



ÜRETİM ODAKLI İŐLETMELERDE PSİKOLOJİK SÖZLEŐMENİN KURUMSALLAŐMAYA ETKİSİ

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Toplumlar insanlık tarihi boyunca her zaman gelişim göstermiştir. Son yıllarda bu gelişim oldukça hızlanmış toplumsal ve kişisel alışkanlıkları değiřtirmeye başlamıştır. Günümüz iş dünyasında daha fazla üretim ve daha az istihdam en çok tartışılan konuların başında gelmektedir. Endüstri ve üretim alanında hizmet veren kurumların kalitesini ve rekabet gücünü arttırmaları için kurumsallaőmaya ihtiyaç duyulmaktadır.

Bu çalışmanın amacı Denizli ili içinde üretim odaklı kurumsal tekstil sektörüne ait firmaları çalışan sayılarına göre psikolojik sözleşme olgusunu kavramsallaőtırmaktır. Çalışmanın yöntemi ise tarihsel araştırma yönteminin betimsel bir araştırmasıdır. Çalışmada kullanılan ölçeklerden Psikolojik sözleşme ölçeđi Robinson ve Rousseau (1994) tarafından potansiyel psikolojik sözleşme algısını ölçme amacıyla oluşturulmuştur. Kurumsallaőma ölçeđi ise Miller, Raid ve Seymen'den alınan 21 sorunun düzenlenmesi ile oluşturmuştur. Çalışmada Denizli ilinde tekstil sektöründe üretim yapan 443 firmada çalışan 38.143 kişiden idari birimlerde çalışan 3.803 (N) kişinin psikolojik sözleşme olgusuna bakış açıları incelenmiştir. Çalışma için 800 anket formu dağıtılmış, 449 katılımcıdan geri dönüş alınmıştır. Çalışmada ikili karşılaőtırmada t testi, çoklu karşılaőtırmalarda ANOVA testi kullanılmıştır. Yapılar arası Korelasyon Matrisi kullanılmıştır ayrıca Güvenilirlik Testi için cronbach α testi kullanılmıştır.

Psikolojik sözleşme ölçeđi sonuçları çalışanların kurumsallık algılarına göre daha olumlu sonuçlar çıkarmıştır. Bu durum, kurumsallaőan firmalarda çalışanların psikolojik sözleşmeye daha yatkın olduğunu göstermektedir.

Erkekler psikolojik sözleşmeye daha fazla önem verirken, kurumsallaőmada cinsiyet ayrımı görülmemiştir. Öğrenim durumu arttıkça psikolojik sözleşme ