Salimi, 2012).

As research focusing on the psychological contract suggests that employees will try to balance their contributions to the inducements provided by their employers, employees who perceive greater inducements to reciprocate would be expected to engage in OCBs (Coyle-Shapiro, 2002). Further, research suggests that the fulfilment of the psychological contract may predict different types of OCBs rather than one dimension of such behaviours (Coyle-Shapiro, 2002). In accordance with theoretical and empirical research suggesting a relationship between OCBs and psychological contract fulfilment, the following hypotheses are proposed:

**Hypothesis 2a:** *The fulfilment of the psychological contract will be positively associated with OCB-I.*

**Hypothesis 2b:** *The fulfilment of the psychological contract will be positively associated with OCB-O.*

**Hypothesis 2c:** *The fulfilment of the psychological contract will be positively associated with OCB towards patients (OCB-P).*

*Spill overs from work into employee's lives (Category 3)*

### *Employee wellbeing*

For a long time, employee wellbeing at work has been overlooked within the field of human resource management (Renee-Baptiste, 2008). Over the past three decades, however, there has been growing interest in the effect that work stressors, such as long working hours, job insecurity and relationships at work, including lack of support in the workplace, have on employee well-being (Cheng, 2014; Skakon et al., 2010; Ilies et al., 2010). Understanding the effect of changes in the employee–employer relationship on employee wellbeing is important, not only to prevent adverse consequences for wellbeing, such as mental and physical illnesses, but also to design appropriate organisational interventions (Karanika-Murray & Weyman, 2013; Michel et al., 2015; Bryson, 2017).

Research suggests that our well-being is intrinsically linked with the quality of the conditions we experience in our working lives. Dana and Griffin (1999) defined wellbeing as “comprising the various life/non-work satisfaction enjoyed by individuals, work-related satisfactions and general health” (p. 386). Unfortunately, very few studies have sought to link employee well-being with the psychological contract. However, empirical studies have suggested indirect links with employee well-being by associating the consequences of psychological contract fulfilment, such as organisational

commitment, job security and work–life balance, with levels of well-being, confirming, for example, that high organisational commitment is associated with greater wellbeing (Guest, 2002; Coetzer & Rothmann, 2007; Guest & Isaksson, 2019). Because research has found that when employees perceive that their organisation has fulfilled its promises in a fair, equitable and balanced manner, thereby fostering greater mutual trust in the employment relationship as well as ongoing commitment (Rousseau, 2005), one can argue that such increased trust and the feeling of security derived from psychological fulfilment will in turn increase levels of employee wellbeing.

The wellbeing literature has highlighted the motivational health and wellbeing properties of psychological contract fulfilment by employing the Job-Demand-Resources model. The JD-R framework proposed that job have physical, psychological, social and organisational demands that hinder or helps and support employees at work (Demerouti et al., 2001). Therefore, if employees have resources, they may feel motivated and protected (Schaufeli & Bakker, 2004). This framework conceptualises perceived contract fulfilment as a form of economic and socio-emotional resources that the employee expects the employer to provide (Parzefall & Hakanen, 2010; Coyle-Shapiro et al., 2019).

Further, psychological contract research has linked psychological fulfilment as enhancing an array of positive qualitative aspects of the EOR such as health with for example Coyle-Shapiro and Shore (2007) highlighting the positive effects of a well-functioning employee-employer relationship to employee health, in addition to employee attitudes and behaviours triggered by employer inducements. Therefore, in line with theoretical and empirical research positing an association between psychological contract fulfilment and employee wellbeing, the following hypothesis is proposed:

**Hypothesis 3:** *The fulfilment of the psychological contract will be positively associated with employee wellbeing.*

### *Meaning in life*

Despite differences in definitions of meaning in life, scholars have uniformly considered meaning as crucial to human nature. Meaning in life has been found to increase an individual's sense of well-being, accelerate personal growth and reinforce psychological attributes, resulting in the maximisation of one's full potential (Maslow, 1971; Deci & Ryan, 2000). Experiencing greater meaning in life has also been positively related to work enjoyment (Bonebright et al., 2000), life satisfaction (Chamberlain & Zika, 1988) and happiness (Debats et al., 1993). Frankl (1963) posited that human have an inherent need to find meaning and significance in their lives, and that the failure to do so results in severe psychological distress. Having less meaning in life has been associated with depression, anxiety, suicide and drug addiction (Battista & Almond, 1973). The deep meaning employees derive from the fulfilment of their ideological obligations can spill over into other aspects of their lives outside work, enhancing their sense of general life meaning as well as their sense of purpose. Further, studies have revealed that helping others increases one's own positive affect (Dunn, 2003). Research suggests that workers perceiving their jobs as helping others experience more vitality and positive affect, which eventually spills over into their private lives (Saavedra et al., 2000). Meaning in life is particularly relevant in studies focusing on ideologically infused psychological contracts, as research suggests that fulfilling a work mission or purpose has positive repercussions for employees outside their work area, into their private lives (Bunderson & Thompson, 2009). Further, research on ideological obligations suggests that when employees work for an organisation-sponsored cause, they are also contributing to a greater purpose (Bingham et al., 2013). Indeed, organisation-sponsored causes can be defined as

“discretionary, socially responsible practices or programs that benefit some constituency, including the organization's own employees, typically located within the organization, the community, or the broader society where the organization has influence” (Bingham et al., 2013, p. 175). Organisation-sponsored causes are a unique object of commitment because they tend to bridge the work/non-work boundary (Bingham et al., 2013). This in turn suggests that the sense of contribution to not only the employer but also, by extension, to the wider society that employees derive from the fulfilment of their ideological obligations’ spills over into their lives outside work, thereby increasing their sense of general life meaning as well as sense of purpose. In line with theoretical and empirical research positing an association between psychological contract fulfilment and meaning in life, the following hypothesis is proposed:

**Hypothesis 4:** *The fulfilment of the psychological contract will be positively associated with an employee’s sense of meaning in life.*

*Unique outcomes of an ideologically infused psychological contract fulfilment (Category 4)*

#### *Employee engagement*

Employee engagement is a motivational concept involving the simultaneous physical, cognitive and emotional investment of ‘self’ in one’s job (Kahn, 1990; Schaufeli et al., 2006). It is “an independent, persistent and pervasive motivational psychological state that accompanies the behavioural investment of personal energy” (Schaufeli & Bakker, 2004, p. 22).



Studies have highlighted the link between employee engagement and exchange ideology (Lianto, Eliyana, & Fauzan, 2018). Research linking employee engagement and the fulfilment of a psychological contract often uses conservation of resources theory which predicts that expectations surrounding the delivery of resources will be crucial in determining levels of employee engagement. According to this theory, individuals continuously collect resources facilitating the acquisition of further resources and increasing levels of wellbeing (Hobfoll et al., 2003). Therefore, employees value obtaining, retaining and protecting their resources and increasingly engage in effort to create, receive and protect their resources (Hakanen & Roodt, 2010).

Bal, De Cooman and Mol (2013) suggested that psychological contract fulfilment predicts increases in employee engagement. Employees' motivation increases lead them to contribute more to the organisation, indicating higher levels of employee engagement (Rayton & Yalabik, 2014). Both Parzefall and Hakanen (2010) and Bal et al. (2013) treated psychological contract fulfilment as a 'job resource' that drives the work engagement of employees, suggesting that greater psychological contract fulfilment is associated with higher employee engagement. Levels of employee work engagement can, therefore, be regarded as mirroring the content of the exchange provided by employers (Parzefall & Hakanen, 2010).

There are several reasons why employee engagement would be predicted by the fulfilment of a psychological contract based on ideological obligations. First, research exploring the attitudinal consequences of being involved in jobs in which the primary motivation is a sense of purpose or contribution rather than career advancement often looks at the level of employee engagement at work (Schaufeli et al., 2006; Meyer & Allen, 1997). This is because employee engagement is triggered in type of occupations or tasks that promote close "connections to work" (Kahn, 1990), leading engaged

employees to be “fully connected”, present, attentive and focussed on their work (Kasenkende, 2017). Second, Kahn (1990), who initially developed the concept of employee engagement in the early nineties, posits that the field of meaningfulness is particularly important to fully comprehend how and when an employee becomes engaged (Kasekende, 2017), and that engaged employees display high level of dedication to their work stemming from perception of task significance and occupational pride (Sakovska, 2012). Also, engaged employees have been found displaying a higher levels of extra-role behaviours and therefore give an organisation an extra contribution without causing extra costs as compensation (Organ, 1988; Kasekende, 2017). Finally, Bunderson and Thompson (2003) hinted to the “unique” link between employee engagement and a relationship based on ideological obligations extending beyond transactional and relational ties in their opening quote:

*“Men will work hard for money; they will work harder for other men. But men will work the hardest of all when they are dedicated to a cause.”*

H.E. Fosdick, 1985

Bunderson & Thompson (2003) suggest that ideological rewards provide alternative inducements to the employees that will trigger contributions towards the valued cause, including not only their working time but also claim their active participation such as public advocacy and lobbying for the cause in their private times. Therefore, employee engagement, based on the simultaneous physical, cognitive and emotional investment of the self, leading to the expression of a person “preferred self” in one’s job seems to be particularly well-suited concept to our study of specific outcomes stemming from ideological fulfilment at work (Kahn, 1990).

Based on the above, I argue that the fulfilment of a psychological contract based on ideological obligations triggers a different level of employee engagement than the fulfilment of a contract based on transactional or relational obligations. In line with theoretical and empirical research positing an association psychological contract fulfilment and employee engagement, the following hypothesis is proposed:

**Hypothesis 5:** *Employee engagement will be uniquely and positively associated with the fulfilment of an ideologically infused psychological contract.*

*The perceived social impact of one's work*

Relational mechanisms, among which are perceived social impact and social worth, are processes that influence employees' connections to other people (Chen et al., 2006). Researchers have recently called for more research on relational mechanisms (Wrzesniewski, 2003; Morgeson & Humphrey, 2006), as employees are increasingly seeking to experience their actions as related and connected to other people (Deci & Ryan, 2000; Baumeister & Vohs, 2002). Existing organisational research generally focuses on the targets of behaviours, such as peers, organisations or patients/customers, rather than on employees' perceptions of the consequences of their actions for these targets. Recently, scholars have begun to fill this gap by exploring the importance of employees' perceptions of the impact of their actions on others, which may in turn affect their own wellbeing. To capture these perceptions, scholars have defined perceived social impact as the judgment that one's actions have consequences for the wellbeing of other people (Grant, 2007).

There are several reasons why the fulfilment of an ideological psychological contract is positively related to perceived social impact. First, research suggests that doing good by

pursuing a cause or a mission provides a form of ‘psychological credit’ which, in a sense, repays other people or society at large for the harm one perceives oneself to have caused (Hollander, 1958). Perceived social impact thereby serves as a psychological resource for the reduction of dissonance between one’s moral identity and daily tasks, providing a moral justification that, in some extreme cases, may allow employees to rationalise destruction or maltreatment (Bandura, 1999; Hobfoll, 2002; Osofsky et al., 2005). By reducing cognitive dissonance, perceived social impact has been found to protect employees from decreased job satisfaction and increased burnout (Grant & Campbell, 2007). Second, research suggests that perceived social impact may be particularly pertinent in occupations with a high level of meaning, such as those based on ideological obligations. Indeed, research that draws on social information processing theory and on traditional models of job design posits that nurturing employees’ perceptions of task significance and perceived social impact encourages them to experience their jobs as more meaningful (Hackman & Oldham, 1976; 1980; Zalesny & Ford, 1990).

Several recent studies have linked working for a mission, such as firefighting and volunteering, to perceived social impact (Carpenter & Myers, 2010; Mayr, 2017). Therefore, in accordance with theoretical and empirical research positing a relationship between psychological contract fulfilment and perceived social impact, the following hypothesis is proposed:

**Hypothesis 6:** *The perceived social impact of an employee’s work will be uniquely and positively associated with the fulfilment of an ideologically infused psychological contract.*

### **5-3-2 Mediation effect: the meaning of work**

According to Havener (1999), organisations need to address and understand the deeper needs of employees in order to retain them and keep them motivated as “talented people demand meaningful work.... deny it, they leave” (p.1). Meaning can be defined as the outcome of having made sense of something (Pratt & Ashforth, 2003). Classic motivation academics clearly support the concept that individuals have an inherent need for a work–life that they believe is meaningful (Herzberg, 1964; Maslow, 1971). Maslow (1971) posited that individuals who do not perceive their occupation as meaningful and purposeful will not work up to their full capacity: “The literature on the meaning of work within the field of organizational behavior has primarily employed a psychological perspective, presuming that perceptions of meaning are rooted in individuals’ subjective interpretations of work experiences and interactions” (Rosso et al., 2010, p. 94).

It is interesting and helpful to link these two types of literature, as in this case they have been found to both extend and complete each other towards a better understanding of key behaviours and consequences specific to employees who build ideologically infused psychological contracts. Previous research suggests that ideological currency is intrinsically connected with meaning mechanisms but does not formally link the meaning of work literature with psychological contract research (Thompson & Bunderson, 2003; Rosso et al., 2010). Generally, by giving a specific meaning to work, ideology has been found to help employees define their relationship with their employer (Rosso et al., 2010).

There are several reasons that may explain why meaning of work would explain the relationship between ideological psychological contract fulfilment and its outcomes.

First, research suggests that the psychological contract can be viewed as a schema helping an employee to define his/her employment relationship and guiding the interpretation of

promises exchanged during the employment relationship (Rousseau, 1995; Rousseau, 2001; Shore & Tetrick, 1994; De Vos et al., 2003). It means that these promises have no objective meaning as such but that they are perceptions of what was conveyed and what was meant (Rousseau, 1995). Consequently, meaning of work will help employees make sense of the relationship they are in and explain the outcomes emerging from the fulfilment of promises exchanged and delivered.

Second, to better understand the nature and characteristics of deeply meaningful work, a growing number of management scholars have looked to the implications of pursuing a cause or mission at work (Berg et al., 2013; Wrzesniewski, 2002; Dobrow, 2004; Hall & Chandler, 2005; Dik et al., 2009; Bunderson & Thompson, 2009). Bingham (2011) suggested that employees' perceptions about their obligations to socially responsible causes may induce meaningfulness at work and foster attachment to the organisation, despite opportunities for greater income, career advancement and job security that might be found elsewhere.

Drawing on the ideology, psychological contract and meaning of work literature, this study argues that the emergence of an ideologically infused psychological contract implies the creation of the meaning of work derived from a sense of contribution to a valued cause. It is therefore hypothesised that:

**Hypothesis 7:** *The meaning of work mediates the relationship between the fulfilment of an ideologically infused psychological contract and job satisfaction (a), OCB towards the organization (b), peers (c) and patients (d), employee wellbeing (e), meaning in life (f), employee engagement (g) and perceived social impact (h)*

## **5-4. Methodology**

### **5-4-1. The research context**

There are several reasons why one can assume that medical respondents would display ideologically infused psychological contracts. First, research suggests that greater levels of education and training are connected with the development of professional values, which, in turn, have formed the foundation for ideological obligations in past studies (O'Donohue et al., 2007; O'Donohue & Nelson, 2009; Bal & Vink, 2011; Krause & Moore, 2017). Second, research on ideological currency has been very much linked with the healthcare sector. This is probably because the medical employee's professional ideology is profoundly rooted in expertise and a client focus and conveys a sense of contribution to the wider community. Thus, this sector has been regarded as an interesting exploratory context in which to advance research on psychological contracts based on ideological beliefs (O'Donohue & Nelson, 2007). Prior empirical investigations have demonstrated the presence of ideological currency in the psychological contract of medical professionals (Bunderson, 2001) and registered nurses (O'Donohue & Nelson, 2007).

### **5-4-2. Sample and procedure**

I chose to survey a sample of around 450 medical staff based in the United Kingdom. The participants in the study were members of a professional healthcare research panel, PanelBase, based in the UK, which conducts marketing and medical surveys for the healthcare industry. This well-established company has over 10 years of experience managing projects and providing hard-to-reach medical samples for leading research agencies, local and national health authorities and other organisations. Their medical profile provides access to patients with specific conditions as well as medical professionals. Their samples comprise general practitioners, neurosurgeons,

paediatricians, dentists, dental hygienists, diagnostic medical sonographers, dietitians, medical technologists, occupational therapists, physical therapists, radiographers, respiratory therapists and speech language pathologists. Their credentials are checked by Panelbase UK before membership is offered. Panel members then select studies in which to participate from a range of proposed studies.

The respondents received £10 to thank them for their participation in the three surveys (Time 1, 2, & 3). This amount was divided into three parts, with the biggest part paid after the completion of the last survey (Time 3). This amount was not paid in cash but as a 'credit' to members' accounts for use in various shops, such as Waterstones or Sainsbury's. The respondents could also choose to donate their contribution from the survey to selected charities. As medical staff often work long hours and/or in shifts, their participation was made easier by offering the survey online, accessible via computer, tablet or mobile phone. The link to the study, set up using the Qualtrics software, was sent to participating medical employees through the medical panel. Each respondent was identified by a unique identification number, allowing them to be tracked at different times.

The online survey was conducted over a five-month period from September 2017 to January 2018, with a minimum of a four-week gap between each wave. The first survey (Time 1) was sent in September 2017 to 450 panel members, of whom 309 chose to participate in the survey, yielding a participation rate of 69%. The second survey (Time 2) was sent in November 2017 to the 309 panel members who participated at Time 1. This time, 284 panel members chose to respond to the second part of the survey, yielding a participation rate of 92%. The third survey (Time 3) was sent in December 2017 to the 284 panel members who participated in Time 2. Of these panel members, 191 chose to



respond to the last survey, generating a participation rate of 67%. Overall, 191 respondents completed all three surveys, giving an overall response rate of 42%.

The data gathered through the web-based survey were analysed with the help of SPSS v.18 using basic descriptive statistics, a correlations matrix, exploratory factor analysis (EFA), multiple regression analysis and a mediation effect analysis. To test Hypotheses 1 to 8, a hierarchical multiple regression analysis was used to investigate the impact of ideological, transactional and relational psychological contract fulfilment on predicting job satisfaction, extra-role behaviours, meaning in life, employee wellbeing, employee engagement, and the perceived social impact of one's occupation. Control variables, including gender, age, type of medical job, salary range and the number of hours worked per week, as well as the three types of psychological contract obligations, were entered in step 1 of the equation, followed by transactional, relational and ideological psychological contract fulfilment variables in step 2. This sequence enabled the examination of the incremental effects of the psychological contract fulfilment predictors beyond the effects of the psychological contract obligations. Changes in R square were used to evaluate the ability of the interaction terms to explain the variance between step 1 and step 2.

This study analysed the relationship between the response variables and the three explanatory variables at Times 1, 2 and 3 in the sample group. It seemed appropriate to use the multiple regression analysis model because the dependent variables were continuous and the independent variables, although categorical, can be considered continuous as well (Frost, 2020). Furthermore, regression analysis seemed appropriate, as this study focused on evaluating the relationships between the different types of

psychological obligations and each individual outcome, rather than on testing the viability of the model as a whole.

#### *Control variables*

In the statistical analysis, several additional variables were controlled for in order to rule out alternative justifications for the results. Specifically, the type of medical job, the number of hours worked per week and salary were controlled because these variables may possibly influence employees' contributions to the hospital by increasing the amount of interest that employees had in staying with their current organisations. Also, because there were demographic differences across the sample, gender and age were also controlled for. Gender was coded '0' if the respondent was female, and '1' if the respondent was male.

### **5-4-3. Measures**

#### *Promised and delivered inducements, and fulfilment measures*

As discussed previously (Chapter 2), psychological contract fulfilment has been measured in different ways. The first approach, adopted in a number of studies (Robinson & Morrison, 1995; Robinson & Rousseau, 1994), involves explicitly asking respondents to indicate the degree to which the employer has fulfilled its obligations along a scale from "not at all" to "very well fulfilled". As highlighted by several articles (Coyle-Shapiro & Kessler, 2000; Lambert, Edwards & Cable, 2003), the issue with this method is that there is no indication of the extent to which an obligation was perceived as it collapses obligations and fulfilment into a single measure. The second approach, which is the one this study adopts, separately captures obligations and the degree to which they are fulfilled and involves subtracting what was promised from what was delivered,

yielding an algebraic difference score also called discrepancy measure, thereby capturing a broader range of degree of fulfilment along items of the psychological contract (Coyle-Shapiro & Kessler, 2000; Guzzo, Noonan & Elron, 1994). Therefore, if an item was perceived to be highly obligated (score of 5) and was not perceived to be delivered in practice (score of 1), it resulted in low contract fulfilment (score of 4). The more positive the score, the lower the contract fulfilment and conversely (Coyle-Shapiro & Kessler, 2000).

In order to measure promised and delivered promised and delivered inducements, respondents were asked to indicate the extent to which they believed their employer was obligated to provide a range of items. Participants were provided with a five-point Likert scale ranging from 'not at all' to 'a very great extent' along with a list of employer obligations taken from Rousseau's psychological contract inventory (1990) – for the transactional and relational obligations - and Bingham (2006) – for ideological type of obligations. Subsequently, respondents were asked to indicate the extent to which these promised inducements had been provided in practice.

Specifically, in order to measure ideological inducements, I used the 7-item ideological contract scale developed by Bingham (2006). This scale has demonstrated excellent psychometric characteristics in terms of reliability and factor structure (Bingham, 2006) and has been used in several previous studies (Bingham et al., 2014; Vantilborgh et al., 2014). Regarding the delivery of ideological obligations, the respondents used a set of enduring principles as a reference point to assess their organisation's commitment to the organisation's valued cause and the extent to which that cause benefited from consideration of contributions to the cause, involvement and advocacy for the cause, and internal practices and policies furthering the cause.

I further included the transactional and relational items from the PC scales of Rousseau's (2000) psychological contract inventory (PCI), which have been recommended for psychological contract research (Freese & Schalk, 2008) and have demonstrated excellent psychometric properties in previous studies (Hui et al., 2004). In order to assess transactional obligations, I used 5 items from the PCI and in order to assess relational obligations, I used 6 items from the PCI (Rousseau, 2000). These scales ask participants to assess their relationship with their employer and to identify the extent to which they feel their employer is obligated to provide and separately, the extent to which their employer had delivered on the inducements.

In accordance with suggestions to achieve congruence in research (Edwards & Parry, 1993), the items and measurements scales were identical for both versions of the scales that measured promised and delivered inducements (Vantilborgh et al., 2014). The only difference between these psychological contract's obligations and delivered inducement's scales were their instructions, as employees were asked to indicate to what degree certain inducements were promised, and to what degree these inducements were actually delivered (Vantilborgh et al., 2014).

*Psychological contract promised and delivered inducements* were captured in Time 1, Time 2 and Time 3. Items ranged on a 5-point Likert scale, indicating the extent to which employees believed their employer is obligated to provide or has delivered on the inducements. The three scales are detailed below:

Transactional obligations:

1. "Provide a job with specific well-defined responsibilities"
2. "Require me to do the duties I was hired to perform"
3. "Provide a well-defined set of working hours"
4. "Pay me for the specific duties I perform"
5. "Train me for my specific job duties"

Relational obligations:

1. "Show concern about my short- and long-term wellbeing"
2. "Make decisions with my interests I mind"
3. "Show concerns for my personal welfare"
4. "Provide a workplace where I feel I belong"
5. "Value me as an individual"
6. "Provide steady employment"

Ideological obligations:

1. "Contributions to the cause"
2. "Commitment of resources towards advancing the cause"
3. "Opportunities for involvement in the cause"
4. "Encouragement of employee involvement in the cause"
5. "Public advocacy of the cause"
6. "Maintenance of company culture that promotes the cause"
7. "Internal practices and policies that advance the cause"

Cronbach's alpha coefficients for the transactional, relational and ideological obligations scales were, respectively, .88, .93 and .97 in Time 1. The Cronbach's alpha coefficients

for transactional, relational and ideological delivery of obligations were, respectively, .89, .98 and .93 in Time 1.

### *Fulfilment*

Similarly to the approach used by Coyle-Shapiro and Kessler (2000), I am measuring the level of fulfilment of the respondents' psychological contract by "using a discrepancy measure that assesses the gap between what is obligated and what is provided" (Coyle-Shapiro & Kessler, 2000, p.913). Specifically, Coyle-Shapiro and Kessler computed this measure by subtracting the degree to which each item was provided in practice from the degree to which it was perceived to be obligated (Coyle-Shapiro & Kessler, 2000). However, for ease of presentation and interpretation, the new scale was reversed so that higher scores on the scale indicate higher levels of contract fulfilment. Therefore, for example, if an item was perceived to be well delivered (score of 5) and was not perceived to be highly obligated (score of 1), it resulted in high contract fulfilment (score of 4). Conversely, the more negative the score, the lower the contract fulfilment. "Finally, a gap of 0 would indicate perfect contract fulfilment; what was perceived to be obligated was provided in practice. Therefore, the measure is capable of capturing the full range of variance (-4 to +4) in contrast to the truncation of the contract fulfilment measure" (Coyle-Shapiro & Kessler, 2000, p.913). This discrepancy measure was calculated at Time 1. The Cronbach's alpha coefficients for this measure transactional, relational and ideological fulfilment were, respectively, .88, .98 and .93 at Time 1.

*Job satisfaction:* Job satisfaction was measured by a single item from the Michigan Organizational Assessment Questionnaire (MOAQ) (Cammann et al., 1979). Job satisfaction was captured in Time 3. Previous studies have shown that a single global item can be a valid measure of job satisfaction (Locke, 1969; Quinn & Staines, 1979; Weaver,

1980; Scarpello & Campbell, 1983). Research results on the usefulness of measuring job satisfaction with a single item suggest that the 1–5 global rating of overall job satisfaction may be a more comprehensive measure of overall job satisfaction than the sum of many facet responses (Scarpello & Campbell, 1983).

*Organisational citizenship behaviours towards colleagues:* A 6-item scale was adapted from the Williams and Anderson scale (1991). This scale (originally 7 items) is one of the most established instruments for measuring OCB towards specific individuals and has been used in other studies focusing on OCB and ideological currency (Bingham, 2006). Sample items include: “I willingly give my time to aid others who have work-related problems” (item 1). The Cronbach’s alpha coefficient for this scale was .92. OCB towards colleagues were captured in Time 1 and in Time 3.

*Organisational citizenship behaviours towards the organisation:* A 6-item scale was adapted from Lee and Allen (2002). This scale was specifically developed to capture targeted OCBs towards the organisation. This is one of the most established instruments for measuring OCB targeted towards the organisation and has been used in other studies focusing on OCB and ideological currency (Bingham, 2006). This scale was modified such that the organisation was replaced with the hospital in items 7, 8 and 9. OCB towards the organisation were captured in Time 1 and Time 3. Sample items include: “I keep up with developments in the hospital” (item 1). The Cronbach’s alpha coefficient for this scale was .92.

*Organisational citizenship behaviours towards patients:* This 7-item scale was developed by Dimitriades in 2007 in an attempt to tailor OCB to the service industry. This scale was modified such that ‘customers’ was replaced by ‘patients’ in all the items. OCBs towards

patients were captured in Time 1 and Time 3. Sample items include: “To care for my patients, I volunteer for things that are not required” (item 1) and “I make innovative suggestions to improve patients’ care” (item 2). The Cronbach’s alpha coefficient for this scale was .92.

*Employee wellbeing:* This study used the 5-item Satisfaction with Life Scale (SWLS) developed by Diener, Emmons, Larson and Griffin in 1985, which is a widely used and well-validated measure of life satisfaction to assess employee wellbeing. Employee wellbeing was captured in Time 3. Sample items include: “I am satisfied with my life” (item 3) and “The conditions of my life are excellent” (item 2). The Cronbach’s alpha coefficient for this scale was .93.

*Meaning in life:* This study used the 10-item Meaning in Life questionnaire developed by Steger and colleagues in 2006 to assess the presence of and search for meaning in life. Sample items include: “I understand my life’s meaning” (item 1) and “I am looking for something that makes my life feel meaningful” (item 2). Meaning in life was captured in Time 3. The Cronbach’s alpha coefficient for this scale was .76.

*Employee engagement:* Employee engagement was measured by a 17-item scale, the Utrecht Work Engagement Scale (UWES), which was developed by Schaufeli et al. (2002). This scale has been utilised as a measure of employee engagement amongst nurses at hospitals in studies conducted by Beukes and Botha (2013). This scale was modified such that the organisation was replaced with the hospital (in item 2). Employee engagement was captured in Time 1 and in Time 3. Sample items include: “When I get up in the morning, I feel like going to work” (item 1) and “When I am doing my work, I



am bursting with energy” (item 2). The Cronbach’s alpha coefficient for this scale was .95.

*Perceived social impact:* This study used a 3-item perceived social impact scale developed by Grant (2008). This scale was modified such that the term ‘customers’ was replaced with ‘patients’ in all three items. Sample items include: “I am very conscious of the positive impact that my work has on the patients” (item 1) and “I am very aware of the ways in which my work is benefiting to the patients” (item 2). Perceived social impact was captured in Times 2 and 3. The Cronbach’s alpha coefficient for this scale was .93.

*Meaning of work:* This study used the 10-item Work as Meaning Inventory scale (WAMI) developed by Steger et al. (2012) and based on the work of Amy, Pratt and colleagues. This scale captures work meaningfulness. Sample items include: “I have found a meaningful career” (item 1) and “I understand how my work contributes to my life’s meaning” (item 2). The meaning of work was captured in Time 2 and Time 3. The Cronbach’s alpha coefficient for this scale was .92.

#### *Time points and variables*

The Table below summarises the time points at which each variable was collected.

*Table 5.1. Time points at which each variable was collected*

Measures	Time 1	Time 2	Time 3
Transactional - promised inducements	X	X	X
Relational - promised inducements	X	X	X
Ideological - promised inducement	X	X	X
Transactional – delivered inducements	X	X	X
Relational – delivered inducements	X	X	X
Ideological – delivered inducements	X	X	X
Meaning of work		X	X
OCB towards peers	X		X
OCB towards the organisation	X		X
OCB towards the patients	X		X
Job satisfaction			X
Meaning in life			X
Employee wellbeing			X
Employee engagement	X		X
Perceived social impact			X
<b>Control variables</b>			
Gender	X	X	X
Age	X	X	X
Salary		X	X
Hours worked per week	X	X	X
Type of job	X	X	X

## 5-5. Description of the results

### 5-5-1. Exploratory factor analysis of promised and delivered inducements (EFA)

To explore how influential ideological obligations and their fulfilment are in these multidimensional contracts is one of the aims of this study. Therefore, before focusing on the outcomes predicted by the fulfilment of ideological obligations this study will examine the empirical differentiation of promised and delivered inducements in the surveyed respondents' psychological contracts. I choose to conduct an EFA on the three different types of psychological contract promised and delivered inducements scales at time 1, which is the time I am using in the statistical analysis, using the first dataset analysed in this thesis (healthcare). My aim in conducting this EFA is to confirm the validity and reliability of the scales in my specific research setting. Following this

preliminary analysis, I am performing a CFA on the same scales using the second sample (bankers) – details to be found in Chapter 7 of this thesis. This dual approach has been found enhancing the validity and reliability of scales in other studies with for example Waterson et al. (2010) recommending this type of approach for cross-validation of the scales (Worthington & Whittaker, 2006; Waterson et al., 2010; Bingham, 2011; Mustapha & Bolaji, 2015).

#### *Psychological contract promised and delivered inducements*

##### *Promised inducements*

Principal axis factoring (PAF) and maximum likelihood factor analysis (MLFA) are two of the most popular estimation methods in EFA (Fabrigar et al., 1999; Costello & Osborne, 2005). PAF was retained in this study for the EFA that provided initial evidence for the empirical distinctions among the component obligations, as this approach has been found to be preferred for population solutions with few indicators per factor, such as the scales studied in this factor analysis (Briggs & Maccallum, 2003; de Winter & Dodou, 2010). The factor loadings for the psychological contract forms at each time point were generally very good, such that nearly all of them were above .55 (Tabachnick & Fidell, 2007). I retained the transactional, relational and ideological items with factor loadings greater than .4 as recommended by Stevens (2002) (.1 above the absolute defined minimal of .3 defined by Comfrey and Lee (1992)) to ensure that the scales were suitable to the healthcare context. All the items were retained. This method of item selection has been applied in other studies using the same scales (Bingham, 2006; Vantilborgh et al., 2014).

##### *Delivered inducements*

An identical approach was used for the EFA that provided initial evidence for the empirical distinctions among the provided inducements types. Similar to the analyses with psychological contract obligations above, a three-factor solution fit the data best. However, after varimax rotation, I retained only the provided inducements items with factor loadings greater than .4 as recommended by Stevens (2002). All the items were retained except one (Item 11: Provide steady employment). This method of item selection has been applied in other studies using the same scales (Bingham, 2006; Vantilborgh et al., 2014). For the same reason stated previously in the psychological obligation's analysis, I decided to keep this item in this analysis; but as I found the cross loading to be extremely high with the transactional component (.72), I chose to integrate this item in the transactional provided inducements variable in Time 1.

#### *Discrepancy measure of fulfilment*

An identical approach was used for the EFA that provided initial evidence for the empirical distinctions among the types of psychological contract fulfilment. Similar to the analyses with psychological contract promised and provided inducements above, a three-factor solution fit the data best. However, after varimax rotation, I retained only items with factor loadings greater than .4 as recommended by Stevens (2002). All the items were retained. This method of item selection has been applied in other studies using the same scales (Bingham, 2006; Vantilborgh et al., 2014). Individual item factor loadings for promised and delivered inducements and fulfilment are shown in Table 5.2 & 5.3 below:

Table 5.2. Factor loadings for each psychological contract type of promised and provided inducements (at Time 1)

			Promised (obligations)			Provided		
Type	Item	Item description	Comp. 1	Comp. 2	Comp. 3	Comp. 1	Comp. 2	Comp. 3
Transactional	1	“Provide a job with specific well-defined responsibilities”	.30	.25	.75	.27	.78	.30
	2	“Require me to do the duties I was hired to perform?”	.25	.14	.85	.18	.84	.18
	3	“Provide a well-defined set of working hours”	.23	.26	.76	.18	.75	.20
	4	“Pay me for the specific duties I perform”	.17	.40	.70	.23	.75	.27
	5	“Train me for my specific job duties”	.15	.51	.58	.31	.60	.41
Relational	6	“Show concern about my short and long-term wellbeing”	.21	.81	.31	.31	.29	.82
	7	“Make decisions with my interests in mind”	.15	.85	.16	.27	.29	.81
	8	“Show concern for my personal welfare”	.21	.89	.15	.27	.23	.87
	9	“Provide a workplace where I feel I belong”	.17	.82	.30	.29	.44	.72
	10	“Value me as an individual”	.08	.88	.27	.25	.31	.82
Ideological	11	“Provide steady employment”	.12	.52	.50	.22	.72	.27
	12	“Contributions to the cause”	.87	.06	.25	.87	.26	.23
	13	“Commitments of resources towards advancing the cause”	.91	.10	.23	.88	.26	.25
	14	“Opportunities for involvement in the cause”	.90	.18	.18	.88	.23	.27
	15	“Encouragement of employee involvement in the cause”	.91	.20	.13	.86	.22	.29
	16	“Public advocacy of the cause”	.87	.20	.13	.87	.20	.25
	17	“Maintenance of company culture that promotes the cause”	.91	.16	.18	.91	.22	.20
	18	“Internal practices and policies that advance the cause”	.88	.18	.24	.87	.24	.21

*Table 5.3. Factor loadings for each psychological contract type of fulfillment (at Time 1)*

			<b>Fulfillment</b>		
Type	Item	Item description	Comp. 1	Comp. 2	Comp. 3
Transactional	1	“Provide a job with specific well-defined responsibilities”	.54	.34	.73
	2	“Require me to do the duties I was hired to perform?”	.45	.31	.78
	3	“Provide a well-defined set of working hours”	.45	.24	.61
	4	“Pay me for the specific duties I perform”	.61	.28	.66
	5	“Train me for my specific job duties”	.67	.35	.64
Relational	6	“Show concern about my short and long-term wellbeing”	.82	.33	.59
	7	“Make decisions with my interests in mind”	.81	.28	.54
	8	“Show concern for my personal welfare”	.83	.32	.53
	9	“Provide a workplace where I feel I belong”	.78	.26	.47
	10	“Value me as an individual”	.85	.27	.56
Ideological	11	“Provide steady employment”	.61	.18	.52
	12	“Contributions to the cause”	.27	.83	.28
	13	“Commitments of resources towards advancing the cause”	.29	.90	.31
	14	“Opportunities for involvement in the cause”	.28	.89	.33
	15	“Encouragement of employee involvement in the cause”	.29	.85	.36
	16	“Public advocacy of the cause”	.29	.85	.31
	17	“Maintenance of company culture that promotes the cause”	.29	.86	.32
	18	“Internal practices and policies that advance the cause”	.34	.83	.36

## Summary of findings from the factor analysis

The results demonstrate independence of the psychological contract promised and provided inducements and evidence for the presence of ideological obligations in the respondents' psychological contracts. To summarise, high measurement reliabilities and factor loadings in the factor analysis further validated the appropriateness of measuring promised and provided inducements with the actual employee sample.

### 5-5-2. Descriptive statistics

*Table 5.4. Summary of the main descriptive statistics for the sample at each time point*

Variables		Time 1	Time 2	Time 3
<b>Gender</b>				
	Male	77	74	72
	Female	23	26	28
<b>Age</b>				
	Btw 25 and 35	27	26	29
	Btw 35 and 45	23	24	25
	Btw 45 and 60	38	40	37
<b>Working hours</b>				
	Less than 20h	14	13	14
	Btw 20 and 40h	72	71	71
	Over 40h	14	16	15
<b>Type of job</b>				
	Doctors	6	6	8
	Nurses	16	20	19
	Other medical staff*	33	32	33
	Support staff	44	43	40
<b>Salary range</b>				
	Less than 25k£	N/A**	55	55
	Btw 25 and 50k£	N/A	36	32
	Btw 50 and 100k£	N/A	9	12
<b>Nber of respondents</b>		<b>309</b>	<b>284</b>	<b>191</b>

*\*Other medical staff comprise dental hygienists, diagnostic medical sonographers, dietitians, medical technologists, occupational therapists and speech language therapists.*

*\*\*Salary range was introduced only from Time 2 onwards.*

*All the numbers shown are in %, except the number of respondents.*

### *Correlation table*

The correlations matrix provides preliminary insight into the conceptual model. The matrix showed a positive and significant correlation between the three types of psychological contract fulfilments. Further, the bivariate correlations among the organisational outcomes were all positive and significant. The correlation between OCB-O and OCB-I was the highest (.76), followed by the correlation between employee engagement and job satisfaction (.64). The relationships between employee engagement, job satisfaction, employee well-being and meaning in life and the different forms of OCBs were also significant.

Table 5.5. outlines the correlation matrix for this study. Coefficient alphas are shown in parentheses on the diagonal.



Table 5.5. Descriptive statistics, correlations and reliabilities

		M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Gender	1.77	.42																
2	Age	3.13	1.06	-.03															
3	Weekly hours	1.99	.53	<b>-.26</b>	-.09														
4	Type of job	3.53	1.13	.06	.10	<b>-.14</b>													
5	Transact. fulfil.	1.52	.73	.09	<b>.16</b>	.00	-.00	(.89)											
6	Relational fulfil.	1.71	.97	.07	<b>.13</b>	.06	.00	<b>.68</b>	(.98)										
7	Ideological fulfil.	1.38	1.31	-.04	<b>.21</b>	.01	<b>-.14</b>	<b>.38</b>	<b>.35</b>	(.89)									
8	OCB-I	5.22	1.17	<b>.22</b>	-.01	.05	-.07	-.06	-.10	-.09	(.92)								
9	OCB-O	5.06	1.18	.10	-.06	.03	-.06	-.09	-.14	<b>-.26</b>	<b>.76</b>	(.92)							
10	OCB-P	4.85	1.21	.02	-.02	.09	-.04	-.02	-.11	-.09	<b>.56</b>	<b>.62</b>	(.92)						
11	Empl. wellbeing	3.79	1.38	.05	<b>.15</b>	-.01	.05	<b>.35</b>	<b>.31</b>	<b>-.19</b>	<b>.28</b>	<b>.31</b>	<b>.27</b>	(.93)					
12	Meaning of life	3.98	1.68	-.04	-.10	-.05	.10	-.02	-.05	.09	<b>.36</b>	<b>.40</b>	<b>.24</b>	<b>.16</b>	(.76)				
13	PSI	2.23	1.11	.02	.04	.08	.12	.02	-.00	-.04	<b>.42</b>	<b>.46</b>	<b>.42</b>	<b>.28</b>	<b>.17</b>	(.93)			
14	Job satisfaction	2.88	1.62	.08	<b>.15</b>	.09	.07	<b>.26</b>	<b>.26</b>	<b>.20</b>	<b>.45</b>	<b>.50</b>	<b>.38</b>	<b>.60</b>	<b>.08</b>	<b>.52</b>			
15	Empl. Eng.	4.50	1.14	.08	-.02	.08	-.13	<b>-.18</b>	<b>-.15</b>	-.14	<b>.55</b>	<b>.58</b>	<b>.46</b>	<b>.47</b>	<b>.28</b>	<b>.54</b>	<b>.64</b>	(.95)	
16	Meaning of work	2.36	.87	.10	-.05	.09	.10	<b>.15</b>	<b>.14</b>	<b>.15</b>	<b>.39</b>	<b>.40</b>	<b>.27</b>	<b>.31</b>	<b>.21</b>	<b>.49</b>	<b>.58</b>	<b>.60</b>	(.92)

Notes: n=258 in time 1; 202 in time 2; 179 in time 3. Internal reliabilities (alpha coefficients) for the overall constructs are given in parentheses on the diagonal; p<0.05 indicated by a boldface type; variables 1-7 in time 1; Variables 8-15 in time 3; Variable 16 in time 2. M=mean and SD=standard error

### 5-5-3. Statistical regression analysis - psychological contract fulfilment outcomes

I used hierarchical multiple regression analysis to test Hypotheses 1 to 6. In each of the analyses, the control variables of respondent age, respondent gender, the type of job in the organisation and the respondent's average number of hours worked per week were entered as controls in the first step. In the subsequent step, transactional, relational and ideological fulfilment variables were included. These variables are captured by the discrepancy between obligated and provided inducements, as outlines in the measures section (section 5-4-3).

#### *Attitudes at work: Job satisfaction (Category 1)*

The results of the multiple regression analysis are presented in Table 5.6 below:

*Table 5.6. Regression coefficients, standard errors and model summary information for job satisfaction with the fulfilment of the psychological contract as predictor*

<i>Job satisfaction (at time 3)</i>								
	<i>Step 1</i>				<i>Step 2</i>			
	<i>b</i>	<i>SE</i>	$\beta$	<i>t</i>	<i>b</i>	<i>SE</i>	$\beta$	<i>t</i>
<i>Controls</i>								
Gender	.178	.285	.049	.623	.244	.261	.067	.937
Age	-.218	.123	-.136*	-1.773	-.109	.115	-.068	.949
Hours/w	.196	.254	.061	.771	.436	.236	.136	1.846
Type of job	-.052	.104	-.038	-.507	-.064	.095	-.046	-.671
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					.222	.230	.108	.966
Relational					.477	.112	.305***	2.726
Ideological					.146	.175	.116	1.311
<i>Adj R<sup>2</sup></i>			.084				.240	
<i>F<sub>Δ</sub></i>			3.289				6.522	

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

I found support for Hypothesis 1. The fulfilment of the relational part of the psychological contract at Time 1 predicted job satisfaction at Time 3 ( $\beta = .305, p < 0.01$ ).

No support was found for transactional or ideological contract fulfilment.

### ***Extra-role behaviours (Category 2)***

*Tables 5.7 (a, b and c). Regression coefficients, standard errors and model summary information for organisational citizenships behaviours towards peers, the organisation and the patients with the fulfilment of the psychological contract as predictor*

#### ***a. OCB-Individuals (at time 3)***

	<i>Step 1</i>				<i>Step 2</i>			
	<i>b</i>	<i>SE</i>	$\beta$	<i>t</i>	<i>b</i>	<i>SE</i>	$\beta$	<i>t</i>
<i>Controls</i>								
Gender	.641	.203	.242***	3.154	.661	.198	.249***	3.339
Age	-.007	.088	-.006	-.079	.050	.087	.043	.571
Hours/w	.218	.181	.094	1.207	.334	.179	.144*	1.861
Type of job	-.057	.074	-.057	-.780	-.067	.072	-.067	-.931
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					-.026	.175	-.017	-.146
Relational					.236	.133	.208*	1.771
Ideological					.118	.085	.129	1.389
<i>Adj R<sup>2</sup></i>			.116				.164	
<i>F<sub>Δ</sub></i>			4.277				4.440	

*b Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$*

I did find support for Hypothesis 2a. The fulfilment of relational part of the psychological contract at Time 1 did predict OCB-I at Time 3 ( $\beta = .208; p < 0.1$ ). No support was found for transactional or ideological contract fulfilment.

**b. OCB-Organisation (at time 3)**

	<i>Step 1</i>				<i>Step 2</i>			
	<i>b</i>	SE	$\beta$	<i>t</i>	<i>b</i>	SE	$\beta$	<i>t</i>
<i>Controls</i>								
Gender	.112	.207	.042	.538	.131	.192	.049	.685
Age	-.050	.089	-.043	-.564	.042	.084	.036	.498
Hours/w	.047	.185	.020	.255	.223	.174	.096	1.287
Type of job	-.063	.075	-.062	-.832	-.085	.070	-.084	-1.213
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					-.180	.169	-.120	-1.065
Relational					.328	.129	.287**	2.546
Ideological					.274	.082	.297***	3.341
<i>Adj R<sup>2</sup></i>			.094				.229	
<i>F<sub>Δ</sub></i>			3.589				6.186	

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

I did find support for Hypothesis 2b. The fulfilment of the relational and ideological parts of the psychological contract at Time 1 predicted OCB-O at Time 3 (respectively  $\beta = .287$  with  $p < 0.05$  and  $\beta = .297$  with  $p < 0.01$ ). No support was found for transactional contract fulfilment.

**c. OCB-Patients (at time 3)**

	<i>Step 1</i>				<i>Step 2</i>			
	<i>b</i>	SE	$\beta$	<i>t</i>	<i>b</i>	SE	$\beta$	<i>t</i>
<i>Controls</i>								
Gender	.073	.222	.027	.328	.079	.218	.029	.364
Age	-.011	.096	-.009	-.113	.053	.096	.044	.549
Hours/w	.2095	.199	.085	1.033	.327	.199	.136	1.645
Type of job	-.026	.081	-.025	-.322	-.034	.079	-.034	-.435
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					-.224	.194	-.146	-1.155
Relational					.346	.148	.297**	2.348
Ideological					.093	.093	.099	.994
<i>Adj R<sup>2</sup></i>			.008				.048	
<i>F<sub>Δ</sub></i>			1.190				1.866	

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

I did find support for Hypothesis 2c. The fulfilment of relational part of the psychological contract at Time 1 did predict OCB-P at Time 3 ( $\beta=.297$ ;  $p<0.05$ ). No support was found for transactional or ideological contract fulfilment.

### ***Spill over on employees' lives (Category 3)***

*Tables 5.8 (a and b). Regression coefficients, standard errors and model summary information for employee wellbeing and meaning in life with the fulfilment of the psychological contract as predictor*

#### ***a. Employee wellbeing (at time 3)***

	<b><i>Step 1</i></b>				<b><i>Step 2</i></b>			
	<b><i>b</i></b>	<b><i>SE</i></b>	<b><math>\beta</math></b>	<b><i>t</i></b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><math>\beta</math></b>	<b><i>t</i></b>
<i>Controls</i>								
Gender	.322	.251	.103	1.907	.255	.233	.081	1.097
Age	.206	.108	.151	1.319	.135	.102	.098	1.319
Hours/w	.174	.221	.064	.785	.010	.209	.004	.047
Type of job	.044	.091	.037	.485	.044	.085	.037	.523
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					.401	.204	.228*	1.963
Relational					.333	.156	.248**	2.135
Ideological					.013	.100	.012	.127
<i>Adj R<sup>2</sup></i>			.026				.171	
<i>F<sub>Δ</sub></i>			1.683				4.625	

*b Unstandardised coefficients. \*\*\*  $p<0.01$ ; \*\*  $p<0.05$ ; \*  $p<0.1$*

I found support for Hypothesis 3. The fulfilment of the transactional and relational parts of the psychological contract at Time 1 predicted employee wellbeing at Time 3 (respectively,  $\beta=.228$  with  $p<0.1$  and  $\beta=.248$  with  $p<0.05$ ). No support was found for ideological contract fulfilment.

*b. Meaning in life (at time 3)*

	<i>Step 1</i>				<i>Step 2</i>			
	<i>b</i>	SE	$\beta$	t	<i>b</i>	SE	$\beta$	t
<i>Controls</i>								
Gender	-.231	.167	-.110	-1.380	-.221	.168	-.106	-1.318
Age	.044	.072	.49	.617	.055	.073	.060	.744
Hours/w	.099	.146	.055	.678	.128	.148	.072	.869
Type of job	-.019	.061	-.023	-.306	-.014	.061	-.018	-.306
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					.053	.146	.045	.360
Relational					.124	.112	.138	1.104
Ideological					-.067	.072	-.093	-.943
<i>Adj R<sup>2</sup></i>			.023				.023	
<i>F<sub>Δ</sub></i>			1.598				1.421	

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

I did not find support for Hypothesis 4. Psychological contract fulfilment at Time 1 did not predict meaning in life at Time 3.

### Unique outputs of ideological contract fulfilment (Category 4)

Tables 5.9 (a and b). Regression coefficients, standard errors and model summary information for employee engagement and perceived social impact with the fulfilment of the psychological contract as predictor

#### a. Employee engagement (at time 3)

	Step 1				Step 2			
	<i>b</i>	SE	$\beta$	<i>t</i>	<i>b</i>	SE	$\beta$	<i>t</i>
<i>Controls</i>								
Gender	.085	.187	.032	.452	.121	.172	.046	.705
Age	-.030	.080	-.026	-.369	.043	.075	.038	.571
Hours/w	.042	.163	.019	.260	.160	.152	.071	1.050
Type of job	-.105	.068	-.106	-1.537	-.122	.063	-.124	-1.950
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					.232	.149	.158	1.554
Relational					.158	.114	.142	1.388
Ideological					.172	.072	.199**	2.396
<i>Adj R<sup>2</sup></i>			.208				.335	
<i>F<sub>Δ</sub></i>			7.692				9.982	

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

#### b. Perceived social impact (at time 3)

	Step 1				Step 2			
	<i>b</i>	SE	$\beta$	<i>t</i>	<i>b</i>	SE	$\beta$	<i>t</i>
<i>Controls</i>								
Gender	.037	.178	.015	.206	.010	.176	.004	.059
Age	-.016	.077	-.014	-.205	-.043	.078	-.038	-.548
Hours/w	-.061	.159	-.027	-.383	-.122	.160	-.055	-.761
Type of job	.094	.065	.099	1.459	.099	.064	.103	1.538
<i>Main effect</i>								
<i>Fulfilment</i>								
Transactional					.156	.156	.110	1.003
Relational					.060	.119	.055	.503
Ideological					.066	.075	.076	.878
<i>Adj R<sup>2</sup></i>			.252				.272	
<i>F<sub>Δ</sub></i>			9.431				7.554	

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

I did find support for Hypothesis 5. Ideological fulfilment at Time 1 predicted employee engagement at Time 3 ( $\beta=.199$  with  $p<0.05$ ). No support was found for transactional or relational contract fulfilment.

I did not find support for Hypothesis 6. Psychological contract fulfilment at Time 1 did not predict perceived social impact at Time 3.

### ***Summary of the effects of psychological contract fulfilment***

*Table 5.10 Summary of the effects of psychological contract fulfilment*

<b>Outcomes</b>	<b>Transactional fulfilment</b>	<b>Relational fulfilment</b>	<b>Ideological fulfilment</b>
Job Satisfaction	-	.305***	-
OCB towards peers	-	.208*	-
OCB towards the org.	-	.287***	.297***
OCB towards patients	-	.297**	-
Employee wellbeing	.228*	.248**	-
Meaning in life	-	-	-
Employee engagement	-	-	.199**
Perceived social impact	-	-	-

\*\*\*  $p<0.01$ ; \*\*  $p<0.05$ ; \*  $p<0.1$

#### **5-5-4. Mediation effect: the meaning of work**

To test the hypothesised mediation effects of the meaning of work on the relationship between ideological psychological fulfilment and the four studied categories of organisational outcomes (H7), I used the regression-based approach developed by Hayes (2018). Hayes summarised his approach in the PROCESS macro, which is an add-on for OLS statistical software such as SPSS. This macro essentially combines several



computational tools into a single integrated command (Hayes, 2018). PROCESS facilitates the estimation of complex models by providing a user-friendly tool to run rigorous calculations of various effects, including mediation and moderation. It also automates a number of otherwise manual computations, such as the calculation of interaction and mean-centred variables (Hayes, 2018).

Hypothesis 7 predicted that the influence of the fulfilment of ideological obligations on organisational outcomes would be mediated by the meaning that employees derive from their occupations. The question asked here was whether the effect of perceived fulfilled ideological obligations within a psychological contract is, at least in part, explained by the meaning of work. Thus, I ran the SPSS macro-PROCESS to measure this simple mediation model on job satisfaction, OCB-I, OCB-O and OCB-P, employee wellbeing, meaning in life, employee engagement and the perceived social impact of one's job.

I tested Hypothesis 7 using the PROCESS macro for simple mediation effects (Hayes, 2017, p. 79), with 5000 bootstrap samples to generate an index of simple mediation, and 95% confidence intervals of the indirect effects of ideological fulfilment on the studied outcomes (Preacher & Selig, 2012). The mechanics of the construction of accelerated bootstrap confidence intervals can be found in Lunneborg (2000) and Preacher and Selig (2012). This methodology used to examine the indirect mediation effect of ideological fulfilment on the studied outcomes is in line with recent methodological developments that have demonstrated that a direct effect of the independent variable on the dependent variable is not a necessary condition to test the potential indirect effect of X on Y through a mediator variable (Hayes, 2017 & 2018; Janardhanan et al., 2019). It is because the total effect of X on Y is habitually the addition of numerous possible paths and therefore may (or may not) be significant (Hayes, 2017 & 2018; Janardhanan et al., 2019).

The table 5.11 below shows the results of the confidence intervals for the relative indirect effects of ideological fulfilment on the studied outcomes.

*Table 5.11 Relative indirect effects of ideological fulfilment on the studied outcomes*

	<i>Effect</i>	<i>BootSE</i>	<i>BootLLCI</i>	<i>BootULCI</i>
Job satisfaction	.1983	.0629	.0876	.3349
OCB-I	.0939	.0407	-.1881	-.0303
OCB-O	.0815	.0364	-.1639	-.0227
OCB-P	.0734	.0377	-.1637	-.0156
Employee wellbeing	.0823	.0423	.0127	.1788
Meaning in life	.0156	.0193	-.0591	.0186
Employee engagement	.1458	.0418	-.2347	-.0699
Perceived social impact	.1129	.0383	.0461	.1942

The results above show that zero does not fall inside the bootstrap confidence interval for job satisfaction, OCB-I, -O and -P, employee wellbeing, employee engagement and the perceived social impact. Therefore, the results show that the meaning of work mediates the relationship between ideological fulfilment and all the above studied outcomes, except meaning in life, supporting therefore Hypotheses 7a-e & g-h but not supporting hypothesis 7f.

## **5-6. Discussion**

This chapter's main aim was to expand the exploration of a psychological contract based on ideological obligations by investigating the degree of similarity or difference of ideological fulfilment and how it operates compared to transactional and relational fulfilment. The results stemming from my study in the healthcare sector are mixed in terms of the distinct effects of ideological fulfilment. Indeed, results of this study show

that while respondent's psychological contract fulfilment is positively associated with job satisfaction, OCB's towards peers, the organisation and the patients, employee wellbeing and employee engagement, the ideological part of the contract has only been found positively associated with OCB towards the organisation and employee engagement. Further results show that the meaning of work is mediating the relationship between ideological fulfilment and all the studied outcomes, except meaning in life, confirming thereby importance of this concept in a psychological contract based on ideological obligations. Yet at the same time, ideological contract fulfilment doesn't have much impact on the outcomes when transactional and relational contract fulfilment are in the equation.

The discussion will focus on five main findings stemming from the research, with each examined in turn: (1) The distinct nature of ideological obligations. (2) The expansion of outcomes associated with psychological contract fulfilment. (3) Differential effects of each of the psychological contract components. (4) The predictive power of ideological fulfilment. And finally, (5) The explanatory power of the meaning of work in ideological fulfilment.

#### **5-6-1. The distinct nature of ideological obligations**

This study demonstrates the independence of the psychological contract dimension and offers evidence for the presence of ideological currency in the respondents' contracts. Indeed, the results support prior research (Bingham, 2006; Krause & Moore, 2017) by finding that medical employees are able to recognise ideological obligations that extends beyond profitability and social rewards (O'Donohue & Nelson, 2007). This confirms previous studies establishing transactional, relational and ideological contract obligations as related and overlapping, but nonetheless empirically distinct (Thompson

& Bunderson, 2003; Dabos & Rousseau, 2004; Hui et al., 2004; Raja et al., 2004; Bingham, 2006; Krause & Moore, 2017).

#### **5-6-2. Expanding the outcomes associated with psychological contract fulfilment**

This study explored the distinct effects of transactional, relational and ideological fulfilment on meaning in life, OCBs, employee engagement, job satisfaction, perceived social impact and employee wellbeing. This investigation was based on previous research which suggests that individual employees who perceive different fulfilled obligations will seek to benefit those entities most salient to the benefits received through fulfilled obligations (Thompson & Bunderson, 2003; Krause & Moore, 2017).

This research explored the relations between the fulfilment of the three different psychological contract types of obligations, focusing on ideological currency and employee attitudes and behaviours directed at the employees themselves (employee engagement, job satisfaction and employee wellbeing), at others within or outside the organisation (OCB-I and OCB-P), at the organisation as a whole (OCB-O) and at the wider community context (meaning in life and perceived social impact).

The results of this study confirm that the fulfilment of a psychological contract is positively related to a set of positive outcomes for both the employee and the organisation, such as (1) job satisfaction, (2) OCB towards peers, the organisation and the patients, and (3) employee wellbeing. Further, expanding previous empirical research on ideological currency, I found that fulfilment of the ideological part of the psychological contract is directly associated with OCB towards the organisation and uniquely predicts employee engagement.

### **5-6-3. Differential effects of each of the psychological contract components**

#### **5-6-3-1. Job satisfaction at the hospital**

In accordance with previous literature on the topic, in this study, the fulfilment of the psychological contract did indeed predict job satisfaction. Looking at the different effects of the fulfilment of the different types of obligations, this study showed that the fulfilment of the relational part of the contract was significantly related to job satisfaction. Indeed, even when research linking the different obligations to the psychological contract and job satisfaction found it difficult to disentangle the effects of different types of psychological contract obligations on job satisfaction (McDonald & Mankin, 2000), empirical studies have shown that relational types of contracts can be assumed to be related to higher job satisfaction levels due to the association between this type of contract and job security, loyalty and commitment (Rousseau & Tijoriwala, 1998). Further, in previous studies conducted on transactional type of contracts, these types of contracts, often mostly based on 'economic' expectations and narrower, specific tasks, were found to be unrelated to job satisfaction (Rousseau & Tijoriwala, 1998).

#### **5-6-3-2. Willing to go the extra mile to support the hospital's capacity to care for the patients**

Using a multidimensional view of the psychological contract, this study provides further evidence to support a perceived beneficiary view of targeted citizenship behaviours and expands previous research by adding OCBs targeted to patients to the conventional type of OCBs (those targeted to peers or towards the organisation). This study found a significant positive relationship between the fulfilment of relational and ideological

obligations and displays of OCB towards the organisation. It also found a significant positive relationship between the fulfilment of relational obligations and displays of OCB towards peers and patients.

Studies linking psychological contract obligations and different types of OCBs are relatively limited (Bingham, 2006 & 2011). However, previous work suggests several reasons why the fulfilment of relational obligations would be positively related to OCBs (Coyle-Shapiro et al., 2016). First, relational obligations focus on upholding personal support and respect. When employees believe that their colleagues and supervisors care about them and value their contributions, they may try to maintain relationships within the organisation by cooperating, volunteering and sharing ideas (Gouldner, 1960; Robinson & Morrison, 1995; Suazo et al., 2008). More specifically, relational contract fulfilment is likely to be reciprocated through behaviour that both meets and exceeds organisational expectations, as employees attempt to benefit both the organisation as well as the individuals within it (McNeely & Meglino, 1994; Williams & Anderson, 1991).

A similar reasoning may explain why the fulfilment of ideological obligations may be related to OCBs. Indeed, employees have been found to respond similarly to ideological contract fulfilment. Exchange relationships based on ideology can engender intense and emotionally salient reactions, and such reactions are likely to elicit extra-role behaviour that includes benefits for the organisation and for other individuals within the organisation (Williams & Anderson, 1991; McNeely & Meglino, 1994; Maurer et al., 2002; Thompson & Bunderson, 2003; Bingham, 2011). Bunderson and Thompson indicated that within an ideology-infused contract, it is assumed that the employee is willing to contribute extra-role behaviours, such as volunteering or advocacy, sometimes

outside the organisation in order to pursue the espoused cause (Bunderson & Thompson, 2009).

Empirical work that has tested these assumptions, such as that by Van Dyne et al. (1994) and Bingham (2006), has focused on the relationship between the fulfilment of ideological obligations and OCB towards the organisation, assuming that if employees believe their organisation respects and adopts a set of respected principles, then the employees will be more likely to contribute to the organisation's adoption of those principles through extra-role behaviours. Therefore, in return for credible organisational commitment and investment in the valued cause, the employees are compelled to support the organisation's capacity to pursue that cause even if it involves some sacrifice on their part (Bunderson & Thompson, 2009).

Because ideological contracts include obligations to a cause that benefit a third party, these types of psychological contract characterise a departure from the dual nature of relational or transactional contracts (Bingham et al., 2014). This introduces a third element in employer–employee obligations: the beneficiary of the mission or pursued, valued cause. In many cases, the perceived beneficiary of exchanges is the cause espoused by the organisation. In the healthcare sector, the beneficiary is likely to be the patient. Therefore, this study assumed a positive relationship between the psychological contract fulfilment and OCB towards the patients. The results of the statistical analysis found a significant relationship between OCB's towards patients and relational fulfilment supporting this hypothesis.

Finally, the fulfilment of transactional obligations was not related to any type of OCBs, which supports the study's assumption that employees working primarily for monetary

considerations are less likely to engage in OCBs because their relationship with the organisation is primarily one of self-interest and is focused on the exchange of economic currency (Bingham, 2006).

In sum, stemming from the results of this study and consistent with previous research, there is a clear differentiation between the effects of the different types of psychological contract obligations on the different types of OCBs (Bingham, 2006). Depending on the nature of their psychological contracts, employees consider whether they themselves, other individuals in the organisation and/or the organisation or the wider community would most benefit from their efforts and engage in efforts to reward these respective entities accordingly (Maurer et al., 2002; Bingham, 2006).

#### **5-6-3-3. Spill overs on employee's lives**

This study has assumed, as suggested by previous psychological contract and meaning literature, that the fulfilment of the psychological contract will have positive consequences for the private lives of medical employees. Specifically, this study assumed that it would increase their meaning in life and overall wellbeing.

However, this study did not find that the fulfilment of the psychological contract played a crucial role in employees' meaning in life. It seems, therefore, that meaning in life is the consequence of other variables not studied here, such as coherence in one's life (Battista & Almond, 1973; Steger, 2012), goal-directedness or purposefulness (Crumbaugh & Maholick, 1964; Yalom, 1980; Baumeister, 1991; Ryff & Singer, 1998). The variable predicting meaning in life may therefore be related to the fulfilment of types of needs other than psychological obligations, as suggested by Baumeister (1991). Baumeister proposed that a feeling of meaning can be attained by first meeting needs of



value, purpose, efficacy, and self-worth or self-transcendence (Allport, 1961; Seligman, 2002).

Further, this study found that the fulfilment – specifically, the transactional and relational fulfilments – of the psychological contract predicted employee wellbeing. This is important, since previous research on the association between employee wellbeing and the psychological contract is limited. Even though existing research suggests that, generally, the fulfilment of the psychological contract can predict higher levels of employee wellbeing (Guest et al., 2000), such a relationship has not yet been made between employee wellbeing and the fulfilment of different contract obligations. This finding therefore confirms previous research suggesting that when employees initially build a relational contract, they view their employer as someone who recognises the importance of building a long-term, reciprocal relationship based on trust and loyalty, which, when fulfilled, would contribute to increased employee wellbeing (Dabos & Rousseau, 2004; Lester & Kickul, 2001). Indeed, relationships with supervisors, colleagues and subordinates were identified in earlier research as potential stressors that could influence employee wellbeing (Danna & Griffin, 1999). Further, employee relationships that offer support and attachment have been found to have a significantly positive effect on employee wellbeing by, for example, influencing the success of work–life balance policies (Lingard & Francis, 2006).

Also, this study found no significant relationship between the fulfilment of ideological obligations and employee wellbeing. This is challenging wellbeing literature arguing that the consequences of choosing an occupation based on ideological obligations often have positive implications for employee wellbeing in terms of realising one's personal purpose and meaning at work (Ryff & Keyes, 1995; Wilson et al., 2004;). Further,

empirical research has indicated that employees are increasingly seeking jobs that allow them to fulfil their ideological expectations with respect to personal values, purpose and meaning in life. Studies focusing on the consequences of choosing an occupation based on ideological obligations have identified positive implications, such as realising one's personal purpose and meaning at work, for employee wellbeing (Wilson et al., 2004; Ryff & Keyes, 1995). Finally, the concept of wellbeing has historically been associated with ideology and the fulfilment of obligations (Chirkov, 2008). This finding is interesting as it suggests that wellbeing in this sample is mainly related to fulfilment of obligations of a relational and transactional nature and not related to fulfilment of ideological obligations. One stream of the organisational literature that may help explain this finding is research on the double-edged sword of working for a job based on ideological obligations (Thompson & Bunderson, 2009). As noted by Thompson and Bunderson (2009), pursuing deep meaningful work often complicates the relationship between employee and employer, fostering meaning and occupational importance on the one hand but also unbinding duty, heightened vigilance and personal sacrifice on the other hand. At a personal level, a sense of moral duty to society and to patients implies that medical staff should be willing to make whatever personal sacrifices are required to perform their work, often at a high personal cost (Thompson & Bunderson, 2009). A strong sense of duty, personal sacrifice and heightened vigilance may therefore lead employees to consistently prioritize their commitment to their patients, which have more immediate needs related to health and wellbeing, over their work-life balance and their own wellbeing.

Lastly, the results of this study demonstrated a surprising, albeit weaker, connection between the fulfilment of the transactional part of the contract and employee wellbeing.

It seems, therefore, that for hospital employees, the fulfilment of their transactional obligations, such as salary, benefits and work schedule, significantly increases their sense of wellbeing. In this regard, such findings may support recent research that has demonstrated the importance of financial wellbeing, alongside mental and physical wellbeing. The financial dimension of wellbeing has only recently found its way into the overall strategy for promoting wellbeing in organisations (Joo, 2008; Brown et al., 2009; Ng & Diener, 2014). However, the Chartered Institute of Personnel and Development (CIPD) has revealed some worrisome statistics, highlighting finances as one of the top three causes of employee stress, alongside work pressures and family/relationship problems (CIPD, 2016). Financial difficulties not only adversely impact employee performance and productivity but, if left unresolved, can damage both mental and physical health. In the UK, it is believed that over 17.5 million work hours are lost per year due to stress directly caused by financial pressures. There are many contributing factors to the disruption or erosion of financial wellbeing among employees, e.g., the CIPD estimates that the average savings of a typical UK employee are less than a single month's salary. Other factors include high housing costs and the repayment of student loans. Further, wellbeing research suggests that other transactional factors indirectly related to pay, such as wage comparisons between employees, may also play a significant role in one's level of wellbeing (Brown et al., 2008).

#### **5-6-4. The predictive power of ideological fulfilment**

One of the aims of this research was to identify unique outputs resulting from the fulfilment of an ideologically infused contract, about which extant research suggests that they “can represent a distinct inducement to elicit employee contributions and commitment” (Thompson & Bunderson, 2003, p.573). Previous empirical research has

confirmed the distinct effect of ideological obligations and fulfilment on work effort (Vantilborgh et al., 2014) and organisational influence (Bingham et al., 2014). These studies hypothesized that the fulfilment of ideological obligations can result in outputs unique from those predicted by the fulfilment of transactional or relational types of contracts, such as employee engagement or the perceived social impact of an occupation.

That said, this study did not detect a unique relationship between ideological fulfilment and perceived social impact, but it did reveal that ideological fulfilment uniquely predicted employee engagement. Research on the impact of the fulfilment of the different types of obligations on employee engagement is relatively limited. One example is Yeh (2012), who examined relationships between flight attendants, psychological contracts and employee engagement. He found that relational psychological contracts positively influence employee engagement at work, while transactional type of psychological contracts have a negative influence on employee engagement.

No previous research has linked the ideologically infused psychological contract with employee engagement. However, several streams of research have pointed towards a positive relationship between these two concepts. Research on purpose at work has related organisational commitment, job satisfaction and higher levels of employee engagement (Milliman et al., 2003; Holbeche & Springett, 2003). Further, research focusing on the specificity of ideological currency has suggested that working for a valued cause triggers a level of employee performance that cannot be attained by simply working for a salary or a promotion (Thompson & Bunderson, 2003).

The results confirm that employees who work for the advancement of a cause find themselves uniquely engaged in their jobs. This type of engagement cannot be replicated

by merely working for money or career advancement. Studies focusing on ideological obligations have implied that the fulfilment of the ideologically infused psychological contract leads to greater engagement than working only to increase employer profits (Thompson & Bunderson, 2003; Bingham, 2006 & 2011). This is because when employees build a contract based on ideological obligations, their perceptions about the organisation's obligations are not grounded solely in personal entitlements but also in the promotion of a cause that they highly value (Thompson & Bunderson, 2003). Therefore, the fulfilment of their contracts motivates employees not just with regard to their employer's own obligations but also with respect to their obligations towards the valued cause.

Finally, this study assumed that the fulfilment of an ideologically infused psychological contract would increase the perceived social impact of one's occupation, as this type of contract is based on the fulfilment of obligations towards a mission/cause (Grant, 2008). However, this study found no significant relationship between an ideologically infused psychological contract and perceived social impact. One explanation could be that medical professionals view their perceived social impact as 'implicit' (O'Donohue & Nelson, 2007). This explanation is based on the work of Bunderson (2001), who conceptualised organisations according to two management schemas: the bureaucratic and market enterprise schema and the professional groups and community service schema. This classification (Bunderson, 2001) helps explain the ideological differences between the professional and management perspectives as well as how such differences lead to different views on a professional's relationship to the organisation and the psychological contract. Healthcare professionals can be included in the latter category, in which the organisation is interpreted as contributing to the community and to the public good (O'Donohue & Nelson, 2007).

In sum, research on ideologically infused psychological contracts suggests that this type of contract can represent a distinct inducement to elicit employee contributions and commitment (Bunderson & Thompson, 2003; Vantilborgh et al., 2014; Bingham et al., 2014). This led me to the hypothesis that the fulfilment of ideological obligations can result in unique outputs that may not be elicited by the fulfilment of transactional or relational types of contracts, such as employee engagement or the perceived social impact of occupations. I found support for this hypothesis, as the results of this study revealed a unique link between the fulfilment of ideological obligations and employee engagement. However, given that ideological fulfilment only uniquely predicted employee engagement, its distinct characteristics in terms of predictive power are more limited than I had initially assumed. The results of this study also indicate that the distinction between transactional, relational and ideological fulfilment, although identifiable, may become quite complex when considered simultaneously with targeted outcomes (Bingham, 2006). Although the results above further explain how and why ideological contracts represent a clear departure from the binary nature of relational or transactional contracts, I found that in considering the potential explanations for the findings, the lines separating the different currencies may become blurred. Given the conceptual overlap between the constructs, as well as their high intercorrelations, elucidating unique effects from each fulfilment type on a specific type of employee attitude or behaviour is more problematic than first assumed, when both are considered simultaneously. Previous research supports this notion, as several studies have yielded inconclusive results when both transactional and relational contracts were proposed to affect behaviour (Turnley et al., 2003; Hui et al., 2004)

## **5-6-5. Exploratory mechanisms underlying ideological fulfilment**

### **5-6-5-1. Beyond the norm of reciprocity**

This study investigated the mechanisms underlying the social exchange that takes place during the fulfilment of an ideologically infused psychological contract. Until now, research on this topic has essentially focused on the norm of reciprocity (Gouldner, 1960). However, when the relationship centres on ideological obligations, the focus shifts from the direct benefits that accrue to the employee to the belief that the organisation should demonstrate a convincing commitment to or investment in a socially responsible cause (Thompson & Bunderson, 2003). The norm of reciprocity may, therefore, be limited in its explanatory power to explain the relationship between ideological obligations, their fulfilment and organisational outcomes. This is because, unlike relational and transactional fulfilment, ideological fulfilment not only has direct benefits for employees but also involves a reciprocal exchange with the employer through a ‘benefactor’ or ‘third party’ outside the organisation. This research, therefore, investigated how another explanatory mechanism, the meaning of work, may play a role in the fulfilment of an ideologically infused psychological contract.

### **5-6-5-2. The exploratory power of the meaning of work in the ideological fulfilment**

*“When it comes to attracting, keeping and making teams out of talented people, money alone won’t do it. Talented people want to be part of something they can believe in, something that confers meaning on their work and their lives”.*

John Seely Brown (in Dearlove and Coomber, 1999)

This research investigated how the meaning of work may play a role in understanding why the fulfilment of the ideological psychological contract has an effect on outcomes. Better understanding the link between ideological currency psychological contact and the meaning of work is increasingly important as employees seek a larger meaning in their work that allow them to feel they are contributing to the wider community (Bingham et al., 2013; Coyle-Shapiro et al., 2019). Employees are increasingly looking for jobs that they could relate to, and to work for an organisation whose purpose, products/services and *modus operandi* they feel affiliated with (Holbeche & Springett, 2009). Therefore, for many organisations, “a willingness to behave ethically and assume responsibility for social and environmental consequences of their activities has become essential to maintaining their license to operate” (O’Donohue & Nelson, 2009, p.251; Bingham et al., 2013).

Supporting my assumption and previous research that has shown how ideological obligations are intrinsically connected with meaning mechanisms, the analysis of the results in the current study shows that the meaning of work does indeed mediate the relationship between the fulfilment of an ideologically infused psychological contract and all the outcomes studied, except for meaning in life (Thompson & Bunderson, 2003; Rosso et al., 2010). This is in accordance with previous work on the mediating role of meaning of work in organisational models such as transformational leadership and work engagement (Ghadi, Fernando & Caputi, 2013).

This study confirms that the meaning of work literature is particularly well suited to illuminating the psychological mechanisms underlying the development of a psychological contract based on ideological obligations. Thus, this study suggests that



the pursuit of a cause at work provides a deep sense of meaning, which in turn increases affinity on the part of employees for the work and the cause they value (Thompson & Bunderson, 2003). Employees who derive a sense of meaning from their work more often perceive the work as having a positive social impact on the wider community (Thompson & Bunderson, 2003).

Further, this supports and expands previous work on corporate volunteering and organisation-sponsored cause research suggesting that meaning of work is at the core of employee's motivation and employees' enthusiasm to volunteer based on the desire to express personally meaningful values (Brockner, Senior & Welch, 2014). The positive meaning stemming from this expression is related to a wide range of important attitudes and behaviours at work, such as organisational identification and commitment (Bartel, 2001; Frank-Alston, 2000; Peterson, 2004) and their aptitude to attract influence nominations (Bingham et al., 2014). Even in different work contexts such as manufacturing, scholars have highlighted the link between meaningful work and ideological psychological contract, with Krause and Moore (2017) noting that ideological expectations play a meaningful role in the psychological contracts of corporate manufacturing employees in positively influencing their professional pride, wellbeing and efforts to benefit a third-party.

Consequently, this therefore helps explain why "employees who believe that their work contributes to a cause may experience greater satisfaction, engagement and motivation than those who feel they work only for the corporate bottom line" and are therefore more inclined to engage in OCBs and less inclined to quit (Thompson & Bunderson, 2003, p.584; Bingham et al., 2013; Vantilborgh et al., 2014). The results from this study affirm

the crucial role of meaning at work in explaining the depth of the bond created between an employee and an employer when the employee builds a psychological contract based on ideological grounds. These findings therefore support its distinct characteristic with regard to the exploratory mechanisms underlying its fulfilment.

### **5-7. Limitations and further research**

In interpreting the findings, the limitations of the study must also be considered. First, the sample was drawn from the healthcare sector and may as such limit the generalisability of the findings to other sectors. Professional ideology is profoundly rooted in expertise and a client focus while also conveying a sense of contribution beyond the employee to the larger public good; therefore, the healthcare sector represents an interesting exploratory context in and through which to advance research on psychological contracts based on ideological beliefs (O'Donohue & Nelson, 2007). However, it would be interesting to contextualise this research in other sectors, such as the financial services industry, where profit is the main objective and is arguably one of the biggest motivations for employees and establish how prevalent is ideological currency across organisations, occupations and cultural contexts? (Coyle-Shapiro et al., 2019).

Further, employees' perceptions of promised inducements and contributions may shift over time. Future research should attempt to further unravel the role of time in the psychological contract process and examine for example how perceptions of the ideological psychological contract may influence job attitudes as a function of time or career movement (Griep, Vantilborgh, Hansen & Conway, 2018).

Also, this research, in trying to expand possible theoretical explanations underpinning psychological contract fulfilment has focussed on the meaning of work. It has

demonstrated the crucial role that meaning of work plays in this process. Future research could therefore examine other additional and complementary explanations for the fulfilment of a contract based on ideological obligations such as for example positive reactions to third parties/beneficiary (Coyle-Shapiro et al., 2019). These theories may help explain the consequences of psychological contract fulfilment that takes place beyond the employee-organisation dyadic relationship such as in the case of an ideological psychological contract.

Lastly, although I considered only the positive implications of the fulfilment of an ideologically infused psychological contract, it is imperative to keep in mind that previous studies have suggested that the benefits of fulfilling ideological obligations do not come without a cost. Building a contract based on an ideological premise elevates the relationship between employees and employers, fostering a feeling of transcendent meaning and professional importance, but also triggers personal sacrifice and heightened vigilance on the side of the employee (Bunderson & Thompson, 2009). It therefore seems that the very contract that makes employees resistant to most organisational shortcomings may also make them vulnerable to exploitation from the organisation. Further research is needed to better understand the double-edged sword of ideological commitments and their potentially devastating consequences for employees and organisations.

## **5-8. Conclusion**

This study proposed and empirically tested a set of hypotheses under the assumption that, in addition to economic and socioemotional dimensions, the ideological dimension underlying the multidimensional psychological contract framework plays a specific role in predicting employee behaviour, and that some outcomes may be uniquely linked to

the fulfilment of this type of contract. I found some evidence to suggest that employees' understanding of their psychological contract may differentially affect their attitudes and behaviours at work as well as the level of effort they devote to executing their jobs. Specifically, the results of this study suggest that the fulfilment of a psychological contract triggers OCBs targeted towards both peers and the organisation as well as towards the patients for whom employees care, increasing their satisfaction at work as well as their sense of well-being and uniquely predicting their engagement. However, the strength of the relationships between psychological contract fulfilment and outcome variables differed, in some circumstances, from that proposed by the hypotheses, suggesting that the effect of the fulfilment of different psychological types of obligations on organisational outcomes becomes more complex when examining the relationships from a multiple contract's perspective. Finally, this study found that the extraordinary bond that doctors, nurses and other medical staff form with their patients and with the hospital community at large can be at least partially explained via the deep meaning they derive from their work.

## **Chapter 6**

Exploring the strength of the bond created  
by ideological psychological contract  
fulfilment

## **6-1. Introduction**

This chapter extends Chapter 5 in the following ways. First, this chapter further investigates the dynamic that underlies the social exchange that occurs during the fulfilment of an ideologically infused psychological contract. While the previous chapter sought to identify an alternative mechanism to the positive norm of reciprocity in the ideological currency contract fulfilment and further link the meaning of work and psychological contract research, this chapter proposes the investigation of a number of boundary conditions to ideological fulfilment. These conditions are particularly salient in explaining the strength of the bond created by a psychological contract based on ideological obligations. This chapter specifically examines the role played by identity mechanisms at work such as occupational identification, mechanisms promoting meaning at work such as task significance, self-transcendence and self-efficacy, leadership style, and more extreme forms of organisational behaviours such as identity fusion with one's company and self-sacrifice, in influencing the strength of the bond formed through a psychological contract based on ideological obligations.

Specifically, this chapter examines the moderating effect that four categories of variables—chosen for their close links with ideology and the literature on the meaning of work—have on the relationship between ideological contract fulfilment and its outcomes. These categories are: (1) occupational identification, (2) meaning mechanisms, (3) leadership style, and (4) identity fusion and self-sacrifice.

The first category examines the role of occupational identification in strengthening the effect of a psychological contract based on ideological obligations. The importance of identity at work as a complementary framework to social exchange theory has been increasingly recognised in recent organisational literature (Flynn, 2005; van

Knippenberg et al., 2007; Hekman et al., 2009; Umphress et al., 2010). Several reasons may explain why identity influences how the fulfilment of a psychological contract based on ideological obligations affects employees' outcomes. First, the fulfilment of a psychological contract is related to identification mechanisms at work because identification encourages employees to believe that their organisation fulfils their needs by, for example, valuing their contributions and caring about their wellbeing (Zagenczyk et al., 2014). Second, research suggests that there exists a strong link between ideologically infused employee–employer relationships and identity at work, as studies demonstrate that employees are increasingly seeking a closer alignment between their internal values and their employing organisation's values (Bunderson, 2001; O'Donohue & Nelson, 2007). One way employees can achieve this goal is by fulfilling their contracts with their employing organisations, as values and beliefs form a crucial part of the mental schema upon which rests a professional's perspective of one's organisation (Thompson & Bunderson, 2003; O'Donohue & Nelson, 2007). Managers in organisations understand this mechanism and are increasingly seeking strategies that reinforce their explicit connections with their employees and their environments by adopting cause-driven missions in an effort to induce greater employee contributions (Ashmos & Duchon, 2000; Burr & Thomson, 2002). Therefore, the incorporation of both research streams may help more thoroughly understand occupational identification's influence and importance in influencing the strength of the relationships between employees and employers based on ideological obligations.

The second category includes the three organisational variables that trigger a meaning mechanism that leads to a sense of contribution at work (i.e., self-efficacy, self-transcendence, and task significance). A sense of contribution is defined as “individuals’

beliefs that they have the power and ability to produce an intended effect or to make a difference” (Rosso et al., 2010, p. 109). This variable is central to the definition of ideological fulfilment based on the contributions that are made and received. An employee’s perceived ideological obligations usually take the form of contributions towards an organisation’s ability to promote an espoused cause. These obligations generally consist of initiatives to serve or publicly advocate for the espoused cause’s needs (Thompson & Bunderson, 2003). In return, the organisation offers inducements to support the cause that often include monetary contributions, lobbying, and internal practices and policies that orient employees’ attention and time to contribute to ideological objectives (Thompson & Bunderson, 2003).

The third category examines transformational leadership—that is, a leadership style that is generally linked with an inspirational and highly meaningful type of organisational management (Bass & Avolio, 1994). Transformational leaders are generally perceived to facilitate the conversion of psychological contract fulfilment into positive outcomes for the employee and the organisation alike, triggering employees to expand their skills and competences, improve the quality of their work and develop innovative approaches to deal with emerging challenges (Engelen et al., 2015). Further, this leadership type has been identified as intrinsically linked with ideological obligations, as this type of leader communicates inspiring messages that both motivate employees to surpass their own self-interest and convince employees that their jobs have the potential to fulfil their values for the benefit of others (Bass & Riggio, 2006).

Finally, I examine two concepts linked with an ideologically infused psychological contract, as they are motivated by a sense of altruistic contribution: identity fusion with



the organisation and self-sacrifice. Indeed, the fulfilment of an ideologically infused psychological contract implies the pursuit of a valued cause or principle that is not limited to self-interest (Thompson & Bunderson, 2003). Philosophical research indicates that when we are drawn to act for the benefit of that which we perceive to possess intrinsic value, we become vulnerable because we are moved to look away from ourselves (Pask, 2005). The implication of this vulnerability at work is intrinsically linked with the idea of self-sacrifice, one's tremendous attachment to the mission or cause, and the organisation's support of that mission (Pask, 2005; Bunderson & Thompson, 2009; Grant, 2007).

## **6-2. Theoretical framework**

Figure 6.1 outlines the conceptual model and hypotheses that are tested in this chapter. It sets out to explain which factors influence the strength of the relationship between ideological psychological contract fulfilment and its outcomes.

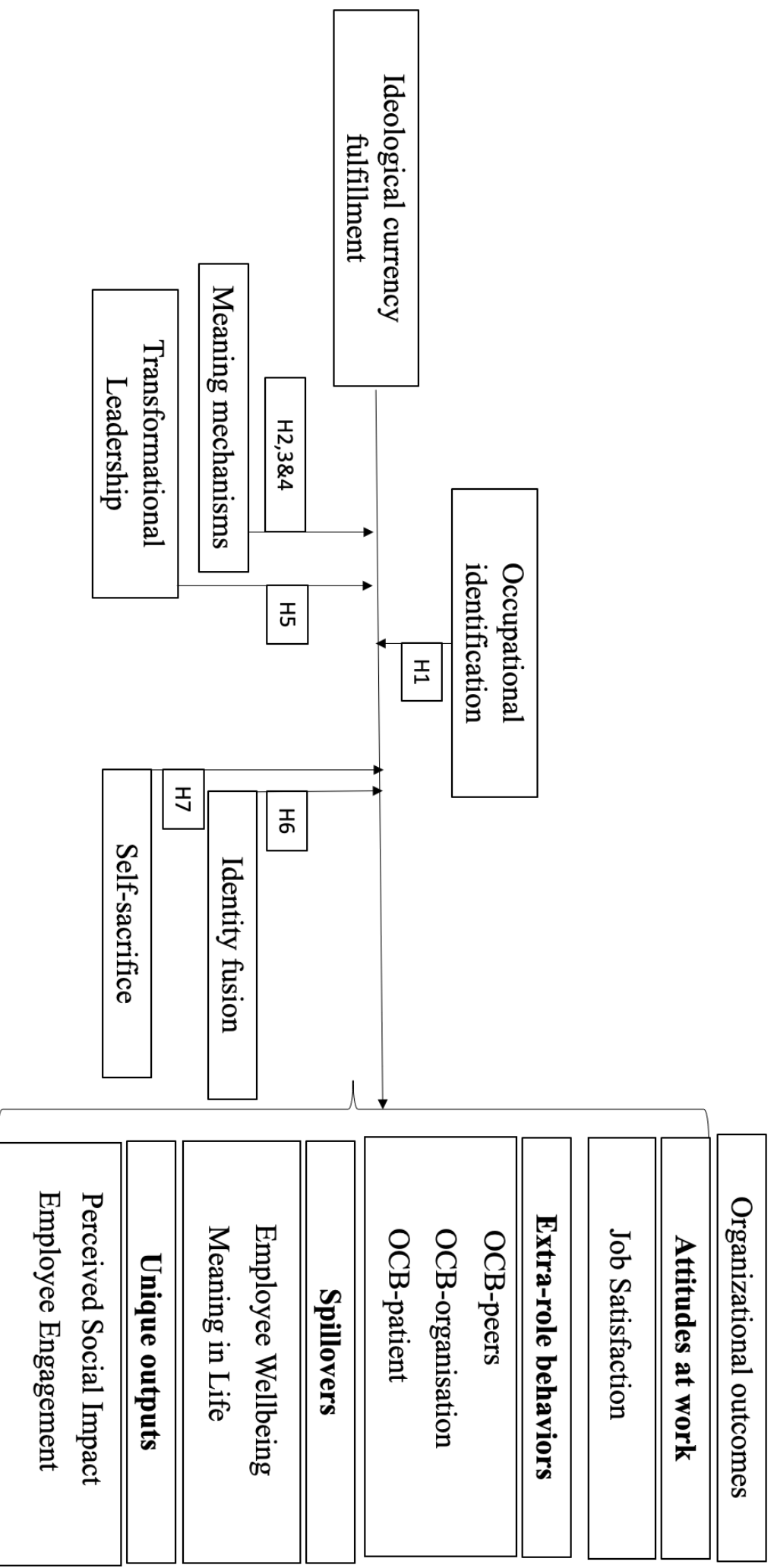


Figure 6.1 – proposed conceptual model to better understand mechanisms underlying the fulfillment of an ideological psychological contract.

### 6-3. Hypotheses

#### *Identity mechanisms at work: Occupational identification (OIC) – (Category 1)*

Occupational identification (OIC) (also called professional identification) refers to the extent to which an individual internalises one's occupational (or professional) identity as an indorsed definition of oneself (Carper, 2017; Witt, 1993). Ashforth et al. (2013) suggest that because individuals are hired into organisations to perform specific occupations, an employee's occupation tends to be a highly salient basis for constructing a workplace identity (McCall & Simmons, 1978; Van Maanen & Barley, 1984; Cardador & Pratt, 2006). Because an employee's occupation tends to be more concrete and exclusive than the organisation, the occupation is sometimes a more salient and situationally relevant basis for constructing a sense of self in the workplace, potentially leading employees to identify more strongly with their occupation than with their organisation itself (van Knippenberg & van Schie, 2000; Cardador & Caza, 2012; Johnson et al., 2006). Thus, OIC may be important although largely overlooked when endeavouring to understand employees' experiences at work. OIC strengthens the relationship between psychological contract fulfilment and desirable outcomes for a number of reasons.

First, as long-term relationships with employers continue to erode, employees may more and more frequently entrust their self-definition to their occupations rather than their employers (O'Donohue & Nelson, 2007). This tendency has prompted an increasing number of employees to seek a closer alignment between themselves and their work, as well as with their organisational and broader societal contexts (Burr & Thomson, 2002). O'Donohue and Nelson (2007) found through their study on professional ideologies and psychological contract that all their medical respondents demonstrated a strong

professional affiliation as well as a psychological contract based on ideological obligations. Their research suggests that medical staff experiencing strong professional affiliation may perceive their organisation to be obligated to demonstrate a credible commitment and support for their professional input as well as a main focus on the patients they are caring for (O'Donohue & Nelson, 2007).

Other research has linked one's deep attachment with one's occupation with the presence of ideological obligations, such as the case of firefighters, where group identification increases their engagement at work and is intrinsically linked with the prosocial impact of their work (Mayr, 2017). The underlying rationale is that, through fulfilling their ideological obligations, employees are enhancing the congruence and salience of the occupational identity and are subsequently likely to increase their collective-oriented and self-sacrifice behaviours at work (Shamir et al., 1993). Other organisational studies have highlighted the complementarity between the fulfilment of one's ideology at work and occupational identification (Becker & Carper, 1956; O'Donohue & Nelson, 2007). For example, Becker & Carper (1956) research highlights the close bond between occupational title and ideology and how these names carry symbolic meaning and values which tends to be incorporated into the identity: "they [organisational titles] imply a great deal about the characteristics of their bearers, and these meanings are often systematized into elaborate ideologies which itemize the qualities, interests, and capabilities of those so identified." (Becker & Carper, 1956). This circumstance in turn suggests that employees for which meaning and purpose in work is achieved at least in part by identifying with their profession are likely to interpret compliance with occupational standards as a manifestation of their workplace identity (Ashforth et al., 2013). Therefore, one factor influencing employees' responses to their employing organisation's fulfilment of their psychological contract is their degree of

identification with their work. Employees experiencing high level of occupational identification are more likely to ‘go the extra mile’ and engage in behaviours that demonstrate a strong attachment with their organisation, such as extra-role behaviours expressed towards their peers and organisation (O’Donohue & Nelson, 2009).

Second, under typical work conditions, professional identification is triggering positive outcomes in medical work such as nursing including organisational commitment, work effort, and lower turnover intentions (Vogus et al., 2020). Research demonstrates that OIC strengthens organisational outcomes that are important for helping cement employer–employee relationships, such as extra-role behaviours, organisational citizenship behaviours, job performance, and organisational commitment (Snape & Redman, 2003; Van Dick et al., 2004; Ashforth et al., 2013). Employees who strongly identify with their occupations are motivated to help achieve goals at work because doing so positively reflects upon their occupations and, by association, themselves. Thus, the effects that the fulfilment of employers’ obligations and responsibilities at work have on employees’ responses are often influenced in organisational research by identification (David, 2010). Also, recent research on the JD-R model is increasingly seeing occupational identification as a personal resource grounded in a sense of positive distinctness (Conroy, Hill & Shore, 2017). The JD-R model posits that personal resource, such as occupational identification, is strengthening the employee-employer relationship by buffering the impact of job demands on burnout and other adverse consequences of high demands (Vogus et al, 2020).

The above leads me to argue that, because of the synergy and complementarity created when the organisation’s actions are aligned with employee’s OIC, occupational

identification moderates the relationship between the fulfilment of an ideologically infused psychological contract and its outcomes.

**Hypothesis 1:** *Occupational identification moderates the positive relationship between the fulfilment of an ideologically infused psychological contract and (a) job satisfaction, (b) OCB-Peers, (c) OCB-Organisation, (d) OCB-Patients, (e) employee wellbeing, (f) meaning in life, (g) employee engagement and (h) perceived social impact. The nature of this effect is such that the relationship is stronger among employees who score higher in occupational identification compared to employees who score lower.*

#### ***Towards a sense of contribution (Category 2)***

Meaning literature suggests that, based on the psychological need's theory, each employee creates their own meaning of work differently (Rosso et al., 2010). Contemporary psychological research often uses needs theory to assess and explain individual differences in behavioural motives in the workplace (Deci & Ryan, 2000). Research on the meaning of work identifies specific routes through which employees create their meaning of work. The association of self-transcendence, task significance, and self-efficacy creates the 'contribution' route; in other words, employees who take this psychological route create their meaning of work primarily through a sense of contribution. Research suggests that a sense of contribution is triggered when an employee's actions are perceived as significant and/or performed in service of something greater than the self (Rosso et al., 2010). This claim is consistent with the development of an ideologically infused contract, as ideological employee obligations often take the form of contributions towards an organisation's ability to pursue a valued cause (Thompson & Bunderson, 2003). A sense of contribution is central to the

ideological currency because “the defining aspect of ideology-infused contracts is that organizational membership is at least partially premised on a belief that the organization will provide a context in which the individual can contribute, directly or indirectly, to the cause” (Thompson & Bunderson, 2003, p. 574).

Further, research on the meaning of work proposes that the effect of meaning mechanisms may be additive (Rosso et al., 2010). Employees who display higher levels of sensitivity to their need for transcendence, self-efficacy, or purpose will therefore be more motivated to fulfil these needs than employees with lower sensitivity levels and will consequently seek greater opportunities to experience or enact these mechanisms (Baumeister, 1991). In turn, work experiences that activate more than one mechanism contribute to stronger perceptions of the meaning of work (Baumeister, 1991; Rosso et al., 2010). Therefore, research suggests that employees who experience a strong sense of contribution may experience stronger organisational outputs (e.g., task performance) than employees who experience lower levels of meaning mechanisms (Stahl & Harrell, 1983).

### ***Self-transcendence***

Self-transcendence is described in the meaning literature as a mechanism that connects an individual to an entity greater than the self that is typically beyond the material world (Maslow, 1971). Research on the meaning of work highlights that, similarly to an ideologically infused psychological contract, self-transcendence reflects the meaningfulness of actions that are perceived as performed in service of something greater than the self, highlighting the experience of self-abnegation by deliberately subordinating oneself to something external (Rosso et al., 2010).

A number of reasons explain why employees' perceptions of self-transcendence at work may strengthen the effect that the fulfilment of an ideologically infused psychological contract has on its outcomes. First, recent research on the psychological effect of self-transcendence states such as Yaden and colleagues (2017), has highlighted the relationship between the "relational" component of self-transcendence, which refers to the sense of connectedness with aspects of one's environment, a valued cause or surrounding context, leading to a strong link between self-transcendence state and prosocial behaviors, and its "annihilating" component, which reduce self-salience. These two mechanisms are in fact happening at the same time, creating an overall sense of unity with an entity beyond the self, as "when a raindrop falls into the ocean, it simultaneously ceases to be a single drop when it becomes part of the ocean." (Yaden and al., 2017, p.4).

Translated to an organizational context, this suggests that employees with strong self-transcendence beliefs encounter meaningfulness by simultaneously connecting their work efforts to their highly valued cause, thereby increasing their sense of contribution to a power higher than themselves and reducing their connection with their own self-interests (Lips-Wiersma, 2002). Therefore, self-transcendence, by helping to strengthen the connection between the employee and the cause they highly value, is complementing the effect of ideological fulfillment, and strengthen employee's perception of an organization's contribution to its cause while decreasing the importance of their own individual goals and obligations (Lips-Wiersma, 2002; Rosso et al., 2010). Second, "according to a self-abnegation perspective, the transcendence of one's own self-interest by relinquishing one's control to something greater than oneself helps individuals feel that they are not alone and that they do not need to be in control" (Rosso et al, 2010).



P.112). By relinquishing control to a cause beyond oneself, for example a sacred calling, self-abnegation increases one's perception of being involved in a system of interconnected individuals that is greater than oneself and that cannot exist without the collective efforts and its contribution to the cause (Weiss et al., 2004; Rosso et al., 2010). Finally, research on "agentic orientations" such as self-transcendence has highlighted the buffering and empowering power brought by the capacity, for individuals scoring high on self-transcendence, to "reframe their relationships to existing constraints" (Emirbayer & Mische, 1998, p.1010). Previous studies suggest therefore that agentic orientation such as self-transcendence promote human mental and physical health, empowerment, wellbeing and life satisfaction (Bandura, 2005). It is because agentic orientations such as self-transcendence have been found strengthening individuals' beliefs, particularly in their capabilities to handle distressing life events, which reduce the amount of stress and pressure and in turn improve mental and physical wellbeing (Bandura, 1998).

This phenomenon leads me to argue that employees' perceptions of self-transcendence at work strengthens the relationship between the fulfilment of an ideologically infused psychological contract and its outcomes.

**Hypothesis 2:** *Employees' perceptions of self-transcendence at work moderates the relationship between the fulfilment of an ideologically infused psychological contract and (a) job satisfaction, (b) OCB-Peers, (c) OCB-Organisation, (d) OCB-Patients, (e) employee wellbeing, (f) meaning in life, (g) employee engagement and (h) perceived social impact. The nature of this effect is such that the relationship is stronger among*

*employees who experience a stronger sense of transcendence compared to employees who experience a weaker sense of transcendence at work.*

### ***Purpose***

Purpose is herein described as a sense of direction and intentionality that guides an individual's existence (Ryff, 1989). The pursuit of purpose is assumed to give life meaning (Rosso et al., 2010). Some scholars and philosophers “even argue that a sense of purpose is so fundamental to the attribution of meaning to human life that people often do not survive long without it” (Rosso et al., 2010, p.111). Research on this topic has linked purpose to a wide range of positive outcomes such as enhancement of well-being, by promoting a sense of emotional and behavioral consistency (Burrow & Hill 2011; Ryff, 1989).

A number of reasons explain why purpose at work strengthens the effect that the fulfilment of an ideologically infused psychological contract has on its outcomes. First, research suggests that employees who build an ideological psychological contract with their employing organisation are primarily motivated by a sense of purpose and their contribution to a cause (Thompson & Bunderson, 2003). In fact, purpose at work is central to the definition of this type of contract: “the psychological contract perspective provides conceptual space to consider how individuals develop beliefs about organisational obligations based on commitment to a cause” (Thompson & Bunderson, 2003, p. 253). Second, purpose at work, often theorized as “a central, self-organizing life aim that organizes and stimulates goals, manages behaviors and provides a sense of meaning” (McKnight & Kashdan, 2009, p.242) may, as a framework for employees for understanding one's experience at work, inherently decouple the link between psychological contract fulfilment and its outcomes. For example, Linley and Joseph

suggest that a sense of purpose at work increase the broader awareness of positive effects of work, even when employees are performing emotionally exhausting type of work such as “disaster work” (funeral workers, emergentists) (Linley & Joseph, 2007). Positive outcomes emerging from the fulfilment of the psychological contract may therefore be strengthened for those benefitting from a stronger sense of purpose, whom may therefore experience and interpret these outcomes within the broader and more personally meaningful context of their work and life aims (Baumeister & Vohs, 2002). Further, previous organizational studies have identified a sense of coherence and purpose at work acting as a high-order source of resilience to negative experiences at work. Feldt and colleagues (2007), who studied the effect of sense of coherence in well-being at work found that the stronger the SOC (sense of coherence), the lower the level of psychosomatic symptoms and level of exhaustion, suggesting that strong SOC subjects seemed to be better protected from the adverse effects of certain work characteristics such as pressure of time.

This condition leads me to argue that employees’ perceptions of a sense of purpose at work strengthens the relationship between the fulfilment of an ideologically infused psychological contract and its outcomes.

**Hypothesis 3:** *Employees’ perceptions of a sense of purpose at work moderates the relationship between the fulfilment of an ideologically infused psychological contract and (a) job satisfaction, (b) OCB-Peers, (c) OCB-Organisation, (d) OCB-Patients, (e) employee wellbeing, (f) meaning in life, (g) employee engagement and (h) perceived social impact. The nature of this effect is such that the relationship is stronger among employees who experience a stronger sense of purpose at work compared to employees who experience a weaker sense of purpose at work.*

### *Self-efficacy*

In this context, self-efficacy is defined as individuals' beliefs that they possess the power and ability necessary to either produce an intended effect or make a difference (Rosso et al., 2010). Perceptions of self-efficacy create meaning at work because they have been found to empower and enable employees to sense that they possess the ability to exercise control in their work environment (Baumeister & Vohs, 2002). A number of reasons explain why self-efficacy at work may strengthen the effect that the fulfilment of an ideologically infused psychological contract has on its outcomes. First, research suggests that employees who experience self-efficacy at work experience an increased sense of competence that results from their successful overcoming of challenges at work (Masten & Reed, 2002; Spreitzer & Doneson, 2005). Arguably, this experienced competence at work in turn amplifies the belief that employees are able to make useful contributions to an organisation's cause, thereby augmenting the effect that ideological fulfilment has on its outcomes.

Second, self-efficacy leads to an increased perception of perceived impact at work (Rosso et al., 2010). Indeed, individuals who feel they are making a difference by positively affecting their organisation or colleagues feel more capable of effecting positive change (Grant, 2008). This increased perceived impact in turn increases employees' perceptions of their contributions to a cause (Cardador & Rupp, 2011). Finally, research suggests that perceived social impact may be particularly pertinent in occupations with a high level of meaning, such as those based on ideological obligations. Indeed, research that draws on social information processing theory and traditional models of job design posits that nurturing employees' perceptions of task significance and perceived social impact leads them to experience their jobs as more meaningful

(Hackman & Oldham, 1976; 1980). For example, employees “who acts prosocially at work by assisting co-workers, the organisation, or other beneficiaries may come to perceive that they possess the capacity to effect positive change, and this perceived impact on others, or the environment is thus experienced as meaningful” (Rosso et al., 2010, p.110). This example leads me to argue that employees’ perceptions of self-efficacy at work strengthens the relationship between the fulfilment of an ideologically infused psychological contract and its outcomes.

**Hypothesis 4:** *Employees’ perceptions of self-efficacy at work moderates the relationship between the fulfilment of an ideologically infused psychological contract and (a) job satisfaction, (b) OCB-Peers, (c) OCB-Organisation, (d) OCB-Patients, (e) employee wellbeing, (f) meaning in life, (g) employee engagement and (h) perceived social impact. The nature of this effect is such that the relationship is stronger among employees who experience a stronger sense of self-efficacy compared to employees who experience a weaker sense of self-efficacy at work.*

***Leadership type of behaviours: Transformational Leadership (Category 3)***

Leadership behaviours are traditionally divided into two main styles: transactional and transformational (Bass & Avolio, 1994; Men & Stacks, 2014). Transactional leaders generally motivate employees by appealing to their personal desires, which are often based on instrumental economic transactions. They use bureaucracy, policy, power, and authority to maintain their control (Yukl, 2006). Transformational leaders, on the other hand, motivate employees by appealing to their ideals and moral values, thereby creating

and representing an inspiring vision of the future of both the organisation and society (Bass & Avolio, 1994; Yukl, 2006).

Numerous studies highlight the positive effects of transformational leadership across all types of industries and cultures, as it has been determined to reduce employee stress and turnover intentions as well as increase job satisfaction (Avolio, 1999; Sosik & Godshalk, 2000; Bono & Anderson, 2005; Walumbwa et al., 2005). In fact, organizational research suggests that transformational leadership may be one of the most important factors for understanding and influencing employee engagement at work as it has been found promoting inspiration, intellectual stimulation, meaning at work, and decision making (McKee et al., 2011; Chen et al., 2016; Sun et al., 2017). It also appears to be an important factor in increasing employee wellbeing and the prosocial impact of one's occupation (Terry et al., 1993; Kuvaas & Dysvik, 2010; O'Driscoll, 2003; Grant, 2012). Recent studies suggest that employees need transformational leadership when they experience challenging stressors, face uncertainty at work, and execute tasks that they perceive as meaningful (Grant, 2012; Kvale et al., 2017; Sellgren et al., 2008).

Several reasons may explain why transformational leaders help strengthen the relationship between the fulfilment of an ideologically infused psychological contract and its outcomes. First, transformational leaders are generally perceived to facilitate the effective conversion of psychological contract fulfilment into positive outcomes for the employee and the organisation alike, as they incite their employees to improve the quality of their work and develop innovative approaches to deal with emerging challenges (Engelen et al., 2015). One key mechanism that explains this effect is transformational leaders' ability to increase their followers' self-efficacy, thereby

increasing the employees' beliefs in their ability to organise and perform the steps required to reach a given goal (Shamir et al., 1993; Fitzgerald & Schutte, 2010).

Research suggests that leaders' behaviors influence psychological contract fulfillment as "leaders can determine and influence resource distribution and the extent of reward for followers and thus influence employee's experience and expectations of their employment relationship" (Wu & Chen, 2015, p.29; Cullinane & Dundon, 2006). Specifically, leaders with empowering type of behavior may inspire subordinates to improve their service attitude and desire to better serve the customers or patients they are caring for, developing self-control and autonomy (Wu & Chen, 2015). Based on the reciprocity process between the two parties, if employees feel empowered and supported, they can act on the inspirational appeal of this type of leadership and may perceive their manager's support as fulfilling their obligations or promises leading the employee to consider such behaviours to reflect the value the employer places on the EOR (Argarwal & Bhargava, 2014; Coyle-Shapiro & Kessler, 2000). This therefore reinforces the relationship between psychological contract fulfilment and positive organisational outcomes, such as organisational motivation, commitment and retention (Wu & Chen, 2015; Walumbwa et al., 2005; Behery et al., 2012). Second, and related to the meaning of work, research perceives transformational leadership as related to ideology and meaning mechanisms (e.g., one's sense of contribution), as is observed in the type of communication that transformational leaders convey to inspire their employees to surpass their own self-interests while convincing them that their jobs have the potential to express and fulfil their values for the benefit of others. As a result, employees become more likely to increase their engagement, display extra-role behaviours towards their peers and their employing organization, and improve their job

performance in response to transformational leadership. Therefore, I propose the following hypothesis.

**Hypothesis 5:** *Transformational leadership moderates the positive relationship between the fulfilment of an ideologically infused psychological contract and (a) job satisfaction, (b) OCB-Peers, (c) OCB-Organisation, (d) OCB-Patients, (e) employee wellbeing, (f) meaning in life, (g) employee engagement and (h) perceived social impact. The nature of this effect is such that the relationship is stronger among employees who work for a supervisor who scores higher in transformational leadership compared to employees who work for a supervisor who scores lower in transformational leadership.*

#### ***Identity fusion and self-sacrifice (Category 4)***

“People almost never kill and die for the Cause, but for each other: for their group, whose cause makes their imagined family of genetic strangers-their brotherhood, fatherland, motherland, homeland, totem, or tribe.”

Scott Attran

#### ***Identity fusion***

Identity fusion is a relatively unexplored form of alignment among groups that involves a strong feeling of oneness with a group and its members and often motivates personally costly pro-group behaviours (Swann et al., 2010). This psychological mechanism is strongly connected with ideological alignment and is generally presented in the organisational literature as an extreme form of organisational identification (Swann et al., 2010).



Several reasons explain why employees' identity fusion with a group may strengthen the relationship between ideological fulfilment and its outcomes. First, individuals undergoing a search for meaning within a group context involves a "depersonalization" and a collective shift, in which there is a "transition from one's individual identity to one's social identity" (Kruglanski et al., 2019, p.94). This psychological shift triggers a sense of empowerment from identifying to a stronger, more robust and enduring entity whose existence transcends the fragile lives of individuals members (Kavanagh et al., 2020). The interplay of personal and social identity that stems from identity fusion with a group increases the sense of alignment with that group goals and triggers a sense of oneness which compliments and amplifies outcomes of ideological alignment with the group within the organization such as motivation at work, meaning at work, and meaning in life (Burhmester et al., 2018). Second, the identity literature indicates that measures of fusion are exceptionally strong predictors of extreme pro-group behaviours that are generally personally costly (Swann et al., 2012; Swann & Burhmester, 2015; Burhmester et al., 2018). Identity fusion with a group increases employees' likeliness to 'go the extra mile' and engage in behaviours that demonstrate a strong attachment with their organisation, such as extra-role behaviours expressed towards other group members as well as the organisation (Swann et al., 2010; Swann et al., 2014). Further, literature on the self and identity development suggests that the situational influences that activate their personal or group identity in some cases simultaneously activate other positive outcomes, such as increased meaning in life, higher levels of wellbeing, and greater engagement at work (Swann & Burhmester, 2015; Fredman et al., 2015). Therefore, I propose the following hypothesis.

**Hypothesis 6:** *Employees' identity fusion with their groups within their employing organisation moderates the positive relationship between the fulfilment of an*

*ideologically infused psychological contract and (a) job satisfaction, (b) OCB-Peers, (c) OCB-Organisation, (d) OCB-Patients, (e) employee wellbeing, (f) meaning in life, (g) employee engagement, and (h) perceived social impact. The nature of this effect is such that the relationship is stronger among employees who experience higher levels of fusion with their groups within the organisation compared to employees who experience lower levels of fusion with their groups within the organisation*

Identity fusion and self-sacrifice are related because the sense of oneness that stems from the identity fusion between an individual and their group involves the union of personal identity and social identity. The union of the personal and social identities does not decrease the importance of either identity in isolation (Swann et al., 2015). Together, the personal and social identities as well as relational ties that fused individuals express towards other group members predispose them to perform extreme sacrifices for the group (Swann et al., 2015).

### ***Self-sacrifice***

Self-sacrifice is a concept that has fascinated philosophers and sociologists for centuries. This phenomenon is unsurprising, “as one’s decision to sacrifice oneself defies one’s survival instinct, which is one of the most powerful of all human predispositions” (Swann et al., 2014, p.913). A large portion of the literature on this topic focuses on identifying those psychological forces that are so prevailing that they override people’s survival instincts and predict extreme sacrifices (Swann et al., 2012). A growing body of literature is documenting individuals’ capacity to exhibit self-sacrifice behaviours for their group in various contexts. For example, strongly fused individuals are especially apt to endorse physically fighting and dying to defend their country from threats (Swann et al., 2010; Gomez et al., 2011). Moreover, strongly fused individuals reply to exclusion

by other group members by increasing their willingness to sacrifice themselves for the group (Gomez et al., 2011).

A number of explanations exists to why self-sacrifice may strengthen the relationship between a psychological contract based on ideological obligations and their outcomes. First, Thompson et Bunderson (2003) indicate that, within an ideologically infused contract, employees are obligated to perform their roles in a way that promotes the organisation's ability to pursue a cause, even if it involves some sacrifice on the employee's part. The personal sacrifices that employees make to perform their work based on a valued cause generally not only involve pay and advancement, but also private time, health, and work-life balance. Second, empirical research on nursing confirms the importance of self-sacrifice in occupations based on a strong sense of purpose, as interviewees suggest that nursing is intrinsically associated with the willingness and commitment to prefer the patient's wellbeing before that of the self without expecting reciprocity (Pask, 2005). Such self-sacrifice leads employees to prioritise the fulfilment of their psychological contracts' ideological dimension to the detriment of the fulfilment of other dimensions. Further, the importance of the sacrifices that are made increases the importance of the outcomes in the eyes of the beholder and therefore triggers efforts at work that ensure those sacrifices were not made in vain (Bunderson & Thompson, 2009). Psychological mechanisms such as reactions to perceptions of mortality that result in increased efforts at work to affirm an immortal self at the physical self's expense also explain increased efforts due to self-sacrifice (Routledge & Arndt, 2008). Therefore, I propose the following hypothesis.

**Hypothesis 7:** *An employee's self-sacrifice moderates the positive relationship between the fulfilment of an ideologically infused psychological contract and (a) job satisfaction, (b) OCB-Peers, (c) OCB-Organisation, (d) OCB-Patients, (e) employee wellbeing, (f) meaning in life, (g) employee engagement, and (h) perceived social impact. The nature of this effect is such that the relationship is stronger among employees who experience higher levels of self-sacrifice compared to employees who experience lower levels of self-sacrifice.*

## **6-4. Methodology**

### **6-4-1. The research context**

In the previous chapter, the reasons why one can assume that medical respondents would display evidence of ideologically infused psychological contract were outlined in detail. In summary, greater levels of education, training and skills are generally associated with the emergence of professional values, which, in turn, have created a basis for ideological obligations in past studies (O'Donohue et al. 2007; O'Donohue & Nelson 2009; Bal & Vink, 2011; Krause & Moore, 2017). Also, as the medical's employee's professional ideologies are profoundly rooted in expertise and client focus and convey a sense of contribution to the wider community, this sector has been found an interesting exploratory ground to advance research on the psychological contract based on ideological beliefs (O'Donohue et al., 2007).

### **6-4-2. Data collection and analysis**

The sample and data collection method used in this chapter is identical to that in the previous chapter. In summary, the participants in this study were members of a

professional healthcare research panel based in the UK conducting marketing and medical surveys for the healthcare industry (PanelBase UK). The link to the study, set up through the Qualtrics software, was sent at three different points in time (Time 1, 2 and 3) to participating medical employees through the medical panel. Each respondent was identified by a unique identification number allowing me to track them at different times. The online survey was conducted over a five-month period from September 2017 to January 2018 with a minimum of four-week gap between each wave. The data gathered through the web-based survey were analysed with the help of the SPSS v.18 statistical package using basic descriptive statistics, a correlations matrix, a multiple regression analysis and the analysis of the mediation and moderation effect of selected organisational outcomes. Age, gender, number of hours worked per week and type of job were included as control variables.

### **6-4-3. Measures**

*Psychological Contract Measures:* The scales used to measure ideological psychological contract promised and delivered inducements and fulfilment are the same as the ones used in the previous chapter (Chapter five). The complete scales for the survey (at Time 1) for all the variables used in this study are displayed in Appendix 3.

### ***Proposed Moderators***

#### *Measure of occupational identification*

I am using for this study the 17-item scale developed by Ashforth et al in 2013. Sample items include: “When someone criticizes my occupation, it feels like a personal insult.” (item 1) and “I am very interested in what others think about my occupation” (item 2).

This scale is adapted from the organisational identification scale developed by Mael and Asforth in 1992, which I use in this study to measure organisational identification. Occupational identification is captured in Time 2. The Cronbach's alpha coefficient for this scale is .90.

#### *Measure of self-transcendence*

I am using for this study the 18-item scale developed by Levenson, Jennings and Aldwin in 2005 in order to measure self-transcendence and called "the Adult Self-Transcendence Inventory" or ASTI. Sample items include: "Material things mean less to me" (item 3) and "my sense of self has decreased as I have gotten older" (item 18). This scale asks respondents to describe how they generally feel compared to five years ago. Employee's self-transcendence is captured in Time 2. The Cronbach's alpha coefficient for this scale is .86.

#### *Measure of task significance*

Employee's sense of purpose at work is measured here with task significance. I am using in this study the 4-item scale developed by Grant in 2008 to measure the significance of one's tasks. This scale is adapted from another well-established measure of task significance developed by Hackman and Oldham in 1976. This scale was adapted to the healthcare sector by changing "others" into "patients" in each item. Sample items include: "My job provides opportunities to substantially improve the wellbeing of my patients". (item 1) and "My job provides opportunities to have a positive impact on patients on a regular basis (item 4)". Task significance is captured in Time 2. The Cronbach's alpha coefficient for this scale is .95.

#### *Measure of self-efficacy*

I am using in this study the 12-item scale developed by Sherer et al. in 1982 in order to measure employees' self-efficacy and is called the "General Self-Efficacy scale" or GSE. Sample items include: "If something looks too complicated, I will not even bother to try it" (item 1) and "when trying to learn something new, I soon give up if I am not initially successful" (item 3). This scale has been designed to assess optimistic self-beliefs used to cope with a variety of demands in life. It was specifically designed to assess self-efficacy or the beliefs that one's actions are responsible for successful outcomes. Employees' self-efficacy is captured in Time 2. The Cronbach's alpha coefficient for this scale is .71.

#### *Measure of transformational leadership*

I am using in this study the 7-item scale called "the Global Transformational Leadership scale" or GTL. It was developed by Carless et al. in 2000 to assess the four behaviours of transformational leadership. Literature has regularly reported this scale having a strong internal consistency. This scale measures transformational leadership through asking respondents to rate their immediate supervisor's efforts to engage in transformational leadership. Sample items include: "My supervisor communicates a clear and positive vision of the future." (item 1) and "My supervisor gives encouragement and recognition to employees." (item 3). Transformational leadership is captured in time 2. The Cronbach's alpha coefficient for this scale is .97.

#### *Measure of identity fusion*

I based my measure of identity fusion on a 7-item scale developed by Gomez et al. in 2011. I have adapted this scale for this study and disregarded item 4 (My country is me)

and 7 (I make my country strong) as they were not applicable to the healthcare sector, reducing the scale to 5 items. This scale is assessing fusion-related constructs such as oneness and commitment to the group. Identity fusion is captured in Time 2. Sample items include: “I am one with the organisation.” (item 1) and “I will do for the organisation more than any of the other group members would do.” (item 4). The Cronbach’s alpha coefficient for this scale is .94.

#### *Measure of self-sacrifice*

I am using in this study a 3-item scale developed by Bunderson and Thompson in 2009 for their study on callings and the double-edged sword of deep meaningful work. “They measured willingness to sacrifice by asking zookeepers how willing they would be to give up their non-work time without pay to assist in certain animal-related activities” (Bunderson & Thompson, 2009, p.57). I adapted this scale for the healthcare sector and replaced “animal” by “patient” in each of the three items. Sample items include: “Care for a sick patient.” (item 1) and “Serve on a committee to improve patients care at your facility.” (item 3). The Cronbach’s alpha coefficient for this scale is .93.

#### *Studied Organisational outcomes*

The scales used to measure job satisfaction, OCB towards peers, the organisation and the patients, employee wellbeing, the meaning in life, employee engagement and the perceived social impact of one’s occupation are the same as the ones used in the previous chapter (chapter five). All these scales demonstrated acceptable reliability above .6 (Taber, 2018), with all of them, except meaning in life (.76), above .8 which is generally considered as very good (Peterson & Kim, 2013).

## **6-5. Results**



### **6-5-1. Descriptive statistics**

#### **Correlations table**

The correlations table below presents the bivariate correlation matrix for the variables used in this study. The coefficients alphas are shown in parentheses on the diagonal.

Table 6.1. Descriptive statistics, correlations and reliabilities

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	19	19	20
<i>1</i> Gender	1.77	.42																				
<i>2</i> Age	3.13	1.06	-.03																			
<i>3</i> Weekly hours	1.99	.53	<b>-.26</b>	-.09																		
<i>4</i> Type of job	3.53	1.13	.06	.10	<b>-.14</b>																	
<i>5</i> Ideological fulfil.	1.38	1.31	-.04	<b>.21</b>	.01	<b>-.14</b>	.89															
<i>6</i> OCB-I	5.22	1.17	<b>.22</b>	-.01	.05	-.07	-.09	.92														
<i>7</i> OCB-O	5.06	1.18	.10	-.06	.03	-.06	<b>-.26</b>	<b>.76</b>	.92													
<i>8</i> OCB-P	4.85	1.21	.02	-.02	.09	-.04	-.09	<b>.56</b>	<b>.62</b>	.92												
<i>9</i> Empl. wellbeing	3.79	1.38	.05	<b>.15</b>	-.01	.05	<b>-.19</b>	<b>.28</b>	<b>.31</b>	<b>.27</b>	.93											
<i>10</i> Meaning of life	3.98	1.68	-.04	-.10	-.05	.10	.09	<b>.36</b>	<b>.39</b>	<b>.24</b>	<b>.16</b>	<b>.76</b>										
<i>11</i> PSI	2.23	1.11	.02	<b>.04</b>	.08	.12	-.04	<b>.43</b>	<b>.46</b>	<b>.42</b>	<b>.28</b>	<b>.17</b>	.93									
<i>12</i> Job satisfaction	2.88	1.62	.08	<b>.15</b>	.09	.07	<b>.20</b>	<b>.45</b>	<b>.50</b>	<b>.38</b>	<b>.60</b>	<b>.08</b>	<b>.52</b>									
<i>13</i> Empl. Eng.	4.50	1.14	.08	-.02	.08	-.13	-.14	<b>.55</b>	<b>.58</b>	<b>.46</b>	<b>.47</b>	<b>.28</b>	<b>.54</b>	.64	.95							
<i>14</i> Occup. Identif.	2.66	1.20	.02	.06	.02	.11	<b>-.12</b>	.12	.08	.05	.12	.03	<b>.19</b>	-.01	<b>.17</b>	.90						
<i>15</i> Transcendence	2.55	.70	.02	-.03	-.06	.01	<b>.19</b>	<b>.32</b>	<b>.30</b>	<b>.33</b>	<b>.40</b>	<b>.46</b>	<b>.47</b>	<b>.28</b>	<b>.54</b>	<b>.64</b>	.95					
<i>16</i> Self-efficacy	2.95	.55	.01	<b>.19</b>	-.08	.02	<b>.16</b>	.05	.07	.02	.11	<b>.27</b>	<b>.31</b>	<b>.21</b>	<b>.49</b>	<b>.58</b>	<b>.60</b>	.93				
<i>17</i> Task signif.	2.33	1.34	.06	.04	-.09	.02	.77	<b>.31</b>	<b>.26</b>	<b>.24</b>	.11	.07	<b>.55</b>	<b>.29</b>	<b>.49</b>	<b>.21</b>	<b>.30</b>	.10	.94			
<i>18</i> Transf. leadersh.	3.13	1.21	.03	<b>-.15</b>	.09	-.03	<b>-.15</b>	<b>.17</b>	<b>.16</b>	.07	<b>.36</b>	.07	<b>.26</b>	<b>.43</b>	<b>.55</b>	-.03	<b>.27</b>	-.00	<b>.31</b>	.97		
<i>19</i> Identity fusion	3.90	1.50	<b>-.16</b>	<b>.17</b>	.07	.04	<b>.27</b>	<b>.31</b>	<b>.42</b>	<b>.20</b>	<b>.39</b>	.12	<b>.26</b>	<b>.52</b>	<b>.49</b>	.03	<b>.29</b>	<b>.20</b>	<b>.25</b>	<b>.30</b>	.94	
<i>20</i> Self-sacrifice	3.81	1.88	<b>.18</b>	-.05	.07	-.12	<b>-.28</b>	<b>.32</b>	<b>.32</b>	<b>.33</b>	<b>.20</b>	.07	<b>.32</b>	<b>.40</b>	<b>.35</b>	<b>.20</b>	<b>.33</b>	-.01	-.13	.33	.21	.93

Notes: *n*=258 in time 1; 202 in time 2; 179 in time 3; *p*<0.05 indicated by a boldface type and Cronbach alphas are in italic on the diagonal.

Table 6.1 shows that the ideological psychological contract fulfilment (variable 5) is significantly related with most of the variables used in this chapter. Further, the bivariate correlations among the outcomes were all generally positive and significant. The highest correlations are between OCB-O and OCB-I (.76) followed by the correlation between job satisfaction and work engagement (.64).

### **6-5-2. Moderation analysis**

Moderation seeks to explain the strength of the relationship between predictor and outcome. The question here was to examine which factors influence the strength of the bond created by the fulfilment of an ideologically infused psychological contract. This analysis will help to explain the conditions under which ideological fulfilment is likely to trigger specific organisational outcomes.

In order to analyse the moderation effect of occupational identification (H1), meaning mechanisms (H2, 3 & 4), transformational leadership (H5), and identity fusion and self-sacrifice (H6 & H7) on the relationship between ideological psychological fulfilment and its outcomes, I used the regression-based approach of Andrew Hayes (2018), using his simple moderation model to measure the direct and indirect effect of the fulfilment of ideological currency on the studied outcomes. Each time I find a significant interaction term ( $p < 0.05$ ), I will perform a simple slopes analysis allowing a better visualisation of the effect of the moderator (at three different levels: low, average & high) on the relationship between ideological psychological contract fulfilment and outcomes.

### ***Occupational identification***

The testing of the potential moderating effect of occupational identification will be presented in Table 6.2 below, displaying the summary of the significance of the interaction effects for the following variables: job satisfaction, OCB towards peers, the organisation and the patients, employee wellbeing, meaning in life, employee engagement and the perceived social impact of one's occupation.

*Table 6.2. Summary of results for the interaction term between ideological fulfilment and occupational identification for each studied outcome*

	<i><b>b</b></i>	<i><b>SE</b></i>	<i><b>t</b></i>	<i><b>p</b></i>
Job satisfaction	<b>-.2663*</b>	.1092	-2.4392	.0157
OCB-I	<b>.2254**</b>	.0766	2.9422	.0037
OCB-O	<b>.2780**</b>	.0739	3.7635	.0002
OCB-P	.0947	.0818	1.1585	.2483
Employee wellbeing	-.0709	.0935	-.7580	.4495
Meaning in life	.0480	.0635	.7555	.4510
Employee engagement	.0920	.0792	1.1616	.2470
Perceived social impact	<b>-.2191**</b>	.0755	-2.9038	.0042

*b* Unstandardized coefficients. \* $p < 0.05$ ; \*\* $p < 0.01$ ; significant results in boldface

Results from the table above show that of the eight hypotheses predicting significant interaction between ideological fulfilment and occupational identification (H1a-h), four were supported by the results of the simple moderation analysis: job satisfaction (H1a), OCB-I (H1b), OCB-O (H1c) and Perceived social impact (H1h). The results were not significant for OCB towards patients (H1d), Employee wellbeing (H1e), meaning in life (H1f) and employee engagement (H1g). Each time I find the interaction effect being significant, I will discuss the conditional indirect effects through the observation of the simple slopes below.

***Simple slopes analysis and interaction plot for job satisfaction***

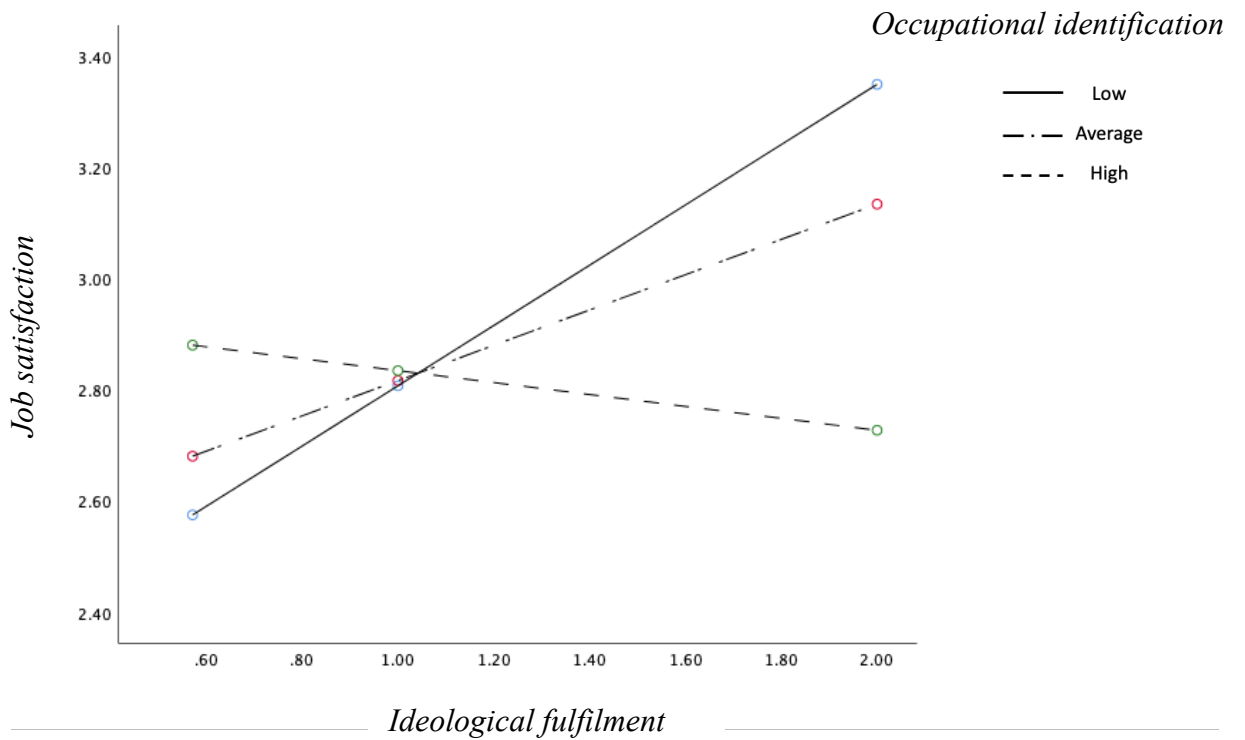
<b>Moderator</b>	<b>Estimate</b>	<b>SE</b>	<b>p</b>
Low occupational identification	.54***	.15	.00
Average occupational identification	.32***	.10	.00
High occupational identification	-.11	.18	.55

*Table 6.3. \* $p < 0.05$ ; \*\* $p < 0.01$*

The results from the simple slope analysis displayed in Table 6.3 above confirm that the interaction between ideological fulfilment and occupational identification is a significant predictor of job satisfaction, supporting Hypothesis 1a.

The observation of the interaction plot (Figure 6.2) below shows that the relationship is significant but in the opposite direction as predicted, as occupational identification dampens the effect of ideological fulfilment on job satisfaction, and this effect is stronger for those with lower occupational identification than for those with average occupational identification. The effect of occupational identification on job satisfaction is not significant for those with high occupational identification.

Figure 6.2. Interaction OIC and ideological fulfilment on job satisfaction



Simple slopes analysis and interaction plot for OCB-I

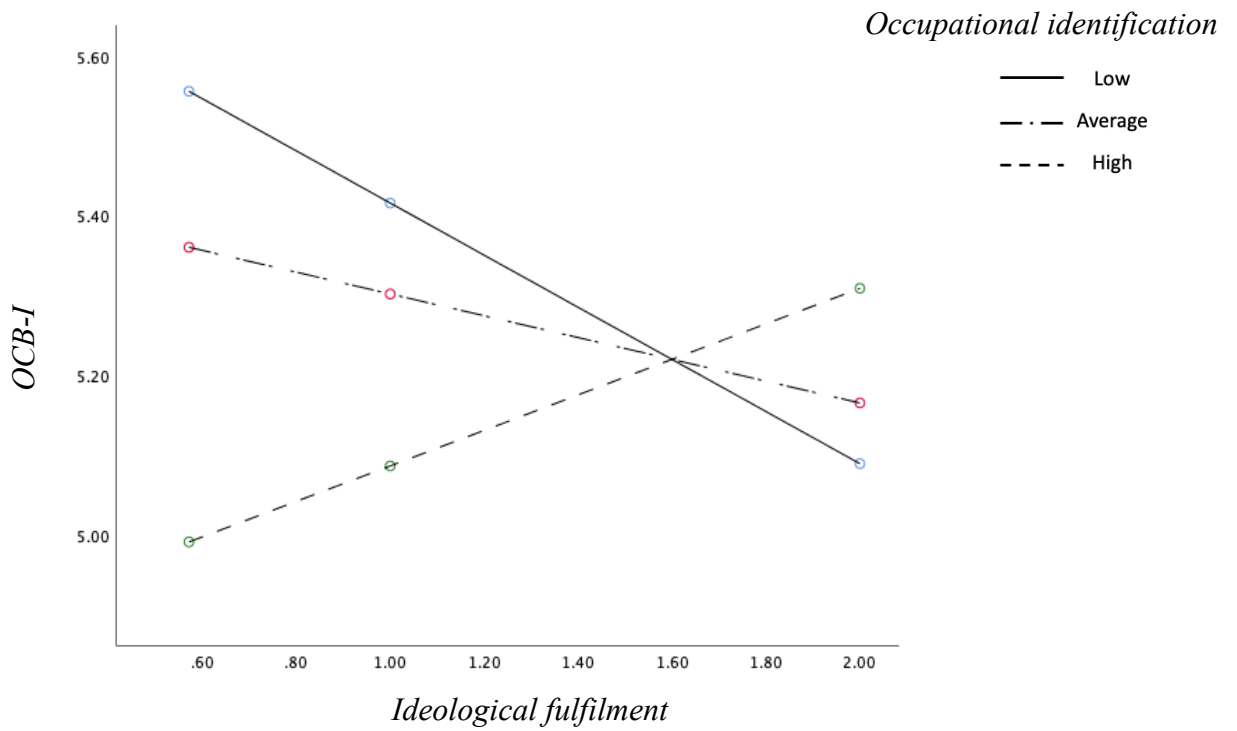
Moderator	Estimate	SE	p
Low occupational identification	-.33**	.10	.00
Average occupational identification	-.14	.07	.05
High occupational identification	.22	.13	.08

Table 6.4. \* $p < 0.05$ ; \*\* $p < 0.01$

The results from the simple slope analysis displayed in Table 6.4 confirm that the interaction between ideological fulfilment and occupational identification is a significant predictor of OCB-I, supporting Hypothesis 1b. The observation of the interaction plot (Figure 6.3) below shows that the relationship is significant and in the predicted direction, as occupational identification strengthens the effect of ideological fulfilment on the display of OCB towards colleagues for those with low occupational

identification. The effect of occupational identification on the display of OCB towards colleagues is not significant for those with average and high occupational identification.

Figure 6.3. Interaction OIC and ideological fulfilment on OCB-I



*Simple slopes analysis and interaction plot for OCB-O*

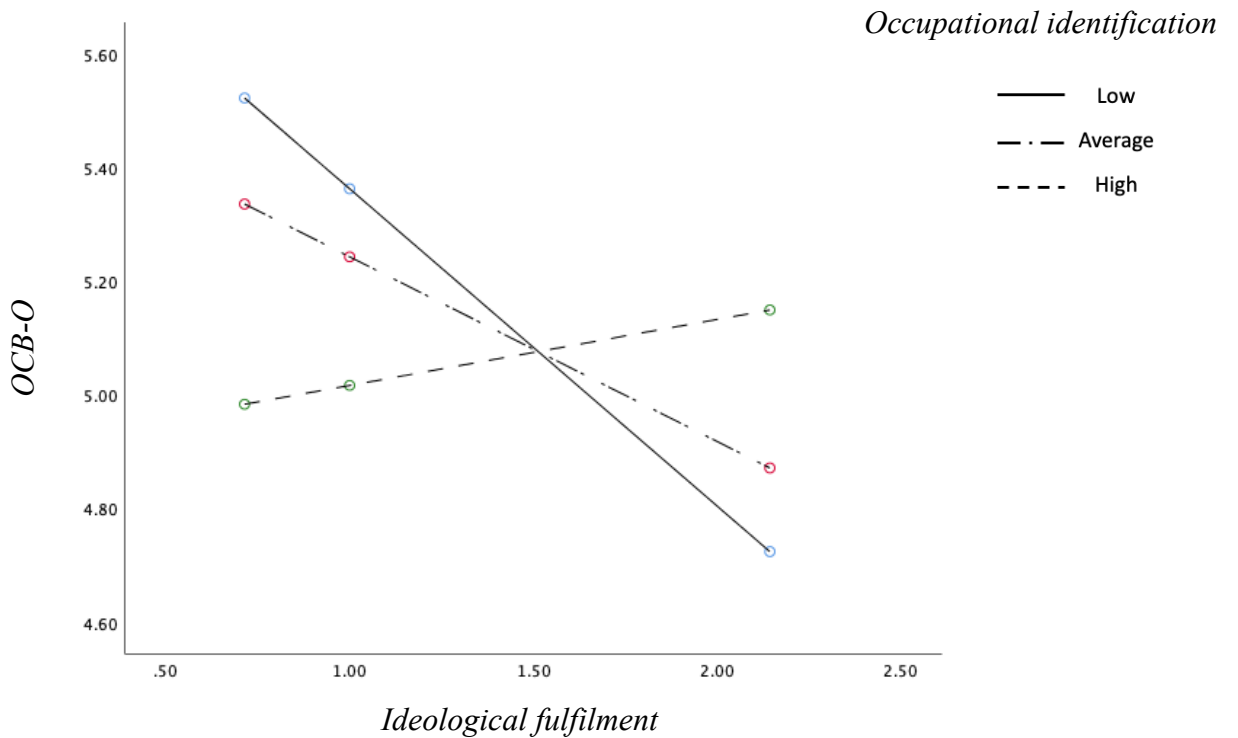
<b>Moderator</b>	<b>Estimate</b>	<b>SE</b>	<b>p</b>
Low occupational identification	-.55**	.10	.00
Average occupational identification	-.31**	.07	.00
High occupational identification	.13	.12	.29

*Table 6.5. \* $p < 0.05$ ; \*\* $p < 0.01$*

The results from the simple slope analysis displayed in Table 6.5 confirm that the interaction between ideological fulfilment and occupational identification is a significant predictor of OCB-O, supporting Hypothesis 1c. The observation of the interaction plot (Figure 6.4) below shows that occupational identification strengthens the relationship between ideological fulfilment and the display of organisational citizenship behaviours towards the organisation and that effect is stronger for those with lower occupational identification than for those with average occupational identification. Occupational identification is not significantly associated with OCB-O for those with high occupational identification.



Figure 6.4. Interaction OIC and ideological fulfilment on OCB-O



Simple slopes analysis and interaction plot for PSI

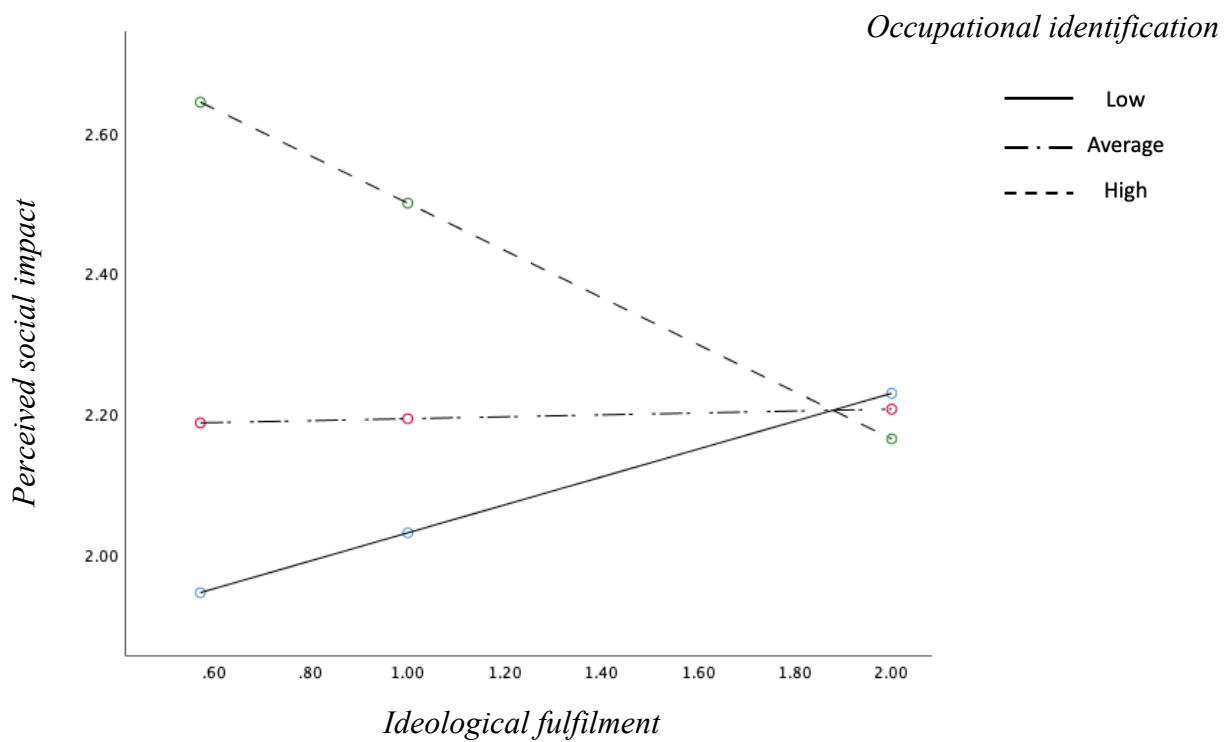
Moderator	Estimate	SE	p
Low occupational identification	.20	.10	.05
Average occupational identification	.01	.07	.84
High occupational identification	-.34*	.13	.01

Table 6.6. \* $p < 0.05$ ; \*\* $p < 0.01$

The results from the simple slope analysis displayed in Table 6.6 confirm that the interaction between ideological fulfilment and occupational identification is a significant predictor of perceived social impact, supporting Hypothesis 1h. The observation of the interaction plot (Figure 6.5) below shows that the relationship is in the predicted direction, as occupational identification strengthens the relationship between ideological fulfilment and perceived social impact for those with high

occupational identification. Occupational identification is not significantly associated with PSI for those with low and average occupational identification.

Figure 6.5. Interaction OIC and ideological fulfilment on PSI



**Meaning mechanisms: Self-transcendence, task significance and self-efficacy**

**Self-transcendence**

*Table 6.7. Summary for the results for the interaction term between ideological fulfilment and Self-transcendence for job satisfaction, OCB's, employee wellbeing, meaning in life, employee engagement and the perceived social impact.*

<i>Ideological fulfilment X Self-transcendence</i>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>p</i></b>
<i>Job satisfaction</i>	<b>.5075**</b>	.1227	4.1359	.0001
<i>OCB-I</i>	<b>-.2674*</b>	.0935	-2.8588	.0048
<i>OCB-O</i>	<b>-.2922**</b>	.0917	-3.1875	.0017
<i>OCB-P</i>	-.1646	.0980	-1.6790	.0950
<i>Employee wellbeing</i>	<b>.3814**</b>	.1073	3.5547	.0005
<i>Meaning in life</i>	.0062	.0800	.0776	.9382
<i>Employee engagement</i>	<b>-.3114**</b>	.0815	-3.8232	.0002
<i>Perceived social impact</i>	.2414	.0934	2.5845	.0106

*b* Unstandardized coefficients. \* $p < 0.05$ ; \*\* $p < 0.01$ ; significant results in boldface

Results from the table above show that on the eight hypotheses predicting significant interaction between ideological fulfilment and self-transcendence (H2a-h), five were supported by the results of the simple moderation analysis: job satisfaction (H2a), OCB-I (H2b), OCB-O (H2c), employee wellbeing (H2e) and employee engagement (H2g). The results were not significant for OCB towards patients (H2d), meaning in life (H2f) and employee perceived social impact (H2h). Each time I find the interaction effect being significant, I will discuss the conditional indirect effects through the observation of the simple slopes below.

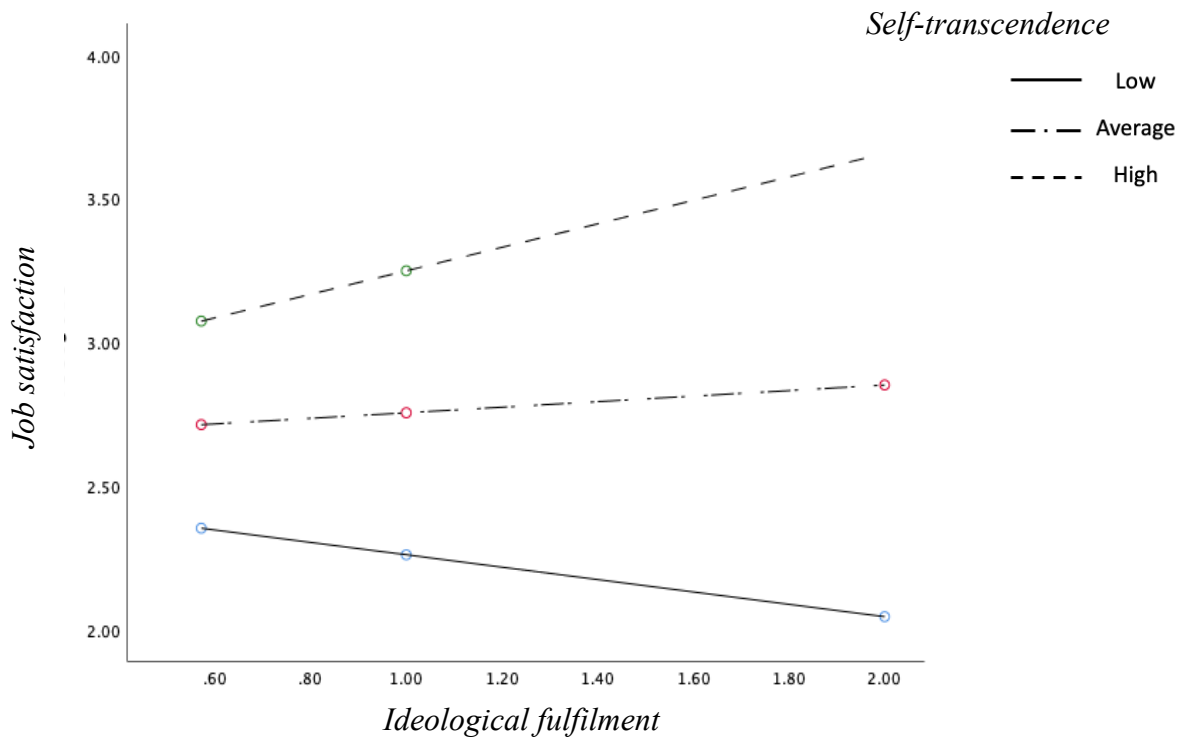
*Simple slopes analysis and interaction plot for job satisfaction*

<b>Moderator</b>	<b>Estimate</b>	<b>SE</b>	<b>p</b>
Low self-transcendence	-.22	.13	.09
Average self-transcendence	.09	.08	.27
High self-transcendence	.41***	.10	.00

Table 6.8. \* $p < 0.05$ ; \*\* $p < 0.01$

The results from the simple slope analysis displayed in Table 6.8 above confirm that the interaction between ideological fulfilment and self-transcendence is a significant predictor of job satisfaction, supporting Hypothesis 2a. The observation of the interaction plot (Figure 6.6) below shows that the relationship is however in the opposite direction as predicted, with self-transcendence dampening the relationship between ideological fulfilment and job satisfaction for those with high levels of self-transcendence beliefs. Self-transcendence is not significantly associated with job satisfaction for those with low and average levels of self-transcendence beliefs.

Figure 6.6. Interaction of self-transcendence and ideological fulfilment on job satisfaction



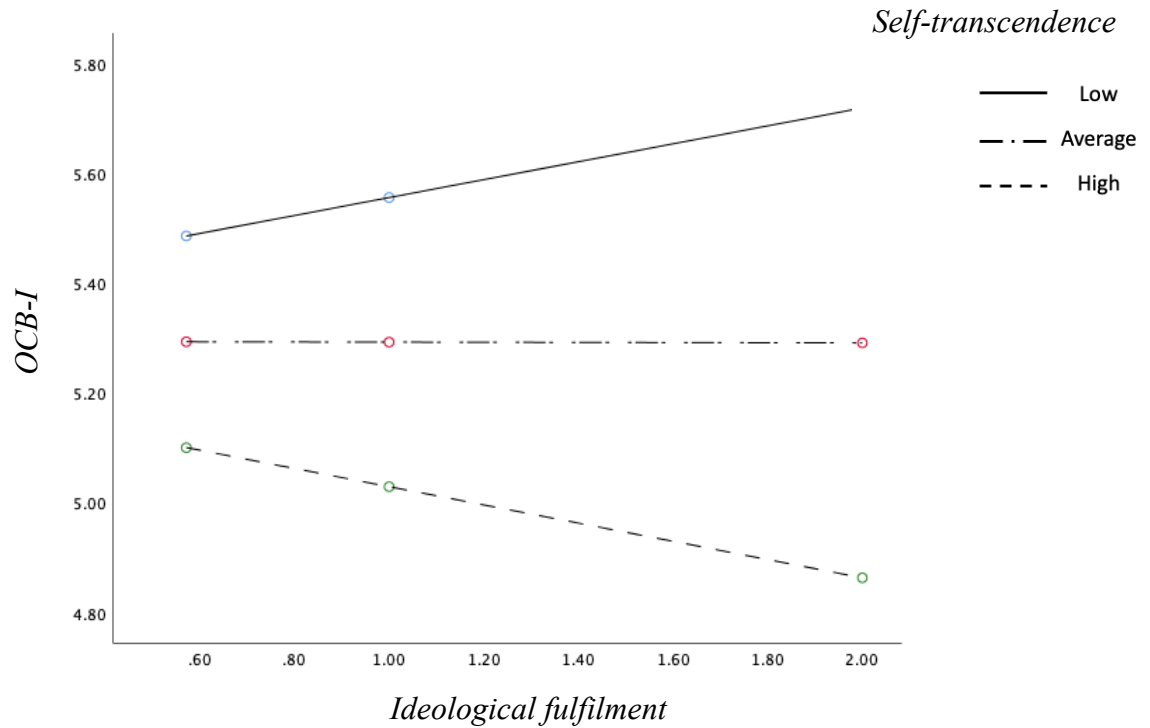
Simple slopes analysis and interaction plot for OCB-I

Moderator	Estimate	SE	p
Low self-transcendence	.16	.09	.09
Average self-transcendence	-.00	.07	.98
High self-transcendence	-.17**	.08	.04

Table 6.9. \* $p < 0.05$ ; \*\* $p < 0.01$

The results from the simple slope analysis displayed in Table 6.9 confirm that the interaction between ideological fulfilment and self-transcendence is a significant predictor of OCB-I, supporting Hypothesis 3b. The observation of the interaction plot (Figure 6.7) below shows that the relationship is in the predicted direction, with self-transcendence strengthening the relationship between ideological fulfilment and OCB-I for those with high levels of self-transcendence beliefs. Self-transcendence is not significantly associated with OCB-I for those with low and average levels of self-transcendence beliefs.

Figure 6.7. Interaction of self-transcendence and ideological fulfilment on OCB-I



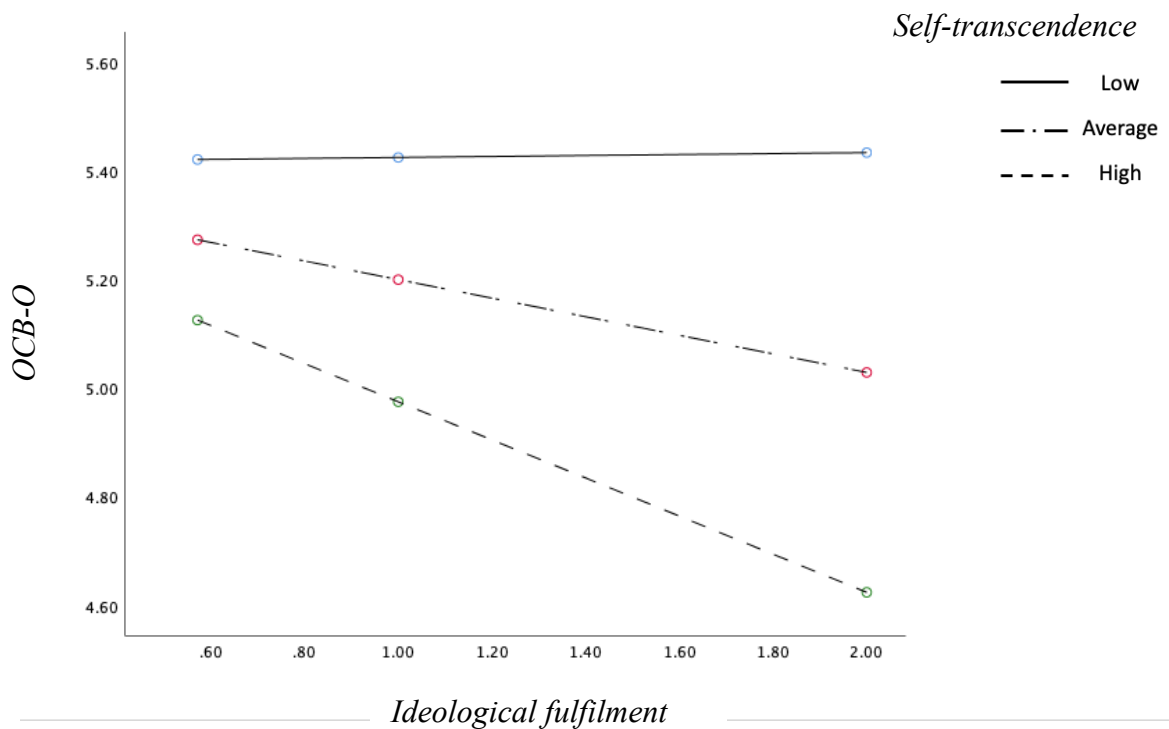
#### Simple slopes analysis for OCB-O

Moderator	Estimate	SE	p
Low self-transcendence	.01	.09	.92
Average self-transcendence	-.17**	.07	.01
High self-transcendence	-.35***	.08	.00

Table 6.10. \* $p < 0.05$ ; \*\* $p < 0.01$

The results from the simple slope analysis displayed in Table 6.10 confirm that the interaction between ideological fulfilment and self-transcendence is a significant predictor of OCB-O, supporting Hypothesis 3c. The observation of the interaction plot (Figure 6.8) below shows that the relationship is in the predicted direction, with self-transcendence strengthening the relationship between ideological fulfilment and OCB-O, and this effect is stronger for those with high self-transcendence beliefs than for those with average self-transcendence beliefs. Self-transcendence is not significantly associated with OCB-O for those with low self-transcendence beliefs.

Figure 6.8. Interaction of self-transcendence and ideological fulfilment on OCB-O



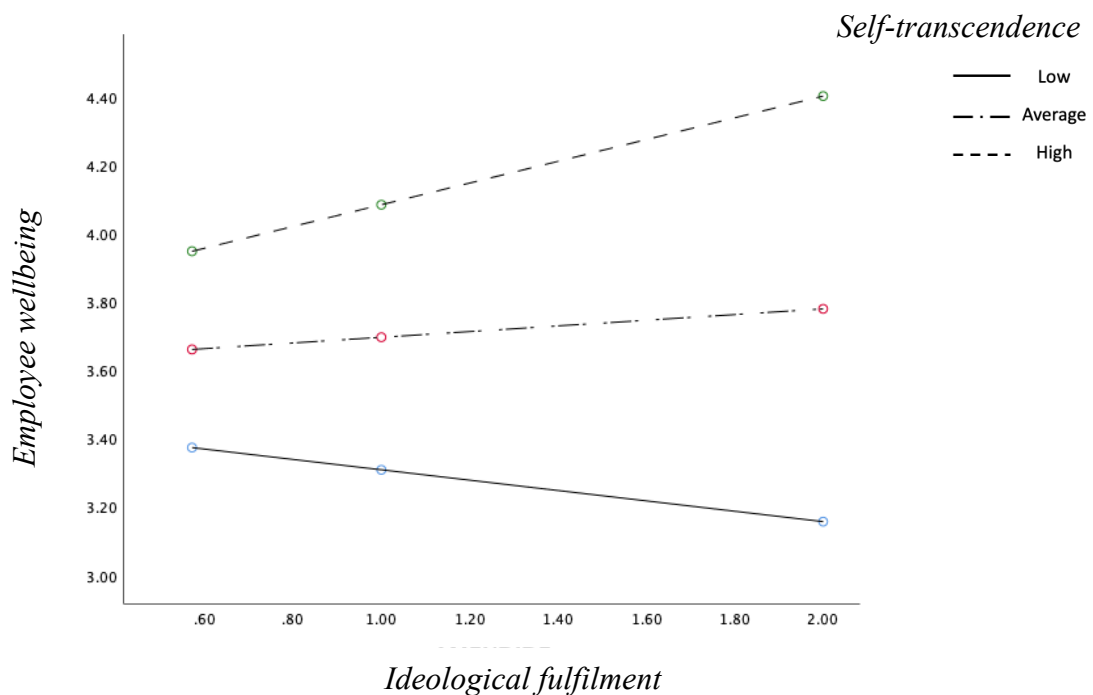
#### Simple slopes analysis for employee wellbeing

Moderator	Estimate	SE	p
Low self-transcendence	-.15	.11	.17
Average self-transcendence	.08	.07	.28
High self-transcendence	.32***	.09	.00

Table 6.11. \* $p < 0.05$ ; \*\*  $p < 0.01$

The results from the simple slope analysis displayed in Table 6.11 confirm that the interaction between ideological fulfilment and self-transcendence is a significant predictor of employee wellbeing, supporting Hypothesis 3e. The observation of the interaction plot (Figure 6.9) below shows that the relationship is however in the opposite direction as predicted, with self-transcendence dampening the relationship between ideological fulfilment and employee wellbeing for those with high levels of self-transcendence beliefs. Self-transcendence is not significantly associated with employee wellbeing for those with low and average levels of self-transcendence beliefs.

Figure 6.9. Interaction of self-transcendence and ideological fulfilment on employee wellbeing



#### Simple slopes analysis for employee engagement

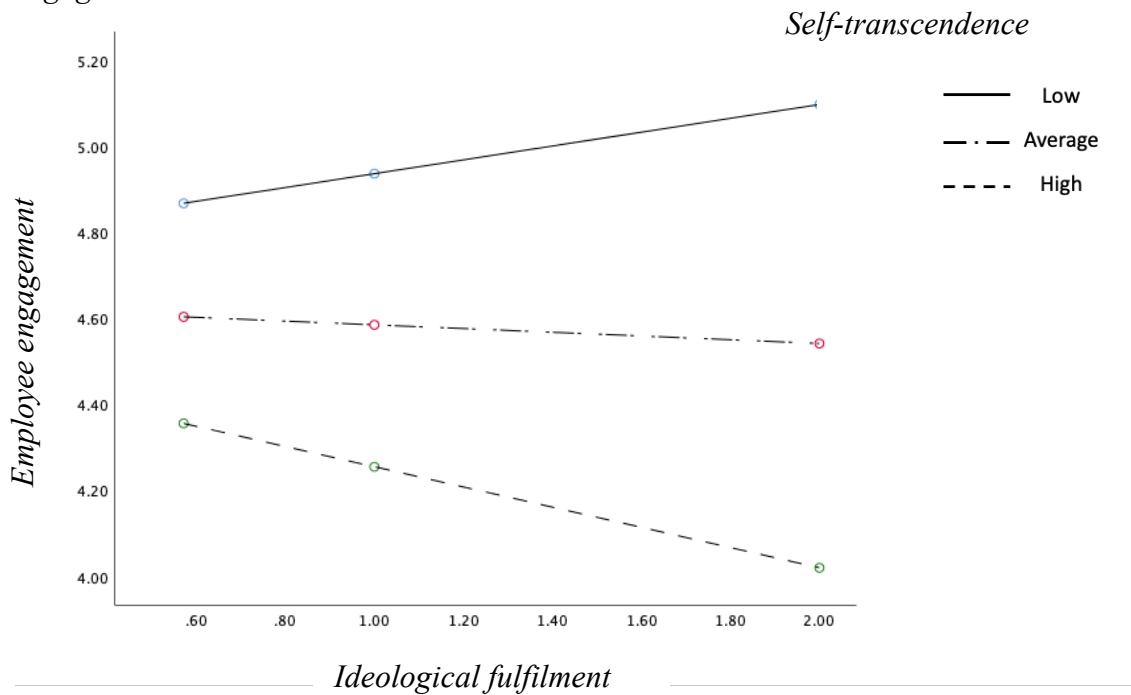
Moderator	Estimate	SE	p
Low self-transcendence	.16	.08	.06
Average self-transcendence	-.04	.06	.48
High self-transcendence	-.26***	.07	.00

Table 6.12. \* $p < 0.05$ ; \*\*  $p < 0.01$

The results from the simple slope analysis displayed in Table 6.12 confirm that the interaction between ideological fulfilment and self-transcendence is a significant predictor of employee engagement, supporting Hypothesis 3g. The observation of the interaction plot (Figure 6.10) below shows that the relationship is in the predicted direction, with self-transcendence strengthening the relationship between ideological fulfilment and employee engagement for those with high levels of self-transcendence beliefs. Self-transcendence is not significantly associated with employee engagement for those with low and average levels of self-transcendence beliefs.



Figure 6.10. Interaction of self-transcendence and ideological fulfilment on employee engagement



### Task significance

Table 6.13. Summary for the results for the interaction term between ideological fulfilment and task-significance (TS) for job satisfaction, OCB's, employee wellbeing, meaning in life, employee engagement and the perceived social impact.

<i>Ideological fulfilment X Task Significance</i>	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
<i>Job satisfaction</i>	-.1122	.0674	-1.6641	.0979
<i>OCB-I</i>	.0728	.0477	1.5253	.1290
<i>OCB-O</i>	<b>.0942*</b>	.0468	2.0115	.0458
<i>OCB-P</i>	.0069	.0513	.1347	.8930
<i>Employee wellbeing</i>	-.0471	.0602	-.7823	.4351
<i>Meaning in life</i>	.0190	.0406	.4672	.6409
<i>Employee engagement</i>	.0842	.0450	1.8705	.0631
<i>Perceived social impact</i>	<b>-.1000*</b>	.0412	-2.4294	.0162

*b* Unstandardized coefficients. \* $p < 0.05$ ; \*\*  $p < 0.01$ ; significant results in boldface

Results from the table above show that on the eight hypotheses predicting significant interaction between ideological fulfilment and task significance (H3a-h), only two were

supported by the results of the simple mediation (OCB-O and PSI). The discussions of the significant interaction terms are presented below:

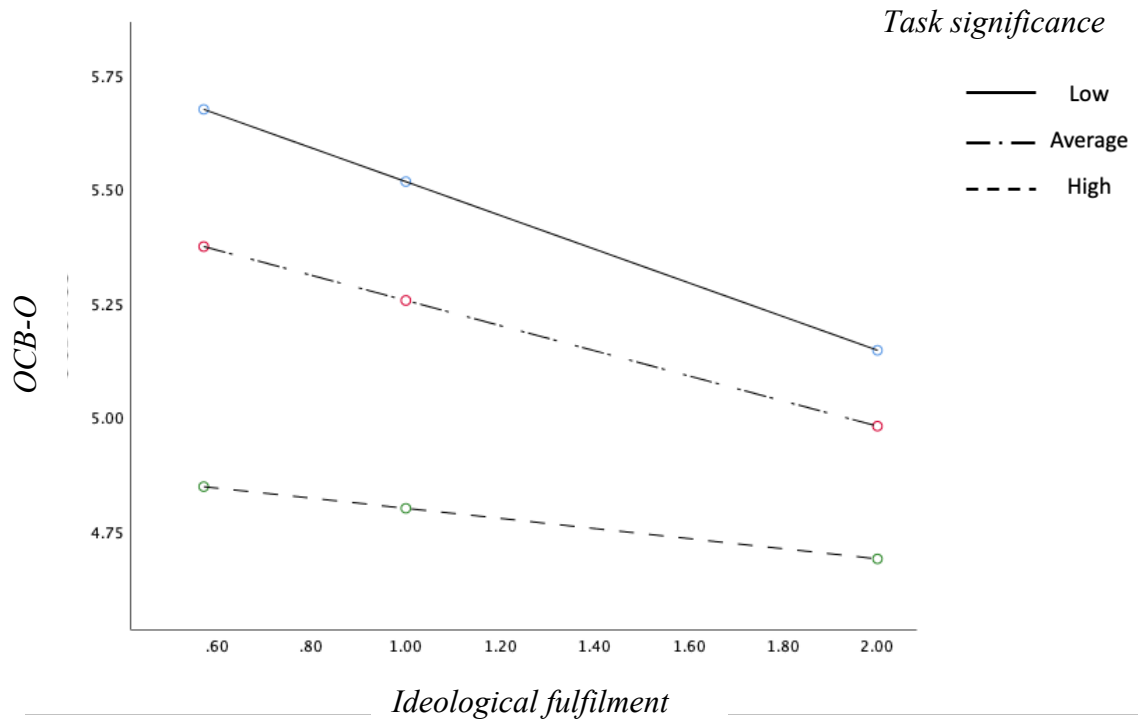
***Simple slopes analysis for OCB-O***

<b>Moderator</b>	<b>Estimate</b>	<b>SE</b>	<b>p</b>
Low task significance	-.37**	.08	.00
Average task significance	-.28**	.06	.00
High task significance	-.11	.10	.28

*Table 6.14. \* $p < 0.05$ ; \*\*  $p < 0.01$*

The results from the simple slope analysis displayed in Table 6.14 confirm that the interaction between ideological fulfilment and task significance is a significant predictor of OCB-O, supporting Hypothesis 3c. The observation of the interaction plot (Figure 6.11) below shows that the relationship is in the predicted direction, as task significance strengthens the relationship between ideological fulfilment and OCB-O and this effect is stronger for those experiencing low task significance than for those with average levels of task significance. Task significance is not significantly associated with OCB-O for those with high levels of task significance.

Figure 6.11. Interaction of task significance and ideological fulfilment on OCB-O



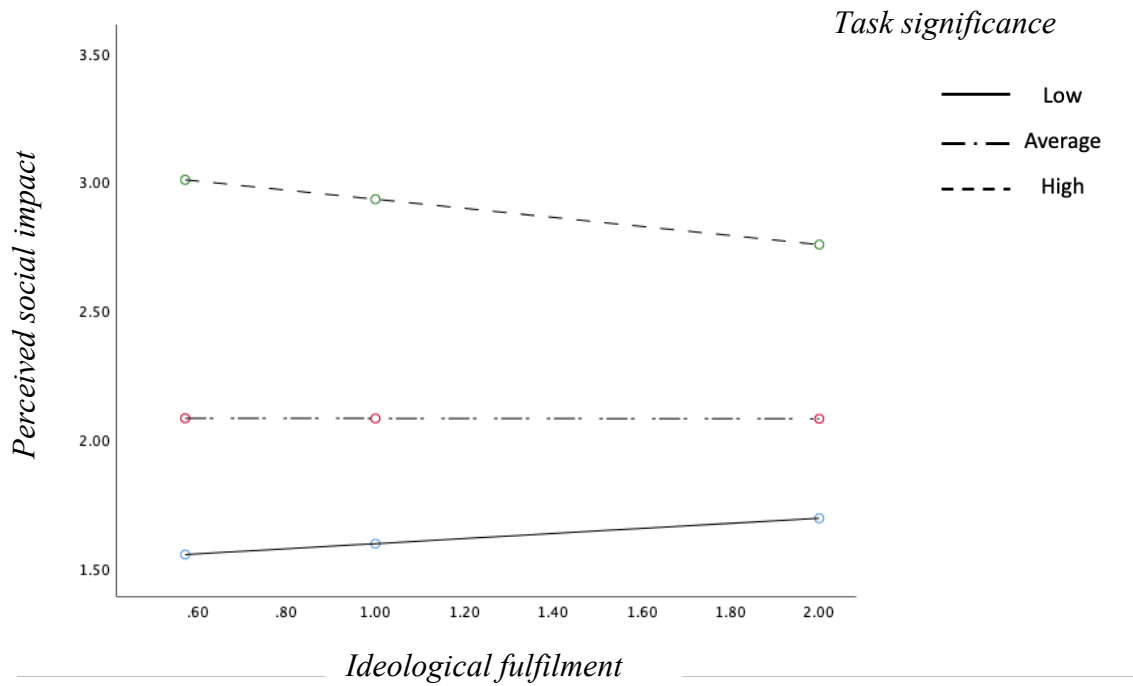
#### Simple slopes analysis for the perceived social impact

Moderator	Estimate	SE	p
Low task significance	.09	.07	.17
Average task significance	-.00	.06	.98
High task significance	-.17*	.09	.04

Table 6.15. \* $p < 0.05$ ; \*\*  $p < 0.01$

The results from the mediation analysis displayed in Table 6.15 showed that the interaction between ideological fulfilment and task significance is a significant predictor of PSI, supporting Hypotheses 3h. The observation of the interaction plot (Figure 6.12) below shows that the relationship is in the predicted direction, as task significance strengthens the relationship between ideological fulfilment and PSI for those with high levels of task significance. Task significance is not significantly associated with PSI for those experiencing low and average levels of task significance at work.

Figure 6.12. Interaction of task significance and ideological fulfilment on PSI



### Self-efficacy

Table 6.16. Summary for the results for the interaction term between ideological fulfilment and self-efficacy for job satisfaction, OCB's, employee wellbeing, meaning in life, employee engagement and the perceived social impact.

Ideological fulfilment X Self-efficacy	b	SE	t	p
Job satisfaction	.1087	.2038	.5335	.5944
OCB-I	.1196	.1450	.8245	.4108
OCB-O	.1837	.1415	1.2983	.1959
OCB-P	.0299	.0514	.1975	.8437
Employee wellbeing	.1623	.1728	.9392	.3490
Meaning in life	.0444	.1171	.3789	.7052
Employee engagement	.0100	.1471	.682	.9457
Perceived social impact	.1429	.1437	.9940	.3216

b Unstandardized coefficients. \* $p < 0.05$ ; \*\*  $p < 0.01$

The results from the moderation analysis displayed in Table 6.16 above showed that the interaction between ideological fulfilment and self-efficacy is not a significant predictor of the outcomes studied in this research, infirming hypotheses 4a-h.

### ***Transformational leadership***

Table 6.17 below present the results of the testing of the moderating effect of transformational leadership on the relationship between ideological fulfilment and the outcomes considered in this study. I will further display and discuss the interaction plot for each significant two-way interaction terms.

*Table 6.17. Summary of results for the interaction term between ideological fulfilment and transformational leadership for each studied outcome*

	<i><b>b</b></i>	<i><b>SE</b></i>	<i><b>t</b></i>	<i><b>p</b></i>
Job satisfaction	.0023	.0676	.7084	.4797
OCB-I	.0234	.0518	.4518	.6520
OCB-O	.0963	.0506	1.9015	.0589
OCB-P	.0796	.0545	1.4610	.1459
Employee wellbeing	.0049	.0592	.0834	.9336
Meaning in life	.0210	.0414	.5074	.6125
Employee engagement	.0762	.0450	1.6935	.0921
Perceived social impact	<b>.1236*</b>	.0491	2.5164	.0128

*b* Unstandardized coefficients. \* $p < 0.05$ ; \*\* $p < 0.01$ ; significant results in boldface

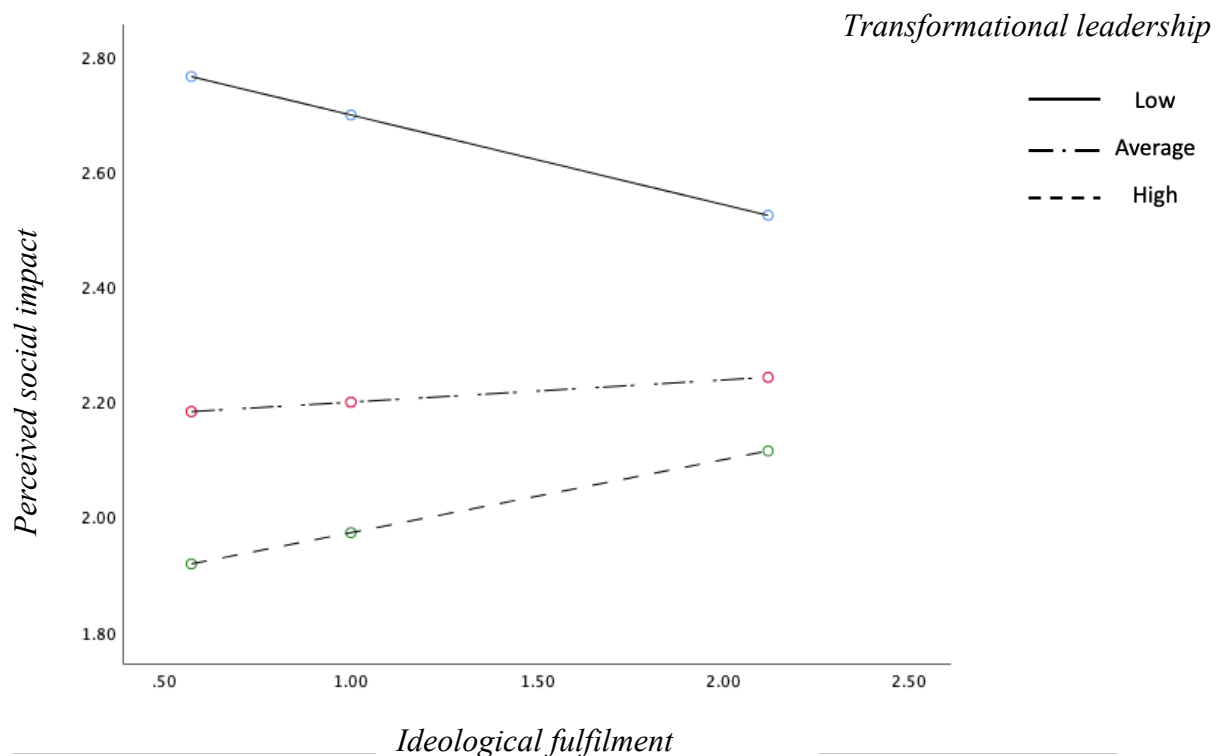
### ***Simple slopes analysis for PSI***

<b>Moderator</b>	<b>Estimate</b>	<b>SE</b>	<b>p</b>
Low transformational leadership	-.16*	.07	.02
Average transformational leadership	.04	.09	.66
High transformational leadership	.13	.11	.26

*Table 6.18. \* $p < 0.05$ ; \*\* $p < 0.01$*

The results from the simple slope analysis displayed in Table 6.18 confirm that the interaction between ideological fulfilment and transformational leadership is a significant predictor of PSI. However, the observation of the interaction plot (Figure 6.13) below shows that transformational leadership strengthens the relationship between ideological fulfilment PSI but only for employees with supervisors scoring low in transformational leadership, infirming H5h. Transformational leadership is not significantly associated with PSI for employees with supervisors scoring average and high in transformational leadership.

*Figure 6.13. Interaction of transformational leadership and ideological fulfilment on PSI*



### ***Identity fusion***

*Table 6.19. Summary of the results for the interaction term between ideological fulfilment and identity fusion for each studied outcome*

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Job satisfaction	.0404	.0488	.8277	.4090
OCB-I	.0200	.0381	.5247	.6005
OCB-O	.0285	.0362	.7862	.4329
OCB-P	.0473	.0408	1.1599	.2477
Employee wellbeing	.0232	.0445	.5210	.6031
Meaning in life	.0285	.0318	.8987	.3700
Employee engagement	.0096	.0359	.2663	.7903
Perceived social impact	.0131	.0382	.3435	.7317

*b* Unstandardized coefficients. \**p* < 0.05; \*\**p* < 0.01

The results from the moderation analysis displayed in Table 6.19 showed that the interaction between ideological fulfilment and identity fusion is not a significant predictor of the outcomes studied in this research, infirming hypotheses 6a-h.

### ***Self-sacrifice***

*Table 6.20. Summary of the results for the interaction term between ideological fulfilment self-sacrifice for each studied outcome*

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>
Job satisfaction	<b>-.0900*</b>	.0455	-1.9803	.0493
OCB-I	.0322	.0336	.9589	.3390
OCB-O	.0540	.0329	1.6431	.1022
OCB-P	<b>.0955**</b>	.0341	2.7983	.0057
Employee wellbeing	<b>-.0920*</b>	.0411	-2.2383	.0265
Meaning in life	.0139	.0286	.4876	.6265
Employee engagement	.0105	.0321	.3269	.7441
Perceived social impact	.0181	.0332	.5453	.5862

*b* Unstandardized coefficients. \**p* < 0.05; \*\**p* < 0.01; significant results in boldface

The results from the mediation analysis displayed in Table 6.20 showed that the interaction between ideological fulfilment and self-sacrifice is a significant predictor of the job satisfaction, OCB-P and employee wellbeing supporting H7a, d and e.

***Simple slopes analysis for job satisfaction***

<b>Moderator</b>	<b>Estimate</b>	<b>SE</b>	<b>p</b>
Low self-sacrifice	.42**	.15	.01
Average self-sacrifice	.15	.09	.10
High self-sacrifice	-.03	.13	.82

*Table 6.21. \* $p < 0.05$ ; \*\* $p < 0.01$*

The results from the simple slope analysis displayed in Table 6.21 confirm that the interaction between ideological fulfilment and self-sacrifice is a significant predictor of job satisfaction, supporting Hypothesis 7a. The observation of the interaction plot (Figure 6.14) below shows that the relationship is however in the opposite direction as predicted, as self-sacrifice weakens the relationship between ideological fulfilment and job satisfaction. Self-sacrifice is not significantly associated with job satisfaction for those scoring average and high in self-sacrifice.



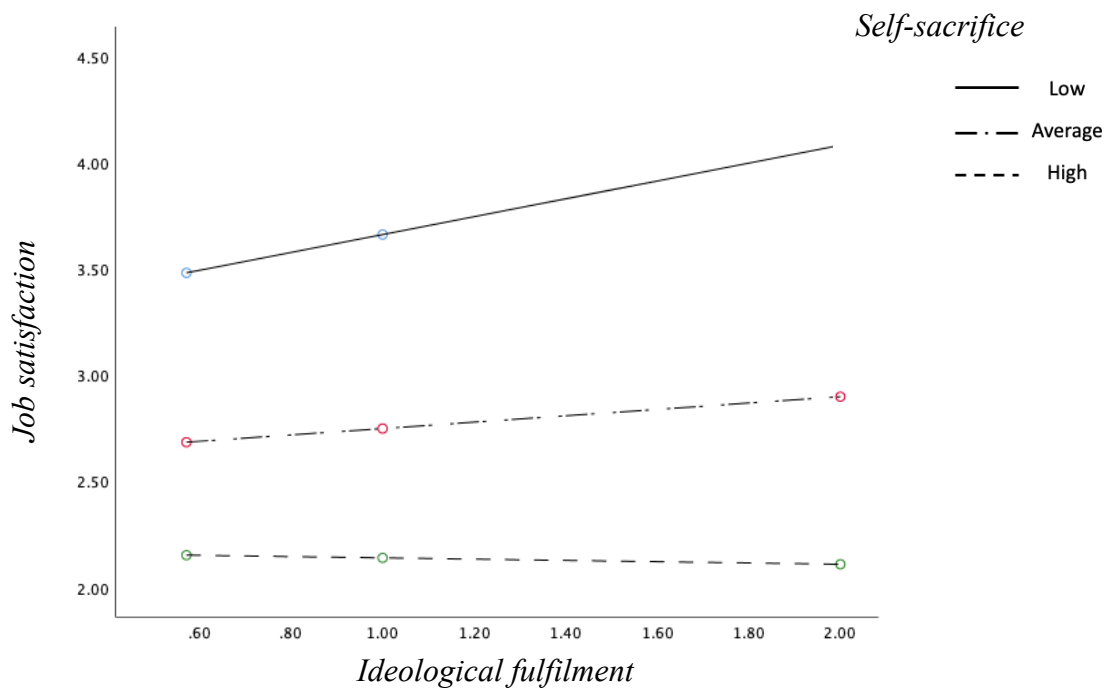


Figure 6.14. above graphically depicts how the display of self-sacrifice behaviours moderate the effect of ideological fulfilment on job satisfaction.

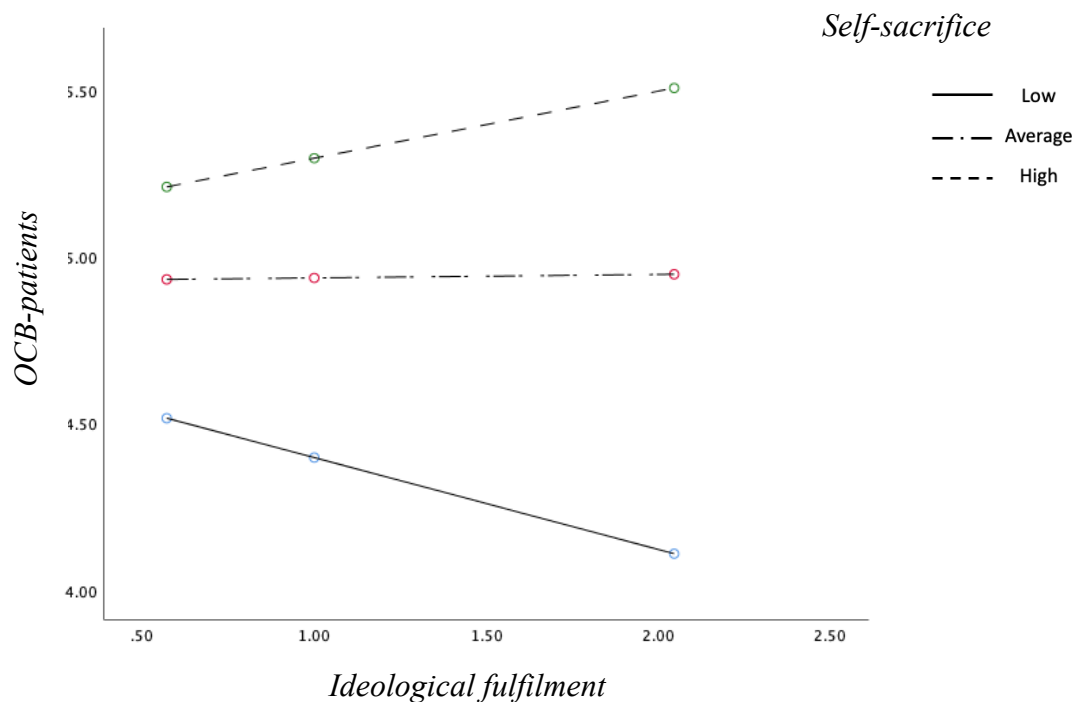
#### Simple slopes analysis for OCB-patients

Moderator	Estimate	SE	p
Low self-sacrifice	-.28**	.11	.02
Average self-sacrifice	.01	.07	.88
High self-sacrifice	.20	.10	.05

Table 6.22. \* $p < 0.05$ ; \*\*  $p < 0.01$

The results from the simple slope analysis displayed in Table 6.22 confirm that the interaction between ideological fulfilment and self-sacrifice is a significant predictor of OCB-P, supporting Hypothesis 7d. The observation of the interaction plot (Figure 6.15) below shows that, as predicted, self-sacrifice strengthens the relationship between ideological fulfilment and OCB-P for those scoring low in self-sacrifice. Self-sacrifice is not significantly associated with OCB-P for those scoring average and high in self-sacrifice.

Figure 6.15. below graphically depicts how the display of self-sacrifice behaviours moderate the effect of ideological fulfilment on OCB-patients.



#### Simple slopes analysis for employee wellbeing

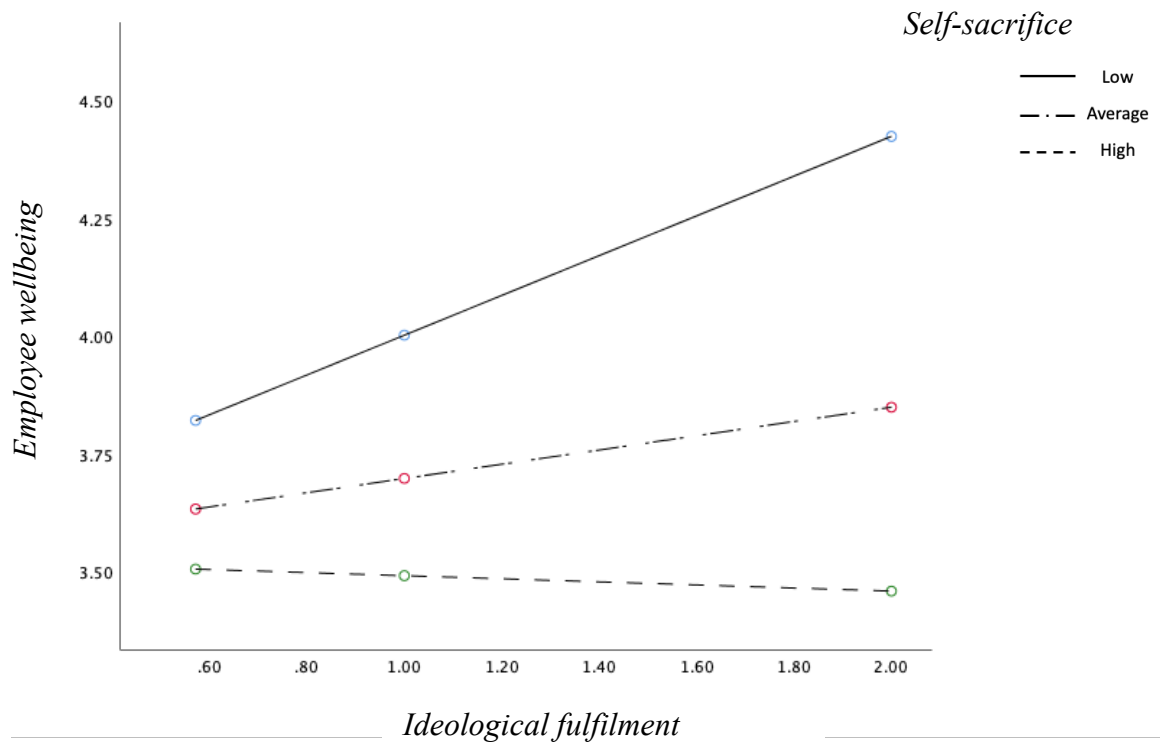
Moderator	Estimate	SE	p
Low self-sacrifice	.42**	.14	.00
Average self-sacrifice	.15	.08	.07
High self-sacrifice	-.03	.13	.79

Table 6.23. \* $p < 0.05$ ; \*\*  $p < 0.01$

The results from the simple slope analysis displayed in Table 6.23 confirm that the interaction between ideological fulfilment and self-sacrifice is a significant predictor of employee wellbeing, supporting Hypothesis 7e. The observation of the interaction plot (Figure 6.16) below shows that the relationship is however in the opposite direction as predicted, as self-sacrifice weakens the relationship between ideological fulfilment and

employee wellbeing. Self-sacrifice is not significantly associated with employee wellbeing for those scoring average and high in self-sacrifice.

*Figure 6.16. below graphically depicts how the display of self-sacrifice behaviours moderate the effect of ideological fulfilment on employee wellbeing.*



## **6-6. Discussion**

Chapter 5 examined how ideological psychological contract fulfilment influenced job satisfaction, extra-role behaviours, spill-overs on employees' lives, and unique organisational outcomes that stem from the fulfilment of this type of psychological contract to more thoroughly understand how psychological contract fulfilment affects outcomes. In order to understand *when* ideological psychological contract fulfilment is more or less likely to affect those outcomes, this study has investigated the role played by occupational identification, transformational leadership, a sense of contribution, identity fusion and self-sacrifice in fulfilling an ideological contract.

### **6-6-1. Which factors influence the strength of the bond created by the fulfilment of an ideological contract?**

From the seven moderators tested in this study, five have been found playing a significant role in influencing the relationship between ideological fulfilment and its outcomes (occupational identification, self-transcendence, task significance, transformational leadership and self-sacrifice). The results show that in some cases these moderators are strengthening (as predicted) the effect of ideological fulfilment on organisational outcomes and in some other cases they dampen its effect.

I will start the discussion below with the cases where the moderator is strengthening the relationship between ideological fulfilment and its outcomes, then I will discuss the cases where the moderator is dampening the relationship between ideological fulfilment and its outcomes and finally, I will briefly discuss the cases where the moderator is having no significant effect.

#### **6-6-1-1. Factors that strengthen the effect of ideological fulfilment**

The results of this study suggest that *occupational identification* at the hospital strengthens the display of OCB-I and OCB-O and the perceived social impact of one's occupation. Second, meaning mechanisms influence the relationship between ideological fulfilment and its outcomes as *self-transcendence* is strengthening the effect of ideological fulfilment on the display of OCB-I and OCB-O as well as the levels of employee wellbeing and *task significance* is strengthening the effect of ideological fulfilment on the display of OCB towards the organisation and PSI. Third, *transformational leadership* at the hospital is strengthening the effect of ideological fulfilment on the perceived social impact. Finally, *self-sacrifice* is strengthening the effect that ideological fulfilment has on the display of OCB towards the patients.

#### *The positive influence of occupational identification*

Identity's importance as a complementary framework to social exchange theory has been increasingly recognised in recent organisational literature (Flynn, 2005; Avanzi et al., 2014; Tavares et al., 2016). The last decade has witnessed the multiplication of studies that integrate social exchange theory and identity, although the current research has largely focussed on in-role behavioural outcomes (e.g., performance at work), and very little attention has been paid to the relationship between psychological contract fulfilment and identification mechanisms at work, such as OIC (Kreiner & Ashforth, 2004; Restubog et al., 2008; Zagenczyk et al., 2011). Therefore, based on previous organisational research that suggests that the effects that the fulfilment of employers' obligations have on employee responses is influenced by identification mechanisms

such as OIC (David, 2010), this study has hypothesised that OIC reinforces the effects of ideological fulfilment on the studied outcomes.

Supporting my expectations based on the psychological contract and identity literature, this study's results indicate that OIC does indeed strengthen the relationship between ideological fulfilment and three of the studied organisational outcomes. Specifically, it does increase the display of organisational citizenship behaviours towards peers and the organisation in relatively low and average occupational identification settings and the perceived social impacts of one's work that stems from ideological fulfilment in high occupational identification settings.

Results showing the importance of occupational identification in strengthening OCB towards peers and the organisation is consistent with previous research on occupational identification suggesting that employees having positive occupational perceptions perform at higher levels of OCB (Khalid & Nasra, 2019). Employees experiencing a sense of identification at work have been found exerting more effort on behalf of the organisation (Dutton et al., 1994). It confirms results from previous studies suggesting that when employees feel they have fulfilled their obligations towards their valued cause, they are enhancing the congruence and salience of the occupational identity in their self-concept and are subsequently likely to increase their collective-oriented and self-sacrifice behaviours in the process (Shamir et al., 1993). These employees, therefore, are more likely to 'go the extra mile' and engage in behaviours that demonstrate a strong attachment with their organisation, such as extra-role behaviours expressed towards their peers and organisation (O'Donohue & Nelson, 2009).

Second, results highlight the role of occupational identification in increasing the perceived social impacts of one's work that stems from ideological fulfilment in high occupational identification settings. This is consistent with previous research that has linked strong level of group identification with perceived social impact in organizations who adopt strong service-oriented missions or in companies employing volunteers who attempt to identify with their values and goals (Hustinx & Handy 2009). These studies have stressed the relevance of employee's beliefs that their individual actions are beneficial to others in high group identification context such as firefighters (Mayr, 2017).

*The positive influence of the variables that trigger a sense of contribution at work*

The meaning literature suggests that employees construct meaning at work through various routes, one of which—that is, a sense of contribution—has been intrinsically linked with ideological obligations (Rosso et al., 2010). One's sense of contribution is composed of task significance, self-transcendence, and self-efficacy. This study explores how these variables may reinforce the outcomes of an ideological psychological contract fulfilment.

Results of this study found *self-transcendence beliefs* increasing the display of OCB's towards peers and the organisation as well as employee engagement. This is consistent with previous research on self-transcendence suggesting that relinquishing control to a cause beyond oneself increases one's perception of being involved in “a system of interconnected individuals that is greater than oneself and that cannot exist without the collective efforts of many” and its contribution to the cause (Rosso et al., 2010, p.112). Which in turns will increase display of “over and beyond” which towards teams' members as well as towards the organisation. Supporting my assumption, self-

transcendence is also found increasing employee engagement at the hospital, this is consistent with previous research in the healthcare sector indicating that the ability of nurses to self-transcend and thus derive positive meaning from patient-caring experiences increases their level of energy, task commitment and engagement at work (Palmer, Griffin & Fitzpatrick, 2010). Also, research on “agentic orientations” such as self-transcendence has highlighted the buffering and empowering power brought by the capacity, for individuals scoring high on self-transcendence to “reframe their relationships to existing constraints” (Emirbayer & Mische, 1998, pp.1010; Kao et al., 2017). Previous studies suggest therefore that agentic orientation such as self-transcendence promote human mental and physical health, empowerment, wellbeing and life satisfaction (Bandura, 2005). It is because agentic orientations such as self-transcendence have been found strengthening individuals’ beliefs, particularly in their capabilities to handle distressing life events, which reduce the amount of stress and pressure and in turn improve mental and physical wellbeing (Bandura, 1998).

Further, results found that *task significance* increases the display of OCB’s towards the organisation and the perceived social impact of one’s work that stems from ideological fulfilment. These results, highlighting the role of task significance, are in line with the organisational literature, as previous empirical research that applies the job characteristics model (which links task significance and psychological states) connects task significance and the altruistic behaviours that aim to increase the welfare of an organisation and the greater society (Todd & Kent, 2006). Further, task significance has been determined to relate to the perceived social impact of one’s work; for instance, Podsakoff, MacKenzie, and Bommer (1996) report that task characteristics form strong relationships with OCB dimensions of altruism, conscientiousness, courtesy, and civic



virtue. The reasoning behind this claim is that an employee performing tasks fostering meaning at work is expected to both operate in the best interest of the company and remain considerate of colleagues who also promote the organisation's welfare. Employees who fulfil their ideological obligations with their organisation therefore perceive the social impact of their work as accentuated by higher levels of task significance. The above confirms and extends previous research on the topic by linking the meaning of work with ideological obligations (Thompson & Bunderson, 2003; Rosso et al., 2010). Further, they reinforce the link in the literature between the meaning of work and the socially perceived impact of one's occupation.

#### *The positive influence of transformational leadership*

Based on previous literature, this study assumed that transformative leaders' behaviours reinforce the outcomes of ideological fulfilment. Indeed, previous transformational leadership literature has determined that this type of leadership style inspires followers to surpass their own self-interests and convey to employees with strong conviction that their jobs have the potential to express and fulfil their values for the benefit of others (Avolio et al., 2011).

The results confirm the importance of the role that transformational leadership plays in the fulfilment of an ideological contract. This type of leadership behaviour increases the perceived social impact derived from their occupation. This finding confirms the ability of managers who display leadership behaviours that are perceived as transformational to facilitate the effective conversion of psychological contract fulfilment into positive outcomes for employees and their organisation alike (Engelen et al., 2015). This study therefore reinforces both the importance of this leadership type concerning relationships

based on ideological premises and the magnitude of its influence on employees' attitudes and behaviours at work. Further, this study suggests that leaders can provide synergetic benefits when practicing transformational leadership that aligns with the organisation and fulfils its obligations to the cause at hand. Therefore, organisations and transformational leaders act in a complementary manner to maximise the effects of fulfilled ideological obligations at work.

#### *The positive influence of self-sacrifice*

The results of this study support the importance of self-sacrifice increasing the display of OCB's towards patients. This is consistent with previous research on self-sacrifice, linking self-sacrifice with the display of helping and altruistic behaviours towards close relatives. Employees more willing to self-sacrifice will be therefore going beyond their self-interest and taking on personal costs to benefit their group or organization (Conger & Kanungo, 1987, Shamir et al., 1993).

#### **6-6-1-2. Factors that dampen the effect of ideological fulfilment**

##### *The dampening effect of occupational identification and job satisfaction*

It is difficult as it appears counter-intuitive and inconsistent with previous research linking occupational identification with increased levels of job satisfaction and decreased levels of turnover intentions (Murat, Colak & Erol, 2012), to explain why occupational identification would decrease job satisfaction stemming from ideological fulfilment. A possible explanation is that, in line with the attraction-selection-attrition research (ASA) framework, employees who are highly committed to their occupation may have carefully selected an organisation as the appropriate place for them to work

(Witt, 1993). Hence, it is possible that less occupationally committed employees may have taken positions in organisations of convenience and may therefore be less satisfied with their day-to-day job. Failure of occupational identification to strengthen job satisfaction has been observed previously and suggests that identifying with one's occupation may not, at least in some cases, decrease the salience of affective response in job attitudes (Witt, 1993). Further, occupational identification being only one facet of an employee's identity, other type of identification maybe more important in increasing satisfaction at work such as for example organisational identity (Witt, 1993; Dutton et al., 1994).

*The dampening effect of self-transcendence and self-sacrifice on satisfaction and wellbeing at work*

It is less intuitive and therefore slightly more complicated to explain why self-transcendence would decrease the effect of ideological fulfilment on job satisfaction and employee wellbeing at the hospital. A possible explanation is that, while self-transcendence has been found positively related to spiritual wellbeing, optimism and meaning in life, employee well-being is a multipartite concept and studies on the topic have increasingly started to separate effect of different organisational triggers on physical wellbeing, emotional/subjective well-being, psychological wellbeing, and social well-being (Grant, 2008; Elkady, 2019). Psychological and spiritual wellbeing appear more linked to a connection to "the great good" in organisations that have generally given their employees and opportunity not only to earn a living but also to contribute to something bigger than themselves (Gavin & Mason, 2004). While studies looking at physical wellbeing have highlighted that this facet of employee wellbeing is more practically linked to interventions involving safety and health issues, stress and

organisational development and then connections between the employee and a greater cause (Vandenberg, 2002; Pawar, 2013). Research suggests that self-transcendence beliefs can lead to lower levels of physical wellbeing because it triggers altruistic and caring behaviours leading employees to consistently prioritize third party beneficiary's wellbeing such as the patients they care for or their clients, over theirs (Tu & Chang, 2018). It may therefore be that while a high level of self-transcendence will positively affect spiritual employee wellbeing it will at the same time negatively affect other facets of this concept such as employee physical wellbeing leading to, in some case, a negative effect on their overall perception of wellbeing.

Whether self-sacrifice would increase or decrease an individual's wellbeing is a disputed topic in the academic research on consequences of self-harm and sacrifice (Ravert et al., 2009; Gomez et al., 2011). Organisational research is suggesting that intuitively self-sacrifice would decrease an individual's wellbeing, partially because it often leads them to engage in dangerous behaviours, putting their health and wellbeing at risk, and/or engage in costly personal sacrifices that would damage their work-life balance (Ravert et al., 2009; Thompson & Bunderson, 2009). Previous studies have highlighted tendency to self-sacrifice to advance an ideological agenda as an effort to affirm a symbolic immortal self at the expense of physical self (Routledge and Arndt, 2008).

These results demonstrate the importance and interest of research on the "dark side" of self-transcendence and self-sacrifice and highlight the double-edged sword of variables linked with a particularly strong bond between employee and employer, such as the one created by the fulfilment of a psychological contract based on ideological obligations.

### **6-6-1-3. Non-significant moderators**

Contrarily to my expectations, identity fusion and self-efficacy have not been found playing a significant role in influencing the studied outcomes of ideological fulfilment.

The finding of this study does not support the concept, found in previous studies on fused employees, that one's identity fusion with a group increases an employee's willingness to 'go the extra mile' and engage in behaviours that indicate a particularly strong attachment with their organisation (e.g., extra-role behaviours) (Swann et al., 2010) or positively influences goals and general meaning in life (Swann & Burhmeister, 2015). Prior organisational studies have highlighted the complexity of the effect of identity fusion in strengthening employee's relationships with their group. Basta et al., 2013 found that the moderating effect of identity fusion is sometimes selective and may positively influence relationship with organisational outcomes in supportive type of employment relationship but in other cases, such as after receiving negative feedback from a low level's evaluator, lead employees to engage in negative and radical type of behaviours at work (Besta et al., 2013). Also, recent research on fused individuals highlighted the sometimes-antagonistic relationship between a cherished cause and the consequences of a "particularly intense love for one group", highlighting that devotion to a cause can be sometimes primary or sometimes secondary, depending on the circumstances, but one of the other seem to explain pro-social types of behaviours rather than the combination of both (Atran & Gomez, 2018). Finally, results of this study suggests that it may not be the identity fusion itself, but rather the willingness to sacrifice themselves for their group which derives from it, that strengthens organisational outcomes such as the display of organisational citizenship behaviours towards the patients (Gomez et al., 2011).

Results of this study also suggest that the strength of self-efficacy beliefs does not influence the outcomes of ideological fulfilment for employees having built a psychological contract based on ideological type of obligations. In these cases, the meaning and sense of contribution that employees derive from the fulfilment of their ideological psychological contact seems to be relying upon self-transcendence beliefs and the significance of the task at hand. Therefore, that potential lack of skills of self-confidence to deal efficiently with difficult problems or unexpected events does not influence job satisfaction, wellbeing at work or engagement when employees feel that their psychological contract has been fulfilled at the hospital. Other organisational behaviour studies have found a lack or a negative relationship between perceptions of self-efficacy in employee and organisational outcomes such as performance at the hospital (Amatuicci & Crawley, 2011 & Trevelyan 2011). In most of those cases, the results showed that the effect of self-efficacy beliefs was contingent on contextual variables (Bandura, 1986) such as the availability of resources at work, cultural backgrounds and employee prior experience at work (Ucbasaran, Westhead and Wright, 2008; Mia, Qian & Ma, 2019). The lack of importance of self-efficacy beliefs is a finding that can have important practical implications as for example as it implies that perhaps degree of self-efficacy should not play a crucial role when selecting young adults in the healthcare profession (Van Yperen, 1998).

#### **6-7. Limitations and further research**

In interpreting this study's findings, the limitations must be considered. First, the sample was pulled from the healthcare sector, which may limit the findings' generalisability across other sectors. Professional ideology is profoundly rooted in expertise and client focus and conveys a sense of contribution that extends beyond the employee to the larger

public benefit. Further, given the mixed findings of this study, additional research to explore other moderators that would strengthen or dampen the effect of ideological fulfilment may be needed. For example, future research could consider the importance of grit or resilience in strengthening the effect of ideological fulfilment on its outcomes as previous research has linked resilience with ideological beliefs, a strong values system and the search for meaning (Frankl, 1953). Further, this study has demonstrated the impact of transformational leadership in influencing the outcomes of ideological fulfilment, but further research is needed to examine how other types of leadership such as transactional, agile or charismatic type of leadership behaviours may strengthen or dampen the effect of ideological fulfilment on outcomes (Waldam, Ramirez, House & Puranam, 2001; Foster, 2017). Furthermore, it would be interesting to explore how defence mechanisms such as employee voice, or non-work boundaries settings may help to protect the employee against the potential negative consequences emerging from the double-edged sword effect of pursuing ideological commitments at work. Finally, as such the healthcare sector is an interesting exploratory basis for advancing research on psychological contracts based on ideological beliefs in previous studies as well as the current study (O'Donohue et al., 2007). However, it may prove interesting to contextualise this research in other sectors, such as the financial services industry, where profit is the main objective and is considered one of employees' most considerable motivations.

## **6-8. Conclusion**

In this study, I have proposed and empirically tested a set of hypotheses to deepen the exploration of the ideological psychological contract fulfilment initiated in the previous chapter of this thesis using the same pool of respondents at three points in time. This

chapter's aims at further explaining the strength of this bond by exploring the roles played by occupational identification, meaning mechanisms, transformational leadership, identity fusion, and self-sacrifice in the fulfilment of an ideological contract. I discovered some evidence that suggests that the strength of the relationship between an ideological psychological contract fulfilment and the studied outcome variables is influenced by occupational identification, task significance and self-transcendence, transformational leadership, and self-sacrifice. This chapter's results therefore pose across-the-board implications for the method whereby medical employees experience their identities and role requirements at work and help explain why employees who believe their work contributes to a cause manage to overcome major organisational shortcomings. Moreover, the results confirm the need to further explore these types of obligations.



## **Chapter 7**

A replication and extension in the banking sector: do ideological psychological contracts and the meaning of work permeate across sectors?

## **7-1. Introduction**

Does context matter in understanding ideologically infused psychological contracts? This chapter explores this question by examining whether ideological obligations carry any significance for banking employees. In doing so, I compare and contrast the findings from the healthcare sector with the banking sample. It is interesting to compare these industries for several reasons:

Firstly, the healthcare industry has been closely linked to the emergence of the ideological currency psychological contract with Bunderson's study on doctors (2001) and O'Donohue and Nelson's study on nurses (2007). It is because the healthcare employees' professional ideology is profoundly rooted in expertise, client focus and convey a sense of contribution outside the individual to the broader public good that the healthcare sector has been found an interesting exploratory ground to advance research on psychological contracts based on ideological beliefs (O'Donohue et al., 2007).

Secondly, most of the empirical meaning of work literature to date focuses on meaning mechanisms in non-profit companies such as charities or religious organizations or relatively low paid occupations (Davidson & Caddell 1994; Sullivan, 2006). It is therefore interesting to contextualize this study in the financial services industry, where profit is the main objective and considered as one of the biggest motivations for employees.

Furthermore, events such as the widely publicized disappearance of multinationals such as Enron and Arthur Andersen in 2002, the last global financial crisis in 2008 and more recently, the Wells Fargo scandal in 2016 who was fined \$185m for opening millions of accounts in customer's names without their consent, have highlighted the issue of the social responsibility of organisational giants and made employees in such organisations reconsider the consequences of their daily tasks. Particularly in recent years, the quest

for meaning of work has become more complicated for employees in the financial services industry (Herzig & Moon, 2013; Buckley, 2011; Elkin & McLean, 2012). In this chapter, I am therefore replicating the analysis conducted in Chapter five, this time using a sample of respondents working in the banking sector in London.

## **7-2. Theoretical framework**

The same theoretical framework as outlined in Chapter 5 is used here in order to examine whether the findings replicate in a different sectoral setting. Recall that the focus of chapter 5 was twofold. First, it aimed to examine whether ideological currency is distinct from transactional and relational currency and whether ideological currency has unique predictive power in explaining its outcomes. Second, it aimed to explore if the meaning of work can help explain the particularly strong bond created between an employer and his/her employing organisation through this type of contract. The conceptual model is presented in Figure 7.1 and the associated hypotheses are presented in Table 7.1.

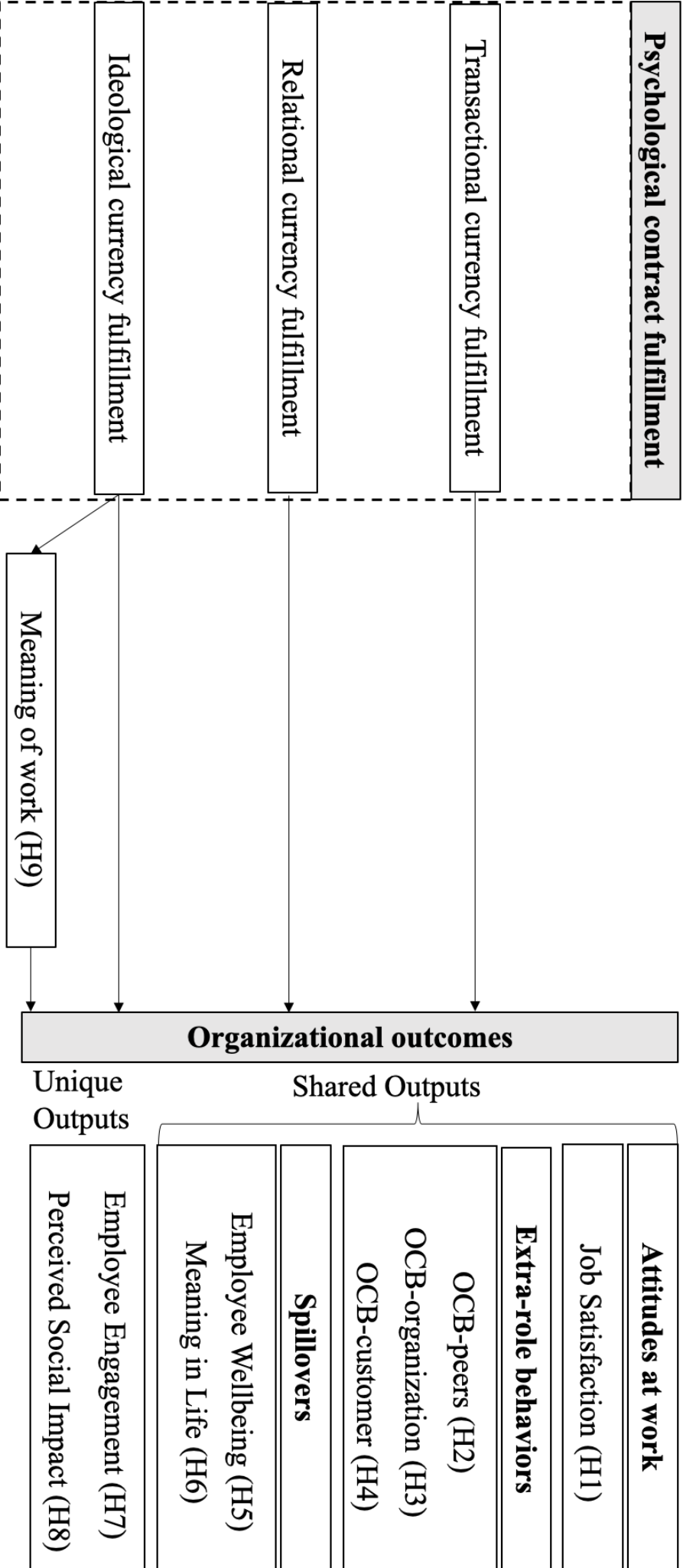


Figure 7.1 – Proposed conceptual model and hypotheses.

### 7-3. Hypotheses

As the hypotheses tested in this chapter replicate those presented in chapter 5, they are summarized in table 7.1 below.

*Table 7.1. List of hypotheses*

<b>Hypothesis 1</b>	<i>Psychological contract fulfilment is positively related to job satisfaction.</i>
<b>Hypothesis 2</b>	<i>Psychological contract fulfillment is positively related to OCB-I.</i>
<b>Hypothesis 3</b>	<i>Psychological contract fulfillment is positively related to OCB-O.</i>
<b>Hypothesis 4</b>	<i>Psychological contract fulfilment is positively related to OCB-C.</i>
<b>Hypotheses 5</b>	<i>Psychological contract fulfilment is positively related to employee wellbeing</i>
<b>Hypothesis 6</b>	<i>Psychological contract fulfilment is positively related to meaning in life</i>
<b>Hypothesis 7</b>	<i>Ideological psychological contract fulfilment is uniquely and positively related to employee engagement</i>
<b>Hypothesis 8</b>	<i>Ideological psychological contract fulfilment is uniquely and positively related to the perceived social impact of an employee's work</i>
<b>Hypothesis 9</b>	<i>The meaning of work mediates the relationship between the fulfilment of an ideologically infused psychological contract and job satisfaction, employee engagement, OCB-I, OCB-O, OCB-Clients, employee wellbeing, employee engagement, perceived social impact and meaning in life.</i>

### 7-4. Methodology

#### 7-4-1. The research context

The financial services company (here called A) has been carefully selected in order to test the proposed conceptual model. The company A is a London-based trusts management company founded after the turmoils of the 2008 global financial crisis and employs over five hundred staff. As stated in the company website, their mission is to “challenge convention in our industry by offering a transparent service built around each client’s needs” (Company A website, 2013). I have selected this company as it is a good representation of the emergence of a new sense of social responsibility after the ethical flaws highlighted by the last global financial crisis in 2008 (Buckley, 2011).

#### **7-4-2. Data collection**

Participants in this study were all permanent employees of the financial services company. This sample comprised financial analysts, financial managers, human resources managers, executive assistants and sales representatives. The survey was supported, reviewed, approved and announced by the management of the company and the Head of Human Resources. The respondents received £10 for their participation in the three surveys with an Amazon voucher sent by me to their email address. As financial staff are often working long hours and/or travelling frequently to meet clients and attend conferences, their participation was made easier by offering the survey online, accessible via computer, tablet or mobile. The link to the study, set up using the software Qualtrics, was sent to participating employees by me. Each respondent was identified by a unique identification tag allowing me to match the surveys of the same respondents across time points.

The online surveys were sent to financial sample at three different points in time (Time 1, 2 and 3) over a five-month period from September 2017 to January 2018 with a

minimum of four-week gap between each wave. The first part of the survey (time 1) was sent in October 2017 to 250 employees. 148 panel members chose to participate in the survey, giving a participation rate of 59%. The second part of the survey (time 2) was sent in December 2017 to the 148 employees who participated at time 1. 119 employees chose to respond to the second part of the survey giving a participation rate of 80%. The third part of the survey (time 3) was sent in January 2018 to the 119 employees who participated in time 2. 103 employees chose to respond to the last part of the survey giving a participation rate of 87%. Overall, 103 respondents completed all these surveys, giving an overall response rate of 41%.

#### **7-4-3. Data analysis**

The data gathered through the web-based survey were analysed with the help of the SPSS v.25 statistical software for the basic descriptive statistics, correlations matrix and exploratory factor analysis (EFA). A confirmatory factor analysis (CFA) was conducted with the help of the AMOS 25 statistical software, which is an add-on to SPSSv.25. Mediation effect testing was conducted with the help of the PROCESS statistical package. Age, gender, number of hours worked per week and type of job are included as control variables. It seems appropriate to use multiple regression analysis model as the dependent variables are continuous and the independent variables, although categorical, can be considered as continuous. Furthermore, this study focuses on the relationships between the different type of psychological currencies and each individual outcome, stemming from established areas of organizational behaviour, rather than testing the viability of the model as a whole.

#### 7-4-4. Measures

I used in this chapter the same measures as in Chapter 5. I will therefore provide a summary of these measures below and refer to Chapter 5 for a full description. A correlation matrix of all the variables used in this study, including the Cronbach alphas appears in Table 7.8.

##### *Psychological contract obligations and fulfilment*

*Psychological Contract Measures:* The scales used to measure ideological psychological contract promised and delivered inducements and fulfilment are the same as the ones used in Chapter five. The Cronbach's alpha coefficients for these scales are .89 (Transactional fulfilment), .98 (relational fulfilment), and .93 (ideological fulfilment).

*Job satisfaction:* Job satisfaction is measured by a single item from the Michigan Organizational Assessment Questionnaire (MOAQ) (Cammann et al., 1979). Job satisfaction was captured in Time 3.

*Employee engagement:* Employee engagement is measured by a 17-item scale; the Utrecht Work Engagement Scale (UWES), which has been developed by Schaufeli et al. (2002). The Cronbach's alpha coefficient for this scale is .93 in Time 3.

*Organisational citizenship behaviours towards colleagues:* A 6-item scale was adapted from Williams and Anderson scale (1991). The Cronbach's alpha coefficient for this scale is .84 in Time 3.



*Organisational citizenship behaviours towards the organisation:* A 6-item scale was adapted from Lee and Allen (2002). The Cronbach's alpha coefficient for this scale is .87 in Time 3.

*Organisational citizenship behaviours towards customers:* This 7-item scale was developed by Dimitriades in 2007 in an attempt to tailor the organisational citizenship behaviour concept to the services industry. The Cronbach's alpha coefficient for this scale is .92. in Time 3.

*Employee wellbeing:* This study used the 5-item Satisfaction with Life Scale (SWLS) developed by Diener, Emmons, Larson, & Griffin in 1985, a widely used and well-validated measure of life satisfaction, to measure employee wellbeing. The Cronbach's alpha coefficient for this scale is .85 in Time 3.

*Perceived social impact:* This study used a three-items perceived social impact scale developed by Grant (2008). The Cronbach's alpha coefficient for this scale is .92 in Time 3.

*Meaning in life:* This study used the 10-item Meaning in Life questionnaire developed by Steger and colleagues in 2006 to assess the presence of and search for meaning in life. Meaning in life was captured in Time 3. The Cronbach's alpha coefficient for this scale is .0.76.

*Meaning of work:* This study used the 10-item Work as Meaning Inventory scale (WAMI). It has been developed by Steger et al. (2012) and based on the work of Amy, Pratt and colleagues. The Cronbach's alpha coefficient for this scale is .87 in Time 3.

#### *Control variables*

In the following statistical analysis, following the same procedure as chapter 5, the type of banking job, the number of hours worked per week and the salary were controlled because these variables may plausibly influence employee's contributions to the organisation by increasing the amount of bestowed interest that employees have in remaining with their current organisations. Also, because there were demographics differences across the sample, gender and age were also controlled for.

### **7-5. Description of the results**

#### **7-5-1. Exploratory and confirmatory factor analysis**

Following the EFA I performed previously (in Chapter 5), to confirm the validity and reliability of the scales in my specific research setting, I am performing in this chapter a CFA on the same scales using the second sample (bankers). This dual approach has been found enhancing the validity and reliability of scales in other studies with for example Waterson et al. (2010) recommending this type of approach for cross-validation of the scales (Wortinhthon & Whittaker, 2006; Waterson et al., 2010; Bingham, 2011; Mustapha & Bolaji, 2015). The factor structure of the psychological contract perceived and delivered inducements was confirmed using a confirmatory factor analysis (CFA). CFA is a useful test as it allows to confirm the factor structure of a developed scale by

comparing the consistency between the measure of a concept and the theoretical underpinning of this concept (Thompson, 2004; Densa-Kalhon, 2014).

I ran CFA analyses using the software Amos version 25.0. I estimated the model fit with the help of the following indices: model chi-square ( $X^2$ ), comparative fit index (CFI; Bentler, 1990), incremental fit index (IFI; Bollen, 1989), root mean square error of approximation (RMSEA; Steiger, 1990), & standardised root means square residual (SRMR) (Kline, 2010). This methodology has been used in previous studies (Byrne, 2001; Boosma, 2000; Hu & Bentler, 1999; Dhensa-Kahlon, 2014). Research also suggests providing plausible alternatives to the hypothesised factor structure model (Hoyle & Panter, 1995; Boosma, 2000). Therefore, in order to rule out the possibility that the eighteen items scale loaded on one or two types of currencies, as opposed to three (Dhensa-Kahlon, 2014), I also conducted the same analysis on a one-factor and two-factors models.

### ***Findings from the confirmatory results analysis***

#### ***Psychological contract perceived inducements (at time 1)***

In accordance with my expectations, the hypothesised three-factor measure offered a very good and significantly better fit, compared to the alternative one-factor and two-factors solution. At time 1, the indices revealed a good fit for a three-factor measure ( $X^2$  [df = 132] = 394.5, CFI = .86, IFI = .86, RMSEA = .12, SRMR = .07), in comparison to the two-factor solution ( $X^2$  [df = 135] = 1000.27, CFI = .54, IFI = .55, RMSEA = .22, SRMR = .26) and one-factor solution ( $X^2$  [df = 136] = 1143.12, CFI = .47, IFI = .47, RMSEA = .24, SRMR = .26). Results from the CFA are presented in table 7.2 below.

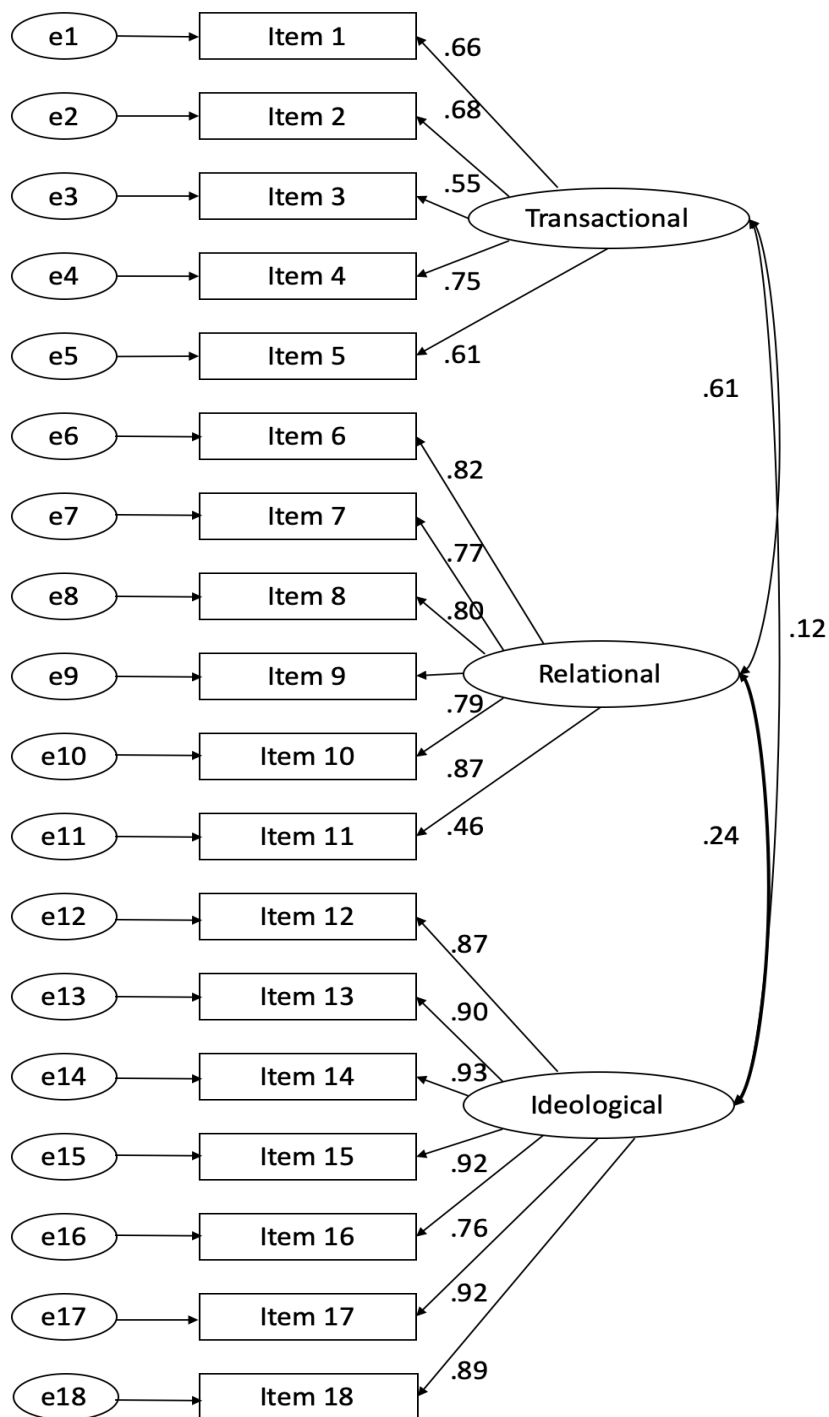
*Table 7.2. Confirmatory factor results for psychological contracts perceived inducements in time 1.*

<b>Model description</b>	<b>X2</b>	<b>df</b>	<b>X2/df</b>	<b>SRMR</b>	<b>CFI</b>	<b>IFI</b>	<b>RMSEA</b>
Hypothesised three-factor measure	394.50	132	2.90	.07	.86	.86	.12
Hypothesised two-factor measure	1000.27	135	7.44	.26	.54	.55	.22
Hypothesised one factor measure	1143.12	136	8.41	.26	.47	.47	.24

*Note: Time 1 N=X. CFI=comparative fit index; IFI=incremental fit index; SRMR+standardized-root-mean-square residual; df=degrees of freedom. \*p<.05.*

The factor loadings in Time 1 were also very good, such as they were all above the absolute defined minimal cut-off of >.3 (Comrey & Lee, 1992), and all except one (item 11) are even above more conservative cut-offs suggested at >.55 (Tabachnick & Fidell, 2007; Dhensa-Kahlon, 2014). Factor loadings for each item are presented in figure 7.3.

*Figure 7.2. Factor loadings for each type of psychological contract perceived inducements. Notes: The items refer to the psychological contract scales (see section 7.4) and the “e” measure the error.*



*Note: The inter-factor correlation between transactional and ideological is .12; the inter-factor correlation between relational and ideological is .24; the inter-factor correlation between transactional and relational is .61.*

***Psychological contract delivered inducements (at time 1)***

In accordance with my expectations, the hypothesized three-factor measure offered a very good and significantly better fit, compared to the alternative one-factor and two-factors solution. At time 1, the indices revealed a good fit for a three-factor measure ( $\chi^2 [df = 132] = 442.59$ , CFI = .85, IFI = .86, RMSEA = .14, SRMR = .07), in comparison to the two-factor solution ( $\chi^2 [df = 134] = 962.14$ , CFI = .63, IFI = .63, RMSEA = .21, SRMR = .20) and one-factor solution ( $\chi^2 [df = 135] = 1094.38$ , CFI = .55, IFI = .55, RMSEA = .23, SRMR = .20). Results from the CFA are presented in table 7.3 below.

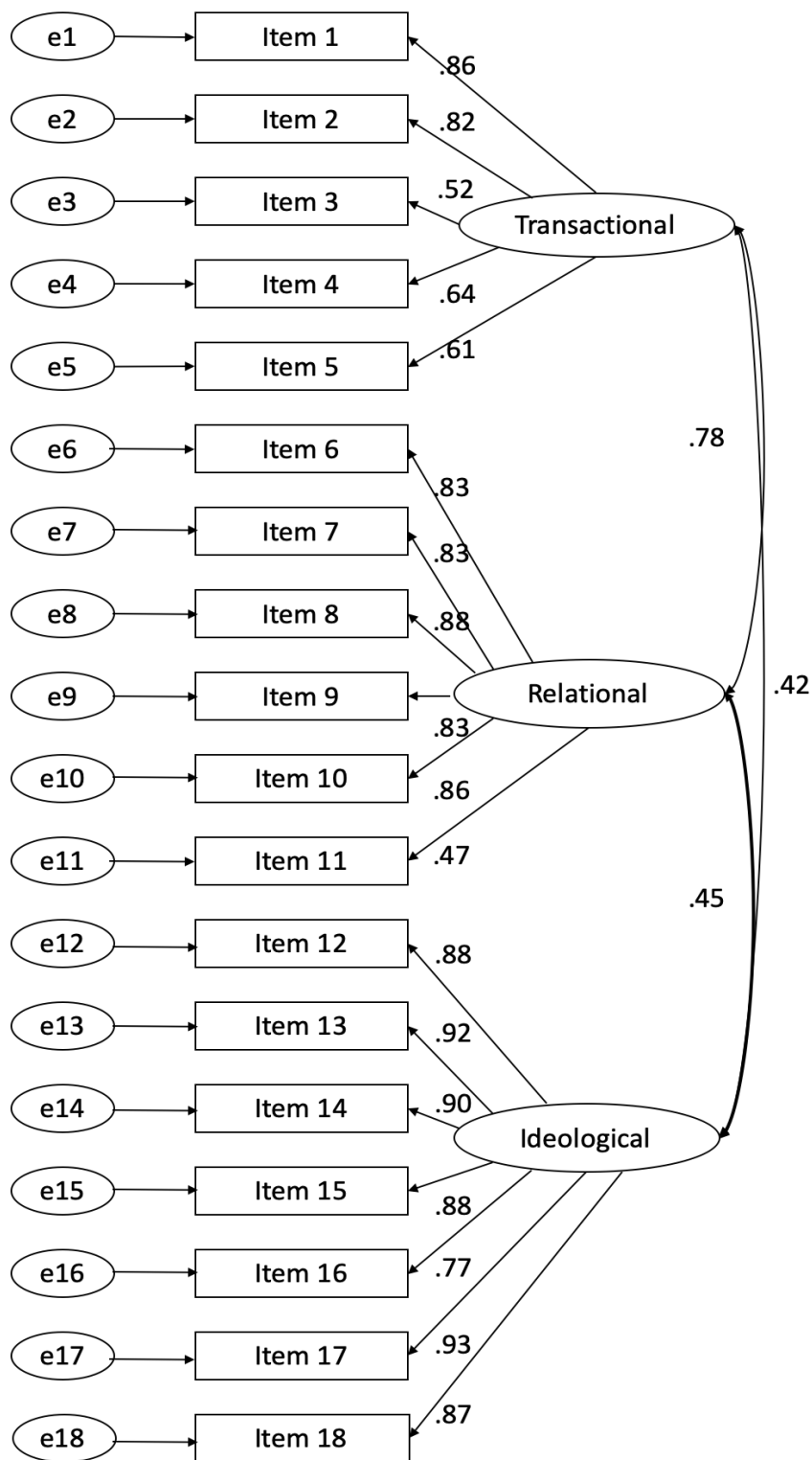
*Table 7.3. Confirmatory factor results for psychological contracts delivered inducements*

<b>Model description</b>	<b>X2</b>	<b>df</b>	<b>X2/df</b>	<b>SRMR</b>	<b>CFI</b>	<b>IFI</b>	<b>RMSEA</b>
Hypothesised three-factor measure	442.59	132	3.35	.07	.85	.86	.14
Hypothesised two-factor measure	926.14	134	6.91	.20	.63	.63	.21
Hypothesised one factor measure	1094.38	135	8.12.	.20	.55	.55	.23

*Note: Time 1 N=X. CFI=comparative fit index; IFI=incremental fit index; SRMR+standardized-root-mean-square residual; df=degrees of freedom. all  $\chi^2$  values are significant at  $p < .05$ .*

The factor loadings in Time 1 were also very good, such as they were all above the absolute defined minimal cut-off of  $>.3$  (Comfrey & Lee, 1992), and all except one (item 3) are even above more conservative cut-offs suggested at  $>.55$  (Tabachnick, Fidell, & Ullman, 2007). Factor loadings for each item are presented in figure 7.4.

*Figure 7.3. Factor loadings for each type of psychological contract delivered inducements. Notes: The items refer to the psychological contract scales (see section 7.4) and the “e” measure the error.*



*Note: The inter-factor correlation between transactional and ideological is .42; the inter-factor correlation between relational and ideological is .45; the inter-factor correlation between transactional and relational is .78.*

## 7-5-2. Descriptive statistics

Table 7.4 provides the main descriptive statistics for the banking sample at each point of time including information about the gender, age, type of job, number of working hours worked per week and the salary range of the respondents. Table 7.5. presents the correlation among the variables used in this study as well as the mean and standard deviation. Coefficients Cronbach's alphas are shown in parentheses on the diagonal.

*Table 7.4. Main descriptive statistics for the sample at each time point*

<b>Variables</b>		<b>Time 1</b>	<b>Time 2</b>	<b>Time 3</b>
<b>Gender</b>				
	Male	39%	43%	41%
	Female	61%	57%	58%
<b>Age</b>				
	Btw 25 and 35	23%	18%	17%
	Btw 35 and 45	34%	30%	21%
	Btw 45 and 60	55%	40%	45%
<b>Working hours</b>				
	Less than 20h	2%	3%	2%
	Btw 20 and 40h	75%	82%	74%
	Over 40h	24%	18%	24%
<b>Type of job*</b>				
	Director	6%	3%	3%
	Senior managers	22%	21%	22%
	Senior officers	30%	39%	28%
	Administrators	18%	21%	28%
	Support staff	24%	19%	18%
<b>Salary range</b>				
	Less than 25k£	N/A**	33%	30%
	Btw 25 and 50k£	N/A	54%	55%
	Btw 50 and 100k£	N/A	15%	12%
	Over 100k£	N/A	1%	3%
<b>Total respondents</b>		<b>146</b>	<b>119</b>	<b>103</b>

*\*Financial services staff comprise financial director, human resources staff, relationship managers, trust and client managers, financial analysts and support staff.*

*\*\*As for the healthcare sample, salary range was introduced only from time 2 onwards*



	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>	<i>14</i>	<i>15</i>	<i>16</i>
<i>Gender</i>	1.61	.49																
<i>Age</i>	3.01	1.11	<b>.17</b>															
<i>Weekly hours</i>	2.23	.45	<b>-.28</b>	.08														
<i>Type of job</i>	3.33	1.23	<b>.19</b>	<b>-.16</b>	<b>-.60</b>													
<i>Transact. fulfil.</i>	.602	.75	-.35	.36	.03	-.00	(.89)											
<i>Relational fulfil.</i>	.708	.81	.04	.12	.02	.01	<b>.69</b>	(.98)										
<i>Ideological fulfil.</i>	.570	1.04	.10	.13	.01	-.07	.10	<b>.35</b>	(.93)									
<i>OCB-I</i>	5.68	.73	.00	.06	.07	-.08	-.08	.16	<b>.22</b>	(.84)								
<i>OCB-O</i>	5.36	.79	.04	.08	<b>.27</b>	<b>-.26</b>	<b>-.26</b>	<b>.29</b>	.09	<b>.62</b>	(.87)							
<i>OCB-P</i>	5.42	1.23	-.09	.01	.04	-.18	<b>-.26</b>	.17	.02	<b>.49</b>	<b>.50</b>	(.92)						
<i>Empl. wellbeing</i>	3.22	.94	.13	.01	.01	.16	<b>.21</b>	.12	.13	<b>.27</b>	<b>.25</b>	<b>.27</b>	(.92)					
<i>Meaning of life</i>	3.76	1.03	.09	.12	.04	-.02	.00	.02	.01	.09	.02	.01	.13	(.76)				
<i>PSI</i>	2.22	.93	.06	.14	.01	.17	<b>.22</b>	.10	.11	<b>.31</b>	<b>.37</b>	<b>.33</b>	<b>.31</b>	.01	(.93)			
<i>Job satisfaction</i>	2.48	1.16	.11	.02	.04	.19	<b>.28</b>	<b>.31</b>	.02	<b>.26</b>	<b>.44</b>	<b>.31</b>	<b>.48</b>	.03	<b>.57</b>			
<i>Empl. Eng.</i>	4.89	.76	.05	.06	.18	-.13	<b>-.33</b>	<b>.27</b>	<b>-.10</b>	<b>.44</b>	<b>.52</b>	<b>.45</b>	<b>.41</b>	.11	<b>.54</b>	<b>.67</b>	(.93)	
<i>Meaning of work</i>	2.77	.65	.18	.00	.02	.11	.15	<b>.26</b>	.02	-.13	<b>.27</b>	-.10	<b>.44</b>	.01	<b>.38</b>	<b>.58</b>	<b>-.43</b>	(.87)

Table 7.5. Notes: *n*=146 in time 1; 119 in time 2; 103 in time 3. Internal reliabilities (alpha coefficients) for the overall constructs are given in parentheses on the diagonal; *p*<0.05 indicated by a boldface type; variables 1-8 in time 1; Variables 8-15 in time 3; Variable 16 in time 2. *M*=mean and *SD*=standard deviation

### *Correlation matrix*

The three types of psychological contract fulfilments are also positive and significantly related (.78 relational with transactional, .60 ideological with transactional, .60 ideological with relational). Similarly, the correlations among the outcomes were all positive and significant. The relation between OCB-O and OCB-I is the highest (.76) followed by the relation between employee engagement and job satisfaction (.66). The relationships between employee engagement, job satisfaction, employee well-being and meaning in life and the different forms of OCB are also strong and significant with the exception of the relationships between job satisfaction and meaning in life and meaning in life and OCB towards peers.

### **7-5-3. Psychological contract fulfilment outcomes**

I used hierarchical multiple regression analysis to test Hypotheses 1 to 8. In each of the analyses, the independent variables of respondent age, respondent gender, and the type of job in the organization and the respondent's average worked hours per week were entered as controls in the first step. In the subsequent step, transactional, relational, and ideological fulfilment scales were included.

***Attitudes at work: job satisfaction (Category 1)***

The results of the multiple regression analysis are presented in Table 7.6 below:

*Table 7.6. Regression coefficients, standards errors, and model summary information for job satisfaction with the fulfilment of the psychological contract as predictor*

<b><i>Job satisfaction (at time 3)</i></b>								
<b><i>Step 1</i></b>					<b><i>Step 2</i></b>			
	<b><i>b</i></b>	<b><i>SE</i></b>	<b><math>\beta</math></b>	<b><i>t</i></b>	<b><i>b</i></b>	<b><i>SE</i></b>	<b><math>\beta</math></b>	<b><i>t</i></b>
<i>Controls</i>								
Gender	-.315	.264	-.134	-1.192	-.333	.256	-.141	-1.298
Age	-.003	.112	.003	.026	-.069	.111	-.066	-.625
Hours/week	-.018	.343	-.007	-.051	-.006	.329	.002	-.019
Type of job	.128	.133	.125	.962	.121	.129	.118	.936
<i>Main effect - Fulfilment</i>								
Transactional					.146	.209	.095	.695
Relational					.438	.213	.287**	2.058
Ideological					-.022	.122	-.019	-.178
<i>Adj R<sup>2</sup></i>			-.019				.076	
<i>F<sub>Δ</sub></i>			.581				2.072	

*b* Unstandardised coefficients. \*\*\* $p < 0.01$ ; \*\* $p < 0.05$ ; \* $p < 0.1$

I found support for Hypothesis 1. The fulfilment of the relational part of the psychological contract at Time 1 predicted job satisfaction at Time 3 ( $\beta = .287, p < 0.05$ ).

No support was found for transactional or ideological contract fulfilment.

### Extra-role behaviours (Category 2)

Table 7.7 (a, b and c). Regression coefficients, standards errors, and model summary information for Organisational citizenships behaviours towards peers, the organisation and the customers with the fulfilment of the psychological contract as predictor

a.OCB-I (at time 3)									
Step 1					Step 2				
	b	SE	β	t		b	SE	β	t
Controls									
Gender	.021	.165	.014	.127		.042	.168	.029	.248
Age	.044	.070	.068	.629		.071	.073	.110	.980
Hours/week	.099	.214	.062	.465		.087	.217	.054	.402
Type of job	-.032	.083	-.051	-.391		-.035	.085	-.056	-.416
Main effect - Fulfilment									
Transactional						.006	.138	.006	.044
Relational						-.161	.140	-.170	-1.150
Ideological						-.023	.080	-.033	-.293
Adj R <sup>2</sup>			-.030		-.037				
F <sub>Δ</sub>			.336		.540				

b Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

<i>b.OCB-O (at time 3)</i>								
<i>Step 1</i>					<i>Step 2</i>			
	<i>b</i>	SE	$\beta$	t	<i>b</i>	SE	$\beta$	t
<i>Controls</i>								
Gender	.182	.167	.116	1.086	.182	.15	.116	1.143
Age	.047	.071	.067	.657	.091	.069	.131	1.321
Hours/week	.392	.217	.227	-1.804	.403	.205	.233	1.968
Type of job	-.109	.084	-.160	-1.293	-.093	.080	-.137	-1.159
<i>Main effect - Fulfilment</i>								
Transactional					.006	.130	-.099	-.776
Relational					.161	.132	.310**	2.375
Ideological					.067	.076	.088	.888
<i>Adj R<sup>2</sup></i>			.076		.196			
<i>F<sub>Δ</sub></i>			2.877		4.161			

b Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

<i>c.OCB-Customers (at time 3)</i>								
<i>Step 1</i>					<i>Step 2</i>			
	<i>b</i>	SE	$\beta$	t	<i>b</i>	SE	$\beta$	t
<i>Controls</i>								
Gender	-.206	.276	-.083	-.745	-.252	.274	-.102	-.920
Age	.030	.117	.020	-.185	.047	.118	.043	.400
Hours/week	.522	.358	-.107	-.816	-.306	.351	-.112	-.871
Type of job	-.205	.140	-.228*	-1.767	-.250	.139	-.231*	-1.799
<i>Main effect - Fulfilment</i>								
Transactional					.455	.223	.282**	2.042
Relational					.021	.227	-.013	-.092
Ideological					.012	.130	.010	.096
<i>Adj R</i> <sup>2</sup>			.002				.056	
<i>F</i> <sub><math>\Delta</math></sub>			1.044				1.769	

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

I did not find support for Hypothesis 2. The fulfilment of transactional, relational and ideological contract fulfilment at Time 1 did not predict OCB-I at Time 3.

I found support for Hypothesis 3. The fulfilment of the relational part of the psychological contract at Time 1 did predict OCB-O at Time ( $\beta = .310$ ;  $p < 0.05$ ). No support was found for transactional or ideological contract fulfilment.

I found support for Hypothesis 4. The fulfillment of the transactional part of the psychological contract at Time 1 predicted job satisfaction at Time 3 ( $\beta = .282$ ,  $p < 0.05$ ). No support was found for transactional or ideological contract fulfilment.

**Spill over on employee's life's (Category 3)**

Table 7.8 (a and b). Regression coefficients, standards errors, and model summary information for employee wellbeing and meaning in life with the fulfilment of the psychological contract as predictor

a.Employee wellbeing (at time 3)								
Step 1					Step 2			
	b	SE	β	t	b	SE	β	t
Controls								
Gender	-.289	.210	-.153	-1.377	-.265	.212	-.140	-1.250
Age	.027	.089	.032	.305	.009	.092	.011	.098
Hours/week	.168	.272	.080	.617	.189	.272	.090	.695
Type of job	.195	.105	.237*	1.853	.206	.107	.250*	1.928
Main effect - Fulfilment								
Transactional					.272	.173	.220	1.572
Relational					-.006	.176	-.005	-.033
Ideological					.023	.101	.025	.233
Adj R <sup>2</sup>			.010		.027			
F <sub>Δ</sub>			1.227		1.356			

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

<i>b.Meaning in life (at time 3)</i>								
<i>Step 1</i>					<i>Step 2</i>			
	<i>b</i>	SE	β	t	<i>b</i>	SE	β	t
<i>Controls</i>								
Gender	.175	.229	.084	.766	.188	.237	.090	.791
Age	.079	.097	.086	.815	.084	.102	.091	.818
Hours/week	-.412	.297	-.17	-1.387	-.432	.305	-.188	-1.419
Type of job	-.227	.115	-.251*	-1.968	-.239	.119	-.265**	-2.001
<i>Main effect - Fulfilment</i>								
Transactional					-.003	.194	-.002	-.014
Relational					.023	.197	.017	.119
Ideological					-.058	.113	-.057	-.512
<i>Adj R<sup>2</sup></i>			.019		-.013			
<i>F<sub>Δ</sub></i>			1.437		.834			

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

No support was found for Hypothesis 5 or Hypothesis 6. None of the dimensions of the psychological contract fulfilment were found to be related to any of the spill overs outcomes.

#### **Unique outputs (Category 4)**

*Table 7.9 and 7.10. Regression coefficients, standards errors, and model summary information for employee engagement and the perceived social impact with the fulfilment of the psychological contract as predictor*

<i>Employee engagement (at time 3)</i>								
<i>Step 1</i>					<i>Step 2</i>			
	<i>b</i>	SE	β	t	<i>b</i>	SE	β	t
<i>Controls</i>								
Gender	.177	.171	.115	1.038	.186	.163	.021	1.139
Age	.027	.072	.040	.377	.076	.070	.111	1.079
Hours/week	.339	.221	.199	1.530	.294	.210	.173	1.405
Type of job	-.033	.086	-.049	-.379	-.052	.082	-.078	-.637
<i>Main effect - Fulfilment</i>								
Transactional					.236	.133	.235*	1.774
Relational					-.155	.135	-.156	-1.148
Ideological					-.081	.078	-.107	-1.041
<i>Adj R<sup>2</sup></i>			.010		.129			
<i>F<sub>Δ</sub></i>			1.226		2.919			

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

<i>Perceived social impact (at time 3)</i>								
<i>Step 1</i>					<i>Step 2</i>			
	<i>b</i>	SE	β	t	<i>b</i>	SE	β	t
<i>Controls</i>								
Gender	-.116	.207	-.063	-.562	-.119	.205	-.064	-.581
Age	-.112	.088	-.136	-1.283	-.146	.088	-.177	-1.645
Hours/week	-.027	.268	.013	-.101	.040	.263	.019	.150
Type of job	.113	.104	.140	1.086	.151	.103	.187	1.459
<i>Main effect - Fulfilment</i>								
Transactional					.297	.167	.245*	1.772
Relational					-.032	.170	-.027	-.190
Ideological					.150	.097	.165	1.539
<i>Adj R<sup>2</sup></i>			.002		<i>Adj R<sup>2</sup></i>			.055
<i>F<sub>Δ</sub></i>			1.036		<i>F<sub>Δ</sub></i>			1.756

*b* Unstandardised coefficients. \*\*\*  $p < 0.01$ ; \*\*  $p < 0.05$ ; \*  $p < 0.1$

Contrary to Hypothesis 7 and Hypothesis 8 that examine unique effects of ideological psychological contract fulfilment, I found that the transactional part of the psychological contract fulfilment was positively related to employee engagement ( $\beta=.235$ ;  $p<0.1$ ) and positively related to perceived social impact ( $\beta=.245$ ;  $p<0.1$ ).

Table 7.11 below summarises the effects of the psychological contract fulfilment on the organisational outcomes considered in this chapter.

Outcomes	Transactional fulfilment	Relational fulfilment	Ideological fulfilment
Job Satisfaction	-	.287***	-
OCB towards peers	-	-	-
OCB towards the org.	-	.310***	—
OCB towards customers	.282**	-	-
Employee wellbeing	-	-	-
Meaning in life	-	-	-
Employee engagement	.235*	-	-
Perceived social impact	.245*	-	-

*Table 7.11. Summary of the effects of psychological contract fulfilment*

#### **7-5-4. Mediation effect**

I tested Hypothesis 9 which stated that meaning of work mediates the relationship between ideological fulfilment and the studied outcomes using the PROCESS macro for simple mediation effect (Hayes, 2017, p.79), with 5000 bootstraps samples to generate the index of simple mediation and the 95% confidence intervals of the indirect effects of the ideological fulfilment on the studied outcomes (Preacher & Selig, 2008). The mechanics of the construction of accelerated bootstrap confidence intervals can be found in Lunneborg (2000) and Preacher and Selig (2012). Assessing the indirect mediation effect of ideological fulfilment on the studied outcomes is consistent with recent methodological advances that prove that a direct effect of the independent variable (X)



on the dependent variable (Y) is not a necessary condition in order proceed to the testing of the indirect effect of X on Y through a mediator variable (Hayes, 2017; Janardhanan et al., 2019).

*Table 7.12. Summary of the relative indirect effects of ideological fulfilment on the studied outcomes with the meaning of work as mediator variable*

	<i>Effect</i>	<i>BootSE</i>	<i>BootLLCI</i>	<i>BootULCI</i>
Job Satisfaction	-.0727	.0694	-.1972	.0769
OCB-peer	.0114	.0153	-.0176	.0449
OCB-org	.0234	.0244	-.0288	.0705
OCB-customers	.0144	.0278	-.0429	.0733
Employee wellbeing	-.0468	.0440	-.1224	.0574
Meaning in life	-.0025	.0221	-.0713	.0201
Employee Engagement	.0388	.0377	-.0458	.1101
Perceived social impact	-.0401	.0403	-.1194	.0429

The tables above (7.12) summarise the results and show that zero does fall inside the bootstrap confidence interval for all the studied organisational outcomes. Thus, I did not find support for Hypothesis 9.

## **7-6. Discussion**

The aim of this study was to compare and contrast findings on ideologically infused psychological contract fulfilment and its outcomes as well as factors that may influence its fulfilment across two different sectors: the healthcare and the banking sector. In order to achieve this goal, I replicated the study conducted in chapter 5 on a sample of medical employees, this time on a sample of financial services employees. Both samples were based in the UK. Results show a stark contrast between findings in both sectors. I find two main differences between the sets of findings in each sector, and each will be

discussed in turn: (1) Lack of importance of ideological fulfilment in the financial sector compared to the healthcare sector (2) Employee engagement, OCB towards customers and perceptions of social impact of one's occupation, in the banking sector are uniquely related to transactional fulfilment.

#### **7-6-1. The role of ideologically infused psychological contract in the financial sector**

The findings of this study confirm the presence of ideological obligations and their fulfilment in the psychological contracts of the respondents; however, it seems that I overestimated the importance of ideological fulfilment in the financial sector. Indeed, this study shows that in this sample, there is no significant relationship between ideological fulfilment and any of the studied outcomes. There were several reasons why I assumed that ideological fulfilment predicts organisational outcomes in the banking sector.

First, due to the lack of available empirical research on ideological currency in for-profit companies, I assumed that major events such as the widely publicized disappearance of multinationals such as Enron and Arthur Andersen in 2002 and the last global financial crisis in 2008 have highlighted the issue of the social responsibility of organizational giants in the financial services and that would lead employees in such organizations to at the very least reconsider the consequences of their daily tasks. Particularly in recent years, the quest for meaning of work has become more complicated for employees in the financial services industry. Indeed, as highlighted by Herzig and Moon (2013), the global financial crisis has brought devastating consequences for employees, economies and societies. Following these destructive outcomes, questions have emerged about the obligations to take responsibility for the adverse effects of the recession; and the nature

of responsibility for social wellbeing and corporate morality (Herzig & Moon, 2013; Buckley, 2011, Elkin & McLean, 2012).

Second, I had carefully selected the company A in order to test the proposed conceptual model. Indeed, the company I collected data from is a London-based trusts management company founded after the turmoil of the last global financial crisis (2008). As stated in the company website, their mission is to “challenge convention in our industry by offering a transparent service built around each client’s needs” (Company A website, 2013). I selected this company as I thought it was a good representation of the emergence of a new sense of social responsibility after the ethical flaws highlighted by the last global financial crisis in 2008 (Buckley, 2011).

Although ideological fulfilment was found to be unimportant in this sample, the other components of the psychological contract did have an effect on some of the studied outcomes. I found a positive significant relationship between relational fulfilment and both job satisfaction and OCB towards the organisation. This seems that in the financial services sector, relationships at work as well as the fulfilment of their expectations in term of career and advancement seem today more important than the fulfilment of ideological obligations towards the cause supported by their company. These results are in sharp contrast with current research demonstrating the importance of ideological currency in the psychological contracts of employees in for profit sector (Bingham et al, 2013; Krause & Moore, 2017). It seems therefore that employees in the banking sectors are not “ideology committed” as assumed in my hypotheses (O’Donohue & Nelson, 2007).

Contrary to my assumption, the results of this study show a lack of significance between the meaning of work and outcomes stemming from the fulfilment of ideological obligations in the banking sector. This is a stark contrast with results of study 2, contextualised in the healthcare sector. Indeed, I found meaning of work helping explain the relationship between ideological fulfilment and all of the studied outcomes except meaning in life for medical employees. It therefore seems that the meaning of work doesn't influence banking employees motivated by ideological obligations as much as it does influence medical employees. This is different from the healthcare sector where results of study 2 show that the building an ideologically infused contract implies deriving a deep sense of meaning at work and has across-the-board implications for the way medical employees experience their identity and role requirements at work.

Overall, the study conducted in this chapter raises questions as to when ideological obligations and their fulfilment are important and to whom. It seems that, even when the company's mission reflects a real concern for a third beneficiary, the obligations the company assumes it creates with the employees doesn't significantly influence their attitudes and behaviours, at work and outside work. These results are important for managers and organisations today as it may indicate that budget spent on supporting/enhancing their contribution to a valued cause in the hope to trigger and/or increase employee's commitment and satisfaction could be, at least in the financial sector, allocated to initiatives that may actually impact employee's satisfaction and wellbeing at work. It may indicate that in high pressure environments, outside of the altruistic "by nature" medical field, an inspiring valued cause to contribute to is secondary compared to others organisational resources that may help them more to

overcome challenges linked with their everyday needs such as resources allocations and planning management issues (Banking Standard Board, 2018).

Indeed, recent studies focussing on employee's satisfaction and wellbeing in high pressures environment such as the yearly review conducted by the Banking Standards Board on over 22,000 employees in the UK are challenging what really matters for these types of employees (Banking Standards Board, 2018). Results emerging from this research are challenging existing organisational employee wellbeing literature as it seems that day to day interactions such as the top-down treatment by the line manager, perceived fairness in the applications of life-work policies and practical considerations such as the ease to access IT resources or adequate staff planning may results in higher impact on their wellbeing than many of the recommendations and interventions recently implemented in the aim to increase transformational leadership, wellbeing and meaning at work, challenging the critical contention these type of interventions may be futile in organizations marked by hierarchy and power asymmetries (Dale & Burell, 2013; Smith & Ullus, 2020; Cederstrom & Spicer, 2015; Goh et al., 2015; Bryson 2017; Biron & Karanika-Murray, 2014; Whatworks, 2017 ).

#### **7-6-2. The roots of customer service, engagement and perceived social impact in the banking sector**

Second, I found a positive significant relationship between transactional fulfilment and OCB towards customer, employee engagement and the perceived social impact of one's occupation. This indicates that for the bankers, going over and beyond for their customers and being engaged is directly linked to their monetary rewards and not their ideological commitment as hypothesized in this study. This suggests as discussed in the previous point, that even if the last global financial crisis and ethical flaws emerging

from this industry has triggered structural changes in the sector, it has not created the cultural shift expected by some but that in fact “nothing and everything has changed” as supported by neoclassic economics (CGFS, 2018; McCartney, 2020). Paradoxically perhaps, it is the love for money and greed that has been identified as a root cause of strings of financial scandals and the overemphasis financial companies have been forced to give to maximizing shareholders value without regards for the effects of their actions on other stakeholders (Kochan, 2012). This is consistent with ethical research linking the love of money with the display of unethical behaviour in the workplace (Tang & Chiu, 2003). It however seems that, in accordance with neoclassic economists’ views, money is still the prime motivator for bankers’ behaviours at work, as they assume that behaviours stem from financial incentives (Gupta & Shaw, 1998; Kohn, 1993; McCartney, 2020).

Finally, it seems that for the bankers, the fulfilment of their monetary inspirations is intrinsically linked with their perception of social impact. It is interesting because it seems to indicate that more they earn, more they feel they are socially helping the wider community. This may be consistent with the increasing importance of capitalism philanthropy in the financial sector which is part of the implicit social contract allowing wealthy individuals to give back their wealth to the community (Acs & Phillips, 2002; Riedl & Smeets 2017; Vyas, 2016). The recent years have seen some of the biggest names in the industry such as Bill Gates and Warren Buffet giving back significant amount of their accumulated wealth to charities (Website of the Giving Pledge, 2019). The underlying assumption of capitalism philanthropy is more you earn, and your company profit increases, more you are able to give back to the society to build social

projects and help sustainability, which in turn increase the perceived social impact of your occupation.

#### **7-7. Limitations and further research**

In interpreting the findings of this study, its limitations must be considered. First, the sample is from the banking sector, and this may limit the generalisability of the findings to other sectors. It would be interesting to contextualise this research in other for-profit sectors to continue the exploration of ideological obligations and their consequences.

Second, although ideological fulfilment was found to be unimportant in the banking sector, the relational, and specially the transactional fulfilment did have an effect on key studied outcomes such as for example employee engagement, the perceived social impact of one's occupation, job satisfaction and OCB towards customers and towards the organisation. The importance of the relational part of the contract for employees in the banking sector has been highlighted by recent research (Manxhari, 2015). However, the understanding of the role played by psychological contract obligations in the financial sector is still limited and therefore more research is needed to better understand for example why and how transactional fulfilment predict perceived social impact.

Third, results stemming from this study indicate that the pursuit of a cause in the banking sector does not provide a deep sense of meaning which in turn increase employees' affinity for the work and the cause they value. More research is needed in search of mechanisms that help explain why "employees who believe their work contributes to a cause may, therefore, have a greater satisfaction, engagement and motivation than those who feel they work only for the corporate bottom line" and are therefore more inclined to engage in organisational citizenship behaviours and less inclined to quit, and they

perceived their work having a positive social impact on the wider community (Thompson & Bunderson, 2003, p.584).

Finally, the stark difference between the role of ideological fulfilment in the healthcare and banking sector calls for more cross-sectorial research on this topic. Few studies focused on the consequences of ideological fulfilment in organisations and this has limited academic's ability to develop and refine theory surrounding their successful management. Research should therefore continue to evolve in ways that support the measurement of ideological obligations and their fulfilment and the finding of stronger causal inference between ideologically infused psychological contract, its antecedents and its consequences. This would help to support knowledge bridging the gap between theory and practice and assist organizations in managing the diverse type of obligations and consequences stemming from their breaches and fulfilment.

## **7-8. Conclusion**

This study proposed and empirically tested a set of hypotheses assuming that, in addition to economic and socioemotional dimensions, the ideological dimension underlying the multidimensional psychological contract framework plays a specific role in predicting employee behaviour in the banking sector and that some outcomes may be uniquely linked to the fulfilment of this type of contract. However, the strength of the relationships between psychological contract fulfilment and its consequences, in some circumstances, varied from the hypotheses suggesting that perhaps the ideological fulfilment doesn't play in this sector the crucial role it plays in the healthcare sector and that the roots of customer service, engagement and the perceived social impact of one's job are very much tied to monetary rewards in the banking sector. Finally, this study found that the strong bond that banking employees form with their clients and their



employing organisation through the fulfilment of their ideological obligations cannot be explained through the meaning of work, therefore casting doubt on my assumption of the permeability of the link between ideologically infused psychological contract and meaning of work across sectors.

# **Chapter 8**

## **Discussion**

## **8-1. Chapter Overview**

This thesis has presented theoretical models and empirical results investigating a psychological contract based on ideological obligations. Each chapter presented a different piece of research, building up a better understanding of this type of psychological contract, the mechanisms underlying its fulfilment, its integration with the meaning of work and its permeability across sectors. This final chapter summarises these findings in order to present the theoretical and practical implications of this thesis. It begins with a brief overview of the main findings of each of the empirical chapters before presenting the overall significance of the contribution of this thesis. Implications, limitations and future research are also discussed.

## **8-2. Introduction**

*“He who has a why to live can bear almost any how.”*

*F. Nietzsche*

This thesis took as its starting point an exploration of the relationship between employees who do not work primarily for money or advancement and their employers. Startled by the different fundamental behaviours at work stemming from this kind of attachment, such as why employees may stay loyal to their organisations even when they perceive breaches of transactional and relational obligations or why employees may perceive a violation even in the absence of direct organisational mistreatment, the present thesis conducted one qualitative and two quantitative studies to explore the factors influencing ideological obligations in the workplace, their fulfilment and the mechanisms underlying a psychological contract based on this type of obligations. The following four questions have guided this thesis:

**Question 1:** What are the outcomes stemming from an ideologically infused psychological contract and are some of these outcomes unique to this type of psychological contract?

**Question 2:** What potential explanations underpin the effects of fulfilment of ideologically infused psychological contract on outcomes? Specifically: What is the role of the meaning of work in explaining ideological fulfilment?

**Question 3:** What are the factors influencing the strength of the attachment created by an ideologically infused psychological contract?

**Question 4:** Does an ideologically infused psychological contract and its link with the meaning of work permeate across sectors?

### **8-3. Summary of findings of each empirical study**

#### **Chapter 4: A qualitative exploration of ideologically infused psychological contracts and the meaning of work amongst oncology employees**

Chapter 4 investigated whether and how oncology employees experience psychological contracts based on ideological obligations in a context that has been historically linked with the exploration of ideology at work (O'Donohue & Nelson, 2007). Further, the aim was to explore whether these employees perceived their contracts as fulfilled and what positive and/or negative outcomes they experienced as a result of the fulfilment or breach of these contracts. The rationale for this study was to (1) gather evidence of the

presence of an ideologically infused psychological contract and identify (2) key factors that help trigger its fulfilment or cause its violation/breach and (3) clues to relationships to be tested in subsequent studies (studies 2 and 3). The results of the qualitative analysis confirm the presence of ideological fulfilment among children's oncology staff, as well as the link between fulfilment of ideological obligations and the meaning of work. The results from this study also suggest that the emergence of an ideologically infused psychological contract implies finding meaning at work, which is derived from a sense of contribution to a valued cause. This supports the ideological currency literature, suggesting that embracing the beliefs and ideologies of an organisation allows employees to assign both personal meaning and significance to their work and, thereby, access the positive outcomes derived from the assigned meaning (Bunderson & Thompson, 2009). Further, the results showed that employees stayed loyal to their organisations despite breaches of the monetary and socio-emotional facets of their psychological contracts.

The contribution of this specific chapter to the whole thesis is threefold: first, results confirm the link between the display of organisational citizenship behaviours towards colleagues, the organisation and the patients and a psychological contract based on ideological obligations. This extends Bingham's (2011) work based on Thompson and Bunderson's (2003; 2009) assumption that employees are willing to do extra work, such as volunteering or advocacy, sometimes outside their organisation to pursue the espoused cause. Secondly, expanding on Bunderson and Thompson's work on the dark side of deep meaningful work (2009), it reinforces the link between ideological obligations and self-sacrifice, as in most of the narratives reported by oncology employees, the wellbeing of children is perceived as more important than their own

comfort or issues, leading in some cases, to self-sacrifice or a willingness to forgo personal pleasures or undergo personal trials in pursuit of the increased good of another. Finally, and perhaps most importantly, the deep meaning that the oncology staff derived from their work seems to largely explain the strength of their psychological contract with the hospital. Indeed, previous research has suggested that the strength of an ideologically infused contract and its resistance to breach can be explained because employees building this type of contract with their employer perceive the pursuit of their cause as a reward itself; thus, they are more lenient to organisational shortcomings, which, in turn, reinforces their lack of susceptibility to experiencing breach (Blau, 1964; Thompson & Bunderson, 2003). This study, therefore, expands upon previous organisational literature on the topic, suggesting that fulfilled obligations in the ideological dimensions of a contract compensate for unfulfilled obligations in the economic and socio-emotional dimensions (Thompson & Bunderson, 2003).

*Chapter 5: A quantitative exploration of the power of an ideologically infused psychological contract and its integration with the meaning of work*

Chapter 5 complemented and deepened the qualitative study conducted in chapter 4 by quantitatively testing a conceptual model of ideological fulfilment. Specifically, it expanded the qualitative exploration conducted in chapter 4 by identifying the organisational outcomes that may be associated with ideological fulfilment and by trying to better understand the particularly strong bond created between an employee and his or her employing organisation through this type of contract via the integration of ideological fulfilment and the meaning of work (Bunderson & Thompson, 2009). This chapter's results showed that the fulfilment of a psychological contract based on

ideological obligations was associated with a set of positive outcomes for both the employee and the organisation, such as job satisfaction, organisational citizenship behaviours towards peers, the hospital and the patients and employee well-being. It is also uniquely predicting employee engagement at work. Further, the results of this chapter highlighted the crucial role of the meaning of work in explaining the effects of ideological fulfilment. This chapter contributes to the significance of the overall thesis in three ways: first, it suggests that employees distinguishing between different types of fulfilled obligations prioritize individuals or objects most relevant to the benefits received through fulfilled obligations, expanding on the work of Krause & Moore (2017) and Thompson & Bunderson (2003).

Second, this study found that ideological fulfilment uniquely predicts organisational outcomes, such as employee engagement, confirming that ideological obligations represent distinct incentives that can prompt employees' contributions and commitment (Thompson & Bunderson, 2003). Finally, this study expands upon previous research on mechanisms that underlie the social exchange taking place during the fulfilment of a psychological contract. Expanding the previous literature on the topic essentially focused on the norm of reciprocity, this study confirms the limitation of the norm of reciprocity in explaining the relationships between ideological obligations, their fulfilment and organisational outcomes (Gouldner, 1960; Coyle-Shapiro & Kessler, 2002; Parzefall, 2006). This study empirically confirms that the pursuit of a cause at work feeds a profound sense of meaning, which, in turn, increases employees' affinity for the work and the cause they value (Thompson & Bunderson, 2003). This helps explain why employees who believe that their work contributes to a cause may experience greater satisfaction and engagement at work while being also be more

inclined to engage in the display of organisational citizenship behaviours, be less inclined to quit and perceive their work as having a positive social impact on the wider community.

Chapter 6: A quantitative exploration of the mechanisms underlying ideological psychological contract fulfilment

Chapter 6 investigated the dynamic that underlies the social exchange taking place during the fulfilment of an ideologically infused psychological contract. Chapter 5 sought to assess whether and how ideologically infused contracts may be different from relational and transactional psychological contracts, find alternative mechanisms to the role of the positive norm of reciprocity in the fulfilment of ideologically infused psychological contracts, and further linked meaning of work and psychological contract research. Chapter 6, expanding on chapter 5, investigated the strength of the relationship between ideological fulfilment and its outcomes. The results confirm the influence of occupational identification, transformational leadership, task significance, self-transcendence and self-sacrifice in influencing the strength of the bond created by this type of contract. However, this study suggests that while OID strengthens the effect of ideological fulfilment in some cases (such as for example on the display of OCBs at work), it also dampens its effect on other outcomes such as for example job satisfaction. Similar mixed results are observed for self-transcendence and self-sacrifice. Further, and contrarily to my expectations, identity fusion and self-efficacy have not been found playing a significant role in influencing the studied outcomes of ideological fulfilment.



Chapter 7: A replication of chapter 5 in the banking sector: Do ideological psychological contracts and meaning of work permeate across sectors?

Chapter 7, my final empirical investigation of this thesis, was a replication of the analysis conducted in chapter 5 but focusing on the banking sector. It explored whether ideological psychological contracts and the meaning of work permeate across sectors by comparing and contrasting the interactions between psychological contract fulfilment, its outcomes and the meaning of work in two very different types of industries: the healthcare and the banking sector. The findings in the banking sector are in stark contrast with the findings in the healthcare sector. Indeed, the results in chapter 7 suggest that the fulfilment these ideological obligations doesn't seem to predict their job satisfaction, display of OCB's or engagement at work, nor spills on their overall wellbeing or meaning in life in the banking sector.

Further, and contrary to my assumptions, the results of this study suggest that the meaning of work doesn't help explaining the fulfilment of ideological obligations in the banking sector. Chapter 7 contributes to the significance of the overall thesis in two ways: first, contrary to my assumption, the results showed the lack of importance of ideological fulfilment in the financial sector today in predicting attitudinal and behavioural outcomes at work. It seems that, in the financial services sector, relationships at work, as well as the fulfilment of employees' expectations in terms of career and advancement, is more important than the fulfilment of ideological obligations to the cause supported by their company. It also means, as I found that transactional fulfilment was related to OCB towards customers, employee engagement and the perceived social impact of one's occupation, that the monetary retribution in the

financial services does seem to be key to employees' sense of customer service at work, meaning of their work and their level of engagement. Second, it appears that the meaning of work does not influence banking employees motivated by ideological obligations as much as it influences medical employees. Chapter 7's results, therefore, seem to indicate that the pursuit of a cause in the banking sector does not provide a deep sense of meaning, which would, in turn, increase employees' affinity for the work and the cause they value. This is different from the healthcare sector; the results of chapters 5 and 6 showed that building an ideologically infused contract implies deriving a deep sense of meaning at work and has across-the-board implications for the way medical employees experience their identity and role requirements at work (Bunderson & Thompson, 2009).

#### **8-4. Overall significance and implications of the findings**

When Thompson and Bunderson (2003) posited that knowledge of psychological contract obligations could be expanded by including ideological obligations, they opened the door to a new construct and left many unanswered questions. This thesis offers several valuable contributions to further our understanding of an employment relationship based on ideological premises. These pertain to the following dimensions, which will be discussed in turn: a) an ideological psychological contract triggers different outcomes than transactional or relational fulfilment and is able to uniquely predict employee engagement in the medical sector; b) occupational identification, transformational leadership, task significance, self-transcendence and self-sacrifice reinforce the strength of the bond created by ideological fulfilment; c) the results stemming from this thesis point to the lack of importance of ideological fulfilment in the banking sector and the un-permeability of the meaning of work and ideological contracts

between at least some sectors or some types of organisations and finally, d) the meaning that employees derive from their work helps explain the strong bond formed by ideological fulfilment, indicating the usefulness of the integration of psychological contract and meaning of work literature, at least in the medical sector.

*a) Differentiating the effects of transactional, relational and ideological fulfilments*

This thesis reinforces and expands the differentiation of effects between transactional, relational and ideological fulfilments. Indeed, the results show that relational fulfilment uniquely predicts job satisfaction, organisational citizenship behaviours towards colleagues and the patients and employee well-being, while ideological fulfilment uniquely predicts employee engagement in the healthcare sector. In the banking sector, relational fulfilment uniquely predicts job satisfaction and OCB towards the organisation while transactional fulfilment uniquely predicts OCB towards the customers, employee engagement and perceived social impact.

*Is the ideologically infused psychological contract really different from the other two types of contracts?*

The findings of this thesis confirm the distinctiveness of the fulfilment of a psychological contract based on ideological obligations compared to transactional and relational obligations and its ability to predict unique outcomes, at least in the medical sector. This confirms the psychological contract literature concept that employees' reactions to psychological contract breach and fulfilment depend on the specific inducements under consideration (Lambert et al., 2003; Montes & Irving, 2008).

Specifically, ideologically infused psychological contracts were assumed to have distinct effects, as Thompson and Bunderson (2003) argued, because the espousal of a cause represents a distinct incentive to prompt employee contributions and commitment. However, until now, few empirical studies have investigated the specificity of a psychological contract based on ideological obligations, and they generally focused on a narrow number of outcomes. For example, Bal and Vink (2011) found that employees who perceived that their employer fulfilled ideologically based expectations reciprocated with a greater commitment to fulfil the company's cause. In a similar manner, Bingham et al. (2014) found that employees who were perceived by others as fulfilling their ideologically infused contracts were also perceived to have greater organisational influence. Finally, Vantilborgh and colleagues (2014) investigated how ideological psychological contract breach and fulfilment influence volunteers' work efforts and whether this effect differs from relational psychological contract breach and fulfilment. The results indicated that work effort increased not only following volunteers' ideological fulfilment but also following ideological breaches; meanwhile, volunteers' work effort decreased following relational breaches. Therefore, in light of this discrepancy in the results between ideological, transactional and relational breaches and fulfilment, these studies demonstrate the importance of further exploring the potentially unique nature of ideological obligations in the psychological contract literature.

The unique link between ideological fulfilment and engagement at work suggest several interesting implications. First, it suggests that when employees' perceptions about organisational obligations are grounded not only in personal entitlements but also in the promotion of a cause they highly value, their engagement is stimulated in a different

way than when employees' perceived obligations are of a transactional or a relational nature. Further, it confirms that, in accordance with the engagement literature, the level of employee engagement can be seen as a replication of the content of the psychological contract (Bakker & Bal, 2010). This means that employees pursuing a cause at work may have higher levels of stimulation and activation in their work, which pushes them into action, than employees working solely for money or advancement (Bakker & Bal, 2010; Salanova et al., 2011).

However, the number of outcomes predicted by the fulfilment of an ideologically infused psychological contract in this research turned out to be much smaller than I initially had assumed, in both the healthcare and the banking sectors. Indeed, the perceived social impact, which I assumed to be uniquely linked with ideological fulfilment, was not found linked with any of the type of fulfilment in my healthcare sample and I didn't find any of the studied outcomes uniquely predicted by the ideological fulfilment in the banking sector. I have, therefore, to conclude that the specificity of this type of contract appears to be less distinct than assumed. I cannot affirm that the ideologically infused psychological contract is really different from the other two. It may therefore be that, as suggested by Bingham (2011), even if the effects of different types of psychological contract fulfilments are distinct and may uniquely predict some organisational outcomes, the distinction between transactional, relational and ideological fulfilment, although separable, may become quite complex when considered simultaneously with targeted outcomes. Therefore, although this study's results further explain how and why ideological contracts represent a clear departure from the more dyadic nature of relational or transactional contracts (Bingham et al., 2014), I find that in considering explanations for the findings, it appears that the lines

separating the different currencies may be blurred, a finding that has been previously highlighted by Bingham (Bingham, 2006). Given the conceptual overlap of the constructs, and their high intercorrelations, elucidating unique effects from each fulfilment type on a specific type of employee attitude or behaviour became more problematic than first assumed when considered simultaneously. Previous research supports this notion, as several studies provided unclear conclusions when both transactional and relational contracts are proposed to affect behaviour (Turnley et al. 2003; Hui et al., 2004).

*b) Examining the strength of the bond created by ideological fulfilment*

One of the aims of this study was to try to explain the strength of the attachment created by a psychological contract based on ideological obligations. The results of this thesis show the importance of occupational identification, transformational leadership, task significance, self-transcendence and self-sacrifice in influencing the effect of an ideological psychological contract fulfilment.

First, occupational identification has been found increasing the display of OCB's towards peers and the organisation as well as the perceived social impact of one's occupation. This is consistent with identity literature, suggesting that identification with the group increases employees' likeliness to "go the extra mile" and engage in behaviours that show a strong attachment to their organisation, such as extra-role behaviours towards other members of the group and towards the organisation (Swann et al., 2010).

Second, this thesis is consistent with organisational literature suggesting that the fulfilment of an ideologically infused psychological contract implies the pursuit of a principle that is not limited to self-interest (Thompson & Bunderson, 2003). This suggestion and its implication for this type of employee's vulnerability at work are intrinsically linked with the idea of self-transcendence and self-sacrifice and extreme abandon or attachment to the mission or cause and the organisation supporting the mission (Pask, 2005; Bunderson & Thompson, 2009). Specifically, the results of this thesis show that self-transcendence leads to an increased display of OCB towards peers and the organisation and higher levels of employee wellbeing and engagement at work, while self-sacrifice increase the display of OCB towards patients at the hospital.

Third, transformational leadership has been found to be intrinsically linked with ideological obligations, as this type of leader communicates inspiring messages that motivate employees to go beyond their own self-centeredness and delivers to employees a strong conviction that their jobs have the potential to express and fulfil their values for the benefit of others (Bass & Riggio, 2006). These results confirm the importance of transformational leaders in facilitating the effective conversion of psychological contract fulfilment into positive outcomes for the employees and the organisation, as they successfully motivate their employees to raise the quality of their work and develop innovative approaches to deal with emerging challenges (Engelen et al., 2015). It also reinforces the integration between fulfilment of ideological obligations and the meaning of work discussed in the previous point, as transformational leadership elements related to meaning mechanisms, such as a sense of contribution, are often included in the inspiring messages that transformational leaders deliver to motivate their employees to go beyond their own self-interests. As a result, employees experience a higher level of perceived social impact of their occupation in response to transformational leadership,

fuelling and fulfilling their aim of helping others by working for their employing organisations.

### *c) Ideological fulfilment in the banking sector*

The banking sample used in this thesis was specifically selected as a good representative of employees seeking to implement a new sense of social responsibility after the ethical flaws highlighted by the global financial crisis in 2008 (Buckley, 2011). Further, the company's mission is clearly defined and centred around clients and transparency. However, the results showed the lack of importance of ideological fulfilment in the banking sector in triggering positive organisational outcomes. Further, the results also show that the meaning of work did not influence banking employees motivated by ideological obligations as much as it influenced medical employees. The results of this thesis, therefore, cast some doubt on the role of meaning at work in explaining the depth of the bond created between an employee and an employer in the banking sector through a psychological contract based on ideological obligations. It seems that, in the financial services sector today, relationships at work, as well as the fulfilment of employees' career and advancement expectations, are more important than the fulfilment of ideological obligations towards the cause supported by their company.

### *The significance of ideological obligations in different contexts*

Until now, empirical organisational literature found ideological obligations relevant only in a relatively limited series of contexts. Most of the literature on the topic has emerged from the healthcare and non-profit sector (O'Donohue & Nelson, 2009;



Vantilborgh, 2010); however, recently, this research is starting to expand to the for-profit sector (Thompson & Bunderson, 2009; Bingham et al., 2013; Krause & Moore, 2017). Based on previous research I therefore sought to expand the significance of ideological fulfilment in the banking sector. However, the stark difference between the results from the medical and banking sectors, and specifically, the lack of significance of ideological fulfilment in the latter, casts doubt on the permeability of the link between ideologically infused psychological contracts and the meaning of work. It seems that ideological obligations and their consequences may be more relevant today in some context than others. The importance of the context in shaping behaviours of employees and how it affects organisational outcomes has been highlighted by previous work in organisational research such as Gary Johns who talks about “the context deficit” (Johns, 2018; Portner & Schneider, 2014). Portner and Schneider asserted that “there has been a relative lack of research and conceptual consideration given to the question of how the internal organisational environment affects employees’ ‘behaviours” (Portner & Schneider, 2014, p.16). Research suggests that constraints on employee’s behaviours leading to a restriction of range or inappropriate range of responses to address the question at hand, were often inherent in the context chosen for a study (Johns, 2006). This study may therefore confirm John’s assertion in his reflections in the 2016 Academy of management award (2017) that context is underrecognized and underappreciated on organisational behaviour and that it often provides constraints and opportunities that affects the occurrence and meaning of employees’ behaviours at work (Johns, 2006).

*d) The usefulness of integrating the psychological contract and the meaning of work literature*

Previous research suggested that ideological currency is intrinsically connected with meaning mechanisms but did not formally link the meaning of work and psychological contract literature (Thompson & Bunderson, 2003; Rosso et al., 2010). This thesis tried to better explain ideological fulfilment through the meaning of work. By giving a specific meaning to their work, ideology has been found to help employees define their relationships with their employing organisations (Rosso et al., 2010).

Over the last two decades, the norm of reciprocity has been the dominant explanation underlying how social exchange relationships develop, suggesting that it is the reciprocation of inducements delivered that feeds the development of the EOR. Current psychological contract research has challenged this perspective and been increasingly seeking plausible and credible complementary theories to underpin how employees respond to psychological fulfilment (Coyle-Shapiro et al., 2019). Adding to recent research suggesting affective events theory and OID to explain the positive outcomes stemming from psychological fulfilment, this thesis confirms the importance of the meaning of work as an alternative mechanism to the norm of reciprocity (Coyle-Shapiro et al., 2019).

Revealing the importance of the role of the meaning of work in the development and maintenance of an ideological psychological contract helps us paint a broader picture of this type of employment relationship and bridge two important streams of organisational literature. Bingham suggested that employees' perceptions about their obligations to socially responsible causes might induce meaningfulness at work and foster attachment to their organisations despite opportunities for greater income, career advancement and

job security that might be had elsewhere (Bingham, 2011). This thesis confirms that the emergence of an ideologically infused psychological contract implies the creation of meaning at work derived from a sense of contribution to a valued cause; therefore, providing a basis for the advanced comprehension of the ideologically infused type of contract (Thompson & Bunderson, 2003). Embracing the beliefs and ideologies of a particular organisation lets employees assign both personal meaning and significance to their work and, thereby, access the positive outcomes derived from the assigned meaning for the employee such as higher engagement at work and for the organisation such as display of organisational citizenship behaviour (Bunderson & Thompson, 2009).

Finally, meaning of work research till now has primarily focussed on the positive outcomes emerging from an increased level of meaning of work such as increased motivation and satisfaction at work (Rosso et al., 2010). However, experiencing deep meaningful work doesn't come without costs and the integration of ideological psychological contract literature with the meaning of work may help broaden this view and help explain the double edge sword of this type of work through the strength of the attachment created by this type of psychological contract and the destructive consequences of breach of promises underlying this type of attachment at work (Thompson & Bunderson, 2009). Further, the psychological contract framework and more specifically perceived obligations towards a vulnerable third party beneficiary may also help explain why employees experiencing deep meaningful work such as for example in the medical or educational sectors may be particularly vulnerable to exploitation (Nwinkina & Nwanekezi, 2010; Thompson & Bunderson, 2009; Bakker, 2010; Livne-Ofer et al., 2019). The study of perceived exploitation in the corporate arena today is still in its infancy and "while exploitation is an age-old phenomenon, it requires

a new way of seeing and understanding these exploitative relationships in today's world of work" (Livne-Ofer et al., 2019, p.1989).

### **8-5. Practical implications**

For a long time, organisational research has focussed on financial rewards or advancement as the main drivers behind employee motivation at work. However, recent organisational research has suggested that employees increasingly expect more from their work than financial rewards and promotions (Rousseau et al., 2006; Briscoe & Hall, 2006). Companies understood this trend and are increasingly invoking missions and values when trying to attract and retain employees (Thompson & Bunderson, 2003). It is, therefore, increasingly important for managers to better understand the relationship that an employee whose motivation to work for a company are based on ideological obligations build with his employer. As such, there are many implications of this thesis that could be valuable for managers and organisations.

First, in accordance with the work of Thompson and Bunderson, (2003), this thesis confirms the positive implications of ideological fulfilment for both employees and employers and its ability to explain fundamental employee behaviours at work, such as why employees may stay loyal to their organisations even when they perceive a breach of transactional or relational obligations or why employees sometimes perceive a violation even in the absence of direct individual organisational maltreatment (Thompson & Bunderson, 2003; Bingham, 2011; Bolin & Bin, 2011). Indeed, the results confirm that the fulfilment of an ideologically infused psychological contract is a valuable predictor of key outcomes for both the organisations and the employees, such

as employee engagement and display of organisational citizenship behaviours towards the organisation. Therefore, psychological contract fulfilment in organisations helps enhance and sustain active employee engagement.

Second, the results of this thesis confirm that employees across sectors actively consider multiple type of obligations in their psychological contracts by evaluating not only the transactional and relational parts of their exchanges with their organisations but also how fully the organisations fulfil their ideological obligations (Krause & Moore, 2017). This suggests that managers, supervisors and other organisational representatives should be careful about the kinds of promises that are made, explicitly or implicitly, during exchanges with employees (Thompson & Bunderson, 2003). When fulfilled, obligations perceived by employees can trigger important behaviours at work, as mentioned above. But more importantly, if promised benefits are not delivered by the organisation, perception of breach and its potential devastating consequences for both the employee and the organisation, may occur (Thompson & Bunderson, 2003).

Third, another important implication for management, is that, by deriving a deep sense of meaning at work, building ideologically infused contracts with their employers has far-reaching implications employee's identities, roles, and role requirements at work. The pursuit of a cause at work provides a deep sense of purpose and increases an employee's affinity for the work and the constituency of the cause he or she values (Thompson & Bunderson, 2003). However, our interviews with children's oncology staff suggested that the benefits of an ideologically infused contract do not come without costs. Finally, although not specifically considered in this research, building a psychological contract with an organisation-sponsored cause may also have negative consequences for both the employee and the organisation (Thompson & Bunderson,

2003). “Specifically, employees who are highly committed to an organization's cause may identify themselves through that cause, and thus may experience a particularly significant dilemma when perceptions of breach or violation of ideological obligations arise” (Bingham et al, 2013, p.182). Potentially, commitment to an organisation-sponsored cause might even become a motivation for unethical behaviour (Umphress et al., 2010). Further, employees who are highly cause-focused in their attachment to the organisation may engage in behaviours aimed at benefiting the cause, even at the expense of the organisation's financial or other goals (Dutton et al., 1994; Umphress et al., 2010).

Specifically, in my research, and consistent with Thompson and Bunderson’s findings (2009), I found that building contracts based on ideological premises complicate the relationships between the medical staff and the hospital. If employees do derive a series of benefits including increased engagement and meaning at work, meaning in life and occupational importance, they also engage in costly personal sacrifice and heightened vigilance. This suggests in turn, that the very contract that makes employees resistant to most organisational shortcomings also makes them vulnerable to exploitation from the organisation.

Therefore, managers may want to be cautious in eliciting commitment of their employees based on ideological obligations. The double-edged sword of ideological fulfilment and in particular, its potential destructive consequences for the employers and organisation alike must be cautiously managed. Organisations invoking strong commitment to a cause should therefore contemplate the consequences of employee commitment to an organisation-sponsored cause on potentially counterproductive behaviours and the role that employees' perceptions about the organisation's sponsorship

of a cause may play in affecting employees' decisions to engage in ethically challenged behaviours on behalf of the cause (Bingham et al., 2013).

## **8-6. Limitations**

Although the mixed research designed followed by this thesis attempts to minimize the methodological and interpretative weaknesses, this thesis has limitations, which will be addressed in this section. The main limitations include 1) the presence of common method bias, 2) the causality of the findings of the longitudinal study and 3) the generalisability of the results.

### **8-6-1. The presence of common method bias**

The methodologies followed in this thesis, in particular the qualitative analysis, can be argued as being open to common method bias, which happens when variations in responses are caused by the instrument rather than the actual dispositions of the respondents that the instrument attempts to explore, particularly as this thesis relies on same-source data (Podsakoff et al., 2003). As the presence of common method bias can lead the researcher to misleading conclusions and can limit the generalisability of findings, several of these measures were undertaken in this thesis in order to mitigate the effects of such biases (Podsakoff et al., 2003). First, the effect of common-source, or self-report bias was alleviated through a temporal separation of measurement. For example, psychological contract fulfilment used in studies 2 and 3 was measured in Time 1 (independent variable), while its outcomes were measured in Time 3. Second, social desirability bias, which refers to interviewees' tendency to influence their responses in order to be socially desirable, was mitigated by announcing clearly and early to the respondents that I would be the only person with direct access to the data, as well as trying, when possible, to communicate with them indirectly (through the

healthcare panel and the human resources department of the financial services company) rather than directly. Third, common method produced by item context were mitigated by counterbalancing the question order to prevent influencing a respondent's interpretation and response to a concept based on its relation to other concepts (Dhensa-Kahlon, 2014). Fourth, item ambiguity was mitigated by feedback loop and subsequent improvements based on pilot studies, and several control variables (gender, salary range, age, types of jobs, hours worked per week) were employed in order to so the effect of the independent variable (for example psychological contract fulfilment) on the outcome, could be estimated and statistically isolated from the effect of control variable. Finally, I mitigated selective participation as I selected all respondents chosen to take part in this study, whether for interviews and surveys.

#### **8-6-2. Causality of the findings stemming from the longitudinal study**

Causality in quantitative research assumes that the value of an independent variable is the reason for the value of a dependent variable (Brannen, 2017). The theoretically derived hypotheses formulated in this thesis explicitly assumed causal relationships between psychological contract fulfilment, meaning of work and a set of organisational outcomes. However, causality is very difficult to prove and given the methodology used for of each of the three empirical studies, this thesis can only make limited assertions about the causality of the findings. For example, although it is tempting to assume that their causality between psychological fulfilment and meaning of work, and in turn, meaning of work and employee- and organisation-centred outcomes, I must be cautious. However, the advantage of the results from the mixed method strategy and, in particular, the longitudinal survey studies is that they are less vulnerable due to the repeated measurements of the most important variables used in the study, such as psychological



contract fulfilment, and the fact that it allows effects to be ordered in time such that data can be used to test and reject causal explanations (Iida et al., 2012). In fact, that the independent variable precedes temporally the dependant variable has been widely accepted as a precondition to establish causality (Brannen, 2017).

### **8-6-3. Generalisation of the findings**

Another challenge faced by researchers is whether or not their results can generalize beyond the borders of the particular context in which the research has been conducted (Allen, 2017).

As research suggest that characteristics specific to respondents in certain professional groups led to discrepancy in the results between these groups (Gellatly & Irving, 2001), the question of whether the medical sample employed in longitudinal study 2 had unique characteristics, which may not be representative of the general population, came naturally. Study 3 was meant to mitigate this bias by exactly replicating the study conducted on the medical sample on a banking sample. At least some relationships discovered in the medical sample were replications of those found in the banking sample, instilling confidence that some of the findings apply, at least, to these two employment groups. However, the stark contrast between the results stemming from the medical and banking sector, especially regarding the absence of a significant relationship between ideological psychological contract fulfilment and organisational outcomes, cast some doubts on the extent of the generalisability of the results of this thesis. This thesis cannot conclude on the generalisability of the findings across sectors. This task is left to future

research on ideologically infused psychological contracts, and it is to this that we now turn.

## **8-7. Suggestions for future research**

This thesis provides further ammunition to better understand how employees behave and react when they have built psychological contracts based on ideological obligations with their employing company. It is also one of the first empirical works to provide empirical evidence of ideological fulfilment's unique ability to predict employee engagement and the first longitudinal empirical study comparing cross-sectorial effects of ideological fulfilment. As a developing area of enquiry, however, there is still much to improve upon and learn in the field of ideologically infused psychological contracts. Specifically, there are six directions future research can take: 1) develop a better understanding of what may influence the emergence of ideologically infused psychological contracts; 2) consideration of additional outcomes stemming from the fulfilment or breach of ideologically infused psychological contracts and how these outcomes may be different from the consequences of a transactional or relational type of breach; 3) develop a better understanding of the link between ideological breach and meaning of work; and 4) further investigations of the sectorial relevance of ideological fulfilment, i.e. better understanding the role of ideological obligations in paid for-profit sectors.

### **8-7-1. What may influence the emergence of ideologically infused psychological contracts?**

Little is known about the process by which a psychological contract based on ideological obligations develops (Thompson & Bunderson, 2003). A psychological contract arises when an employee or an employer believes that a promise of future returns has been made and a contribution has been given in return (Rousseau, 1995). Central to the emergence of a psychological contract is the following question: from where do employees' beliefs that promises have been made to them come? Rousseau (1995), who developed the concept of the psychological contract in the early 1990s, suggested that there are two sets of factors operating in the formation of a psychological contract: external factors, such as mission statements and HRM practices, and individuals' cognitions and predispositions. Mission statements contribute to the development of a psychological contract as communications that convey future plans, proposed actions or practices, implying an anticipated future and, therefore, signalling commitments and offering inducements for present and future behaviours (Rousseau, 1995). Rousseau (1995) also suggested that human resources practices, such as recruitment, compensation and training programs, communicate future promises and expectations. The relationship between psychological contracts and human resources practices was empirically examined by Guest (1998), and the results of the study suggested that employees working for organisations that have such practices were more likely to report that promises had been made to them by their organisations. Organisational literature should address this shortcoming by exploring how mission statements may be particularly important in helping the emergence of ideologically infused psychological contracts (Collins & Porras, 1996; Bartkus & Glassman, 2008; Rousseau, 1995). Further, the characteristics of ideological obligations, such as the perceived credibility of a company's commitment to its ideological obligations, may be of crucial importance when building an ideologically infused psychological contract. Indeed, business ethics

literature has suggested that the perceived credibility of mission statements is of fundamental importance, especially since recent scandals have demonstrated that an organisation's actions are not always aligned with the promises made in its mission statement such as in the case of Enron (Bartkus & Glassman, 2008; Elkin & McLean, 2012).

Finally, the absence of genuine ideological commitment may indicate the use of ideology as a tool for organisational agents to secure employee commitment in the absence of fair and equitable compensation and working conditions, and thus imply manipulation (Thompson & Bunderson, 2003). As corporations are increasingly invoking ideologies to attract and retain employees, more research may be needed on potential exploitation by the organisation sponsoring cause and potential devastating consequences for their employees (Livne-Ofer, Coyle-Shapiro, & Pearce, 2019).

#### **8-7-2. Better understanding the consequences of ideological fulfilment**

This thesis has paved the way for the search for additional outcomes of ideological psychological contracts fulfilment and how these outcomes may be different from the consequences of a transactional or relational fulfilment. This task is important not only for understanding the implications of building this type of psychological contract in organisations but also for a more comprehensive view of the employee-employer relationship. Future studies should, therefore, further unravel how ideological psychological contract's fulfilment influences employees' behaviours and attitudes at work. For example, health effects and the consequences of ideological fulfilment should be considered and explored. Research on psychological contract has demonstrated the health enhancement properties of psychological fulfilment (Parzefall & Hakanen, 2010).

Coyle-Shapiro and Shore (2007) suggest considering the positive implications of a well-functioning employee-employer relationship to employee health. Further, research on the topic using the Job-Demand-Resources model has associated psychological contract fulfilment to a job resources that is likely to play a crucial role for employee's health (Hakanen & Roodt, 2010; Schaufeli & Bakker, 2004). Empirically, results stemming from a European-wide research project widely reference in the field indicate that perceived contract fulfilment affects positively employee health and wellbeing (Guest, 2002). Research further links psychological contract fulfilment to lower levels of emotional exhaustion (Gakovic & Tetrick, 2003) and increased psychological wellbeing (Garcia et al., 2007). These relationships may be explained by increased perceptions of predictability and control, suggesting that fulfilled promises reduces employee uncertainty, in turn leading to reduced psychological strain and increased employee wellbeing (Gakovic & Tetrick, 2003). Organisational research therefore suggests that perceived psychological contract fulfilment contributes specifically to employee mental and physical health and that studying and differentiating the impacts of transactional, relational and ideological fulfilment on health consequences at work would lead to further knowledge of the employee-employer relationship.

### **8-7-3. What are the consequences of ideological breach on meaning of work?**

Rousseau and McLean Perks (1993) suggested that the perception that a contract had been breached or violated triggers different responses, depending on the kind of obligations being breached. The inclusion of ideological currency has been found, extending past research on breach and violation by suggesting novel relationships and

nuances (Thompson & Bunderson, 2003). However, little is known about the destructive outcomes that may derived from an ideological breach or violation.

This thesis confirms that the meaning of work provides an interesting framework through which we can explore the consequences of ideological fulfilment; it would, therefore, be interesting to use the same framework to explore ideological breaches. Meaninglessness—the perception of employees that their work is not important or worthwhile—has been found to be intrinsically linked with perceptions of alienation at work, with alienation defined as a social situation beyond the control of the actor and, hence, unresponsive to his or her basic needs (Etzioni, 1968). For example, Tummers and colleagues identified alienation as the major outcome of what happens when midwives feel that their work has no meaning and that they are powerless (Tummers et al., 2013). Since an ideological breach would lead to the removal of a major source of meaning in life, I argue that it will tend to produce at least a temporary feeling of alienation and nostalgia for the sense of purpose and commitment the valued cause offered (Rothbaum, 1988; Jacobs, 1990; Thompson & Bunderson, 2003). It is particularly important to explore alienation at work because it can be particularly harmful for individual health and well-being and has been associated with psychiatric illness, depression, suicide and alcoholism (Bloom et al., 1979). Further, the sense of alienation derived from the loss of meaning at work has been found to have destructive consequences for the organisation, such as intentions to quit, intergroup hostility and acts of retaliation (Seeman, 1967).

#### **8-7-4. Further exploring the sectorial relevance of ideological fulfilment**

Based on the distinct effect of ideological psychological contracts compared to relational and transactional psychological contracts, I believe that is imperative to include ideological obligations in future studies, especially in research context strongly highlighting the importance of values, such as patient care and professional ethics (Vantilborgh et al., 2014). Until now, empirical studies have identified ideological obligations in employees' psychological contracts working in specific professional contexts demonstrating strong cultures and morale values, and in limited types of organisations, primarily non-profits (O'Donohue et al. 2007 & 2009; Bingham et al. 2014), health care professionals (O'Donohue & Nelson 2007; 2009), education (Bal & Vink 2011), and scientific research, (O'Donohue et al. 2007). Overall, ideological obligations have been studied almost entirely in non-profit organisations employing individuals in helping professions who hold advanced degrees (Krause & Moore, 2017).

The implication of such is that expressions of ideological currency may be limited to certain types of professions. (Krause & Moore, 2017). Krause found that a strong percentage of the white and blue collars sample she surveyed (around 1500 employees) built ideologically infused psychological contract with their employers. More research is needed, as Vantilborgh (2014) concluded his study on ideological obligations fulfilment and breach among volunteers by stating that the findings of his study could not simply generalized to paid employees, even those working in non-profit organisations. However, he noted the importance of corporate social responsibility practices in organisations (Maignan & Ralston, 2002), suggesting that ideological psychological contract breach and fulfilment could play significant roles for paid

employees in the for-profit sector as well. Recent years have seen growing attention on corporate social responsibility (CSR) in the business world as well as in the academic literature, with a particular accent on corporate engagement in CSR (Margolis & Walsh, 2003; Baskentli et al., 2019). As demonstrated by the growing importance of ethical investment approaches (Dembinski et al., 2003) there is a growing awareness of the social responsibility of organisations and increasing calls for greater transparency in financial and non-financial reporting (Dando & Swift, 2010).

This thesis suggests that, consistent with Krause and Moore (2017), and Bingham and colleagues research in for-profit sector (2013), ideological obligations are relevant in some for-profit sector at least, such as the healthcare sector. Further, even if the lack of significance of ideological fulfilment in triggering organisational outcomes in the banking sector casts doubt of its relevance today, as more and more studies conducted in the for-profit sectors are showing the increasing importance of the congruence between customers and employee's moral values and organisations moral's motivations, it may be relevant tomorrow (Bingham et al., 2013; Baskentli et al., 2019)

## **8-8. Conclusion**

*“The purpose of life is to contribute in some way to making things better.”*

*Robert F. Kennedy*

This thesis' aim was to advance knowledge of the concept of the psychological contract based on ideological obligation and the consequences of its fulfilment in different sectors. It has sought to contribute to filling a gap in the psychological contract literature, which has focussed largely on transactional and relational types of obligations at work and the outcomes stemming from their breach rather than their fulfilment. Extending an



extensive body of research on employees primarily motivated by money or advancement, the three separate studies comprising this thesis shed light on our understanding of the phenomenon of ideological fulfilment by pointing to its specificity, to the factors that explain the strength of the attachment created by this type of contract and to the resulting positive attitudinal and behavioural outcomes associated with them. Further, this thesis demonstrates the pertinence of integrating meaning of work and ideological psychological contract literature. In effect, employees building ideologically infused psychological contracts derive deep meaning from their work, helping them overcome transactional and relational types of shortcomings at work. By demonstrating the importance of ideological obligations and their fulfilment for a successful employee-organisation relationship and integrating these types of obligations with the meaning of work literature, several new and interesting discoveries were made, which provide support for ideological obligations as an exciting future research domain. Moreover, by presenting both theoretical and practical implications in this thesis, a stronger case was made for the systematic integration of ideological obligations into EOR research. This thesis shows that a better understanding of the psychological contract, and employment exchange more generally, can improve managers' understanding of processes and practices that may help organisations realise their human capital potential. It is hoped that the theorising and findings in this thesis will pave a path for much-needed future research into employees' building psychological contracts based on ideological obligations and their consequences in the contemporary workplace.

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## **Appendices**

1. Coding tables for the qualitative analysis
2. Interview guide
3. Healthcare – survey 1

## **APPENDIX 1**



THEMES	CATEGORIES	EXAMPLES OF QUOTES
Ideological currency	Highly valued mission/cause (+)  Organizational Citizenship Behavior (OCB) (+)	"My mission is to give my time to help the children, here in the ONCO67 department, but also their parents and their siblings when there are some. "  " For example, this morning I had an appointment with the mother of one of our patients who is now back to school. She is not at the hospital anymore, but I still want to see the mother as she may experience psychological difficulties and challenges now her daughter is back to school.  This is still part of my work. so, I drive over their home to talk to them, every two weeks."
	Altruism (+)	"Here, my role is to propose different activities to the children to distract them [from the treatment} from their daily routine. We play board games or computer games; we are doing everything we can to make the daily routine of the children easier to bear. Here this is different from all the other jobs {I worked before} "
	Self-sacrifice (+)	I was skipping my coffee breaks so I could play for 10 minutes with a child every day. Today, I don't have the time to do that. Before, we still had time to listen to the children, to listen to the parents; not anymore. Knowing I don't have the time, my first reaction is that I'll sooth my conscience by calling a psychologist. You see? I should have started to build a relationship with the child through listening to him but when you don't have the time, you don't get into this relationship because it would start something you can't finish. It's a shame because before there was a lot more time.

THEMES	CATEGORIES	EXAMPLES OF QUOTES
<b>Ideological currency (con't)</b>	Over commitment (+)	"Yes, I feel this is part of my mission. It is not because the patient is terminal not and cannot come to the hospital anymore that I want to stop the relationship that I have built with her. So, I continue to visit her."
	Sense of purpose (+)	"The job nurses do in children's oncology is physical – the workday is over 11 hours - as well as emotionally exhausting. However, I have been working here for 13 years because I have found here an indispensable compensation for the difficulties of this job: the gratitude of the children and the parents. This department is a paradox in the sense that it is where the mortality rate is the highest and at the same time it is where you find the highest passion for life."
<b>Transactional currency</b>	Importance of Salary & Benefits (+)	"I feel that I belong to the ONCO67 team because I am paid by this department..."
	Organizational tenure (-)	"In the past...I don't know how many psychologists worked here before me, but I know that the turnover was really high till six or seven years ago."
	Carefully monitoring of the contract (+)	"I feel that as a {specific role} in the team I don't have access to all the training I should. I think it may be a question of budget allocation. I feel it is case by case and the training I could attend to I manage to attend them because my manager has intervened for me."

EXAMPLES OF QUOTES		
THEMES	CATEGORIES	
Relational currency	Focus on growth in the company/career (+)	<i>"Personally, in my career, I think what I really like here is the variety of the (clinical) cases ... I mean as a psychologist I can here follow parents, couples, children, entire families and also siblings. I can access so many different configurations of (clinical cases). When I was working in the adult oncology department on the contrary, I was only meeting the patient.... I find here that the richness of the work is exceptional. This is a really positive point."</i>
	Development in job (+)	<i>"Personally, in my career, I think what I really like here is the variety of the (clinical) cases ... I mean as a psychologist I can here follow parents, couples, children, entire families and also siblings. I can access so many different configurations of (clinical cases). When I was working in the adult oncology department on the contrary, I was only meeting the patient.... I find here that the richness of the work is exceptional. This is a really positive point."</i>
(-) or (+) indicate the likelihood direction of the relationship between the theme and the currency type		

Classification of the type of organizational shortcomings	Examples	
Transactional currency - related	Issue related to the contract specific terms	<p>"...A problem is the workload because it is becoming increasingly technical and therefore heavier. I think that the chemotherapies are more complex and difficult, the work for the nurses around the patients is also more complex...and then there is the increasing pressure coming from the administrative part of the job too...at the end, the nurses spend more time writing reports than working on the ward. That is what I feel is the biggest difference compared to a few years ago, the availability of the nurses for the children and the parents. This availability has unfortunately disappeared."</p>
Relational currency - related	Issue related to relationship with the team	<p>"In the past...I don't know how many psychologists worked here before me, but I know that the turnover was really high till six or seven years ago."</p>
	Issue related with the training opportunity/development in job	<p>"I feel that as a {specific role} in the team I don't have access to all the training I should. I think it may be a question of budget allocation. I feel it is case by case and the training I could attend to I manage to attend them because my manager has intervened for me."</p>

Classification of the type of organizational shortcomings		Examples
Sector/Occupation - related	Emotional distress/ breakdown due to the occupation	<p><i>"People do experience emotional breakdown in this department. It usually happens when the have a kid of the same age that one of the patients under their care."</i></p> <p><i>"I am still here because of the contact with the children. I think that people overdramatize the contact we have with the children because I have many colleagues who say to me: "but how can you do it?"</i></p>

## **APPENDIX 2**

## Interview guide

**Titre de la recherche : Mieux comprendre la relation qui lie les employés du secteur médical à leur travail.**

**Research title : « Towards a better understanding of the relationship between medical sector employees and their work. »**

*Cette interview est totalement anonyme et confidentielle. Le nom de l'employé et de l'hôpital ne sera révélé à aucun moment.*

This interview will be confidential. Your name and the name of your company will never be reported at any point of time.

*Avec permission de l'interviewé(e), l'interview sera soit enregistrée soit documentée par des notes manuelles.*

Permission to record and take notes during the interview will be ask prior to the interview.

*L'interview consiste en 14 questions ouvertes qui permettent une interaction et une discussion entre l'intervieweur et l'interviewé(e) afin de mieux comprendre la relation qu'entretient l'interviewer avec son travail et l'organisation pour laquelle il(elle) travaille.*

« The interview guide is composed of 14 open-ended questions that will hopefully lead to an interactive discussion between the interviewer and the interviewee. These questions have been carefully put together in order to better understand the relationship between medical sector employees and their job as well as the organisation they are working for. »

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Question 1 : « Depuis combien de temps travaillez-vous pour cet hôpital ? »

*“How long have you been working in this organisation?”*

Question 2 : Pouvez-vous décrire votre position actuelle ainsi que vos responsabilités ?

*Can you describe your current position and responsibilities?*

Question 3 : « Comment décririez-vous votre relation avec votre travail et avec l'hôpital ? »

*Could you describe your relationship with your work and this hospital?*

Question 4 : « Pouvez-vous brièvement décrire votre parcours professionnel avant votre travail dans cet hôpital ? »

*Could you briefly describe your career history before joining this organisation?*

Question 5 : « Quelles sont les raisons pour lesquelles vous avez rejoint cet hôpital en particulier ? »

*Why did you join this hospital?*

Question 6 : « Dans quelle mesure ressentez-vous que l'hôpital est engagé dans une mission/une stratégie qui dépasse des objectifs purement financiers ? »

*“Do you believe that your employer possesses a mission or set of enduring principles that extend beyond financial objectives?”*

Question 7 : « Comment décririez-vous la mission/stratégie de cet hôpital ? »

*How would you best describe this mission?*

Question 8 : « Pensez-vous que vous pourriez améliorer votre contribution à la mission/stratégie de l'hôpital ? De quelle façon ? »

*Do you feel you could increase your participation to the hospital's mission ? How ?*



Question 9 : « Pensez-vous que l'hôpital dispose des ressources nécessaires pour remplir sa mission/stratégie ? »

*Generally, do you think that this hospital commits enough resources towards the advancement of the stated mission?*

Question 10 : Comment pensez-vous que cet hôpital pourrait améliorer le développement de sa stratégie /sa mission ?

*How do you think this hospital could better serve its mission ?*

Question 11 : Comment ressentiriez-vous un changement de stratégie/de mission de cet hôpital ?

*How would you feel if this hospital decreased its support to its mission?*

Question 12 : Cela changerait-il votre relation avec votre travail ?

*Do you think this may change the nature of your relationship with your work?*

Question 13 : Quels sont les éléments que vous aimeriez améliorer dans votre relation avec votre travail et l'hôpital ?

*What would you like to change in your relationship with your work and with this hospital ?*

Question 14 : Comment imaginez-vous votre future dans cet hôpital ?

*How do you see your future in this hospital?*

## **APPENDIX 3**

### Default Question Block

As part of my research at the London School of Economics and Political Science, I am conducting a survey to better understand how medical employees see their relationship to their work and their employer. I would appreciate if you would be willing to help me in my research by completing this survey. It will take approximately **10 minutes** to complete.

Please take the time to read each question and give a truthful answer. There are no right or wrong responses. I am simply interested in your views.

This short survey is part of a longitudinal survey comprising three surveys. All data is collected anonymously and will be treated **strictly confidentially**. I will be the only person to have access to the survey data and no-one in your organisation will see any of the data.

Please note that this online **survey will close on October, 30th, 2017 at midnight**, however I will appreciate if you could fill out this survey as soon as possible. Your participation is of tremendous value to this academic research.

Thank you for your time,

The London School of Economics,  
Department of Management

Please click on the button ">>" to begin the survey.

#### Section 1: About what you do.

Please indicate the frequency of the following as they apply to you.

	Never	Very rarely	Rarely	Sometimes	Frequently	Most of the time	Always
When I get up in the morning, I feel like going to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I am doing my work , I am bursting with energy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As far as my work is concerned I always persevere, even when things do not go well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can continue working for very long periods at a time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very resilient, mentally, as far as my work is concerned.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel strong and vigorous when I am working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To me, my work is challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work inspires me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am enthusiastic about my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find my work full of meaning and purpose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I am working, I forget everything else around me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time flies when I am working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get carried away when I am working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is difficult to detach myself from work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am immersed in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel happy when I am working intensely.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 2: About your employer.

The following are items that employees may believe their employer is obligated to provide to them. Please indicate the extent to which YOU believe **YOUR EMPLOYER** is obligated to provide you with the following:

	Not at all	Very little	Little	Somewhat	To a great extent
Provide a job with specific well-defined responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Require me to do the duties I was hired to perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a well-defined set of working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay me for the specific duties I perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Train me for my specific job duties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show concern about my short and long-term well being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make decisions with my interests in mind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show concern for my personal welfare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a workplace where I feel I belong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value me as an individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide steady employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 3: About you and others

The following statements capture how you might behave towards others. Please indicate the extent to which YOU agree with the following statements:

	Strongly disagree	Disagree	Disagree somewhat	Undecided	Agree somewhat	Agree	Strongly Agree
If some-one does me a favour, I feel obligated to repay them in some way.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If some-one does something for me, I feel required to do something for them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If some-one gives me a gift, I feel obligated to get them a gift.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I always repay some-one who has done me a favour.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel uncomfortable when someone does me a favour that I know I won't be able to return.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone sends me a card on my birthday, I feel required to do the same.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When some-one does something for me, I often find myself thinking about what I have done for them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone says something pleasant to you, you should say something pleasant back.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I usually do not forget if I owe someone a favour, or if someone owes me a favour.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone treats you well, you should treat that person well in return.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone dislikes you, you should dislike them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a person despises you, you should despise them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone says something nasty to you, you should say something nasty back.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a person wants to be your enemy, you should treat them like an enemy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone treats me badly, I feel I should treat them even worse.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone treats you badly, you should treat that person badly in return.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If someone treats you poorly, you should not return the poor treatment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone important to you does something negative to you, you should do something even more negative to them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A person who has contempt for you deserves your contempt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone treats you like an enemy, they deserve your resentment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone hurts you, you should find a way they won't know about to get even.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You should not give help to those who treat you badly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When someone treats me badly, I still act nice to them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone distrusts you, you should distrust them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### SECTION 4: Your behaviours at work

Please indicate the extent to which you agree or disagree with the statements below:

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Slightly agree	Very strongly agree
I willingly give my time to aid others who have work-related problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take a personal interest in the well-being of other employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I generally help others who have heavy workloads.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I go out of my way to help new employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I keep up with developments in the hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I adhere to informal hospital's rules devised to maintain order.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I show pride when representing the hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I offer ideas to improve the functioning of the hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I express loyalty toward and concern about the image of the hospital.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take action to protect the hospital from potential problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I defend the hospital when other employees criticise it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend functions that are not required but that help my company's image.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I generally take time to listen to colleagues problems and worries.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I pass along work-related informations to coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Section 5: About what the hospital provides to you.

Please indicate how well YOU believe YOUR EMPLOYER has provided the following to you:

	None at all	A little	A moderate amount	A lot	A great deal
Provide a job with specific well-defined responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Require me to do the duties I was hired to perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a well-defined set of working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay me for the specific duties I perform	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Train me for my specific job duties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show concern about my short and long-term well being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make decisions with my interests in mind	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show concern for my personal welfare	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a workplace where I feel I belong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value me as an individual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide steady employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 5: About what your employer **provides** to you.

Please indicate whether YOU agree or disagree with the following statements:

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Almost all the promises made by my employer during recruitment have been kept so far.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel my employer has come through in fulfilling the promises made to me when I was hired.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
So far, my employer has done an excellent job of fulfilling its promises to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have not received everything promised to me in exchange for my contribution.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My employer has broken many of its promises to me even though I have upheld my side of the deal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 6: About your employing organisation and its mission

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

1. To what extent do you believe that your employing organisation possesses a mission, cause or set of enduring principles that extend beyond financial objectives?

☐ Not at all
 ☐ To a limited extent
 ☐ To some extent
 ☐ To a considerable extent
 ☐ To a great extent

Section 6: About your employing organisation and its mission

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

Section 6: About your employing organisation and its mission

3. How much do you believe YOUR EMPLOYER is **obligated** to deliver:

	None at all	Not much	Some	A moderate amount	A considerable amount	Quite a bit	A great amount
Contributions to the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment of resources towards advancing the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for involvement in the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouragement of employee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

involvement in the cause							
Public advocacy of the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of company culture that promotes the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal practices and policies that advance the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Section 7: About you and the patients you are caring for.

Please indicate the extent to which you agree or disagree with the statements below:

	Very strongly disagree	Slightly disagree	Disagree	Neither agree nor disagree	Agree	Slightly agree	Very strongly agree
I assist colleagues to deliver high-quality patient oriented care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To care for my patients, I volunteer for things that are not required.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make innovative suggestions to improve patient care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I expend considerable energy to come up with creative ways to assist patients facing problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend functions that are not required, but that help my patients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I exchange ideas with colleagues on how to improve patient care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I deal restlessly with patient care problems until they are resolved.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Section 8: About your employing organisation and its mission

How much do you believe YOUR EMPLOYER **actually delivers**:

	None at all	Not much	Some	A moderate amount	A considerable amount	Quite a bit	A great amount
Contributions to the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment of resources towards advancing the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Opportunities for involvement in the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouragement of employee involvement in the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public advocacy of the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintenance of company culture that promotes the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal practices and policies that advance the cause	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate your gender:

- ☐ Male
- ☐ Female

Please indicate your age:

- ☐ Below 25
- ☐ Between 25 and 35
- ☐ Between 35 and 45
- ☐ Between 45 and 60
- ☐ Above 60

How long have you worked for your current employer?

How many hours a week do you generally work ?

- ☐ Less then 20 hours a week
- ☐ Between 20 and 40 hours a week
- ☐ More than 40 hours a week

Please indicate what type of medical staff your are.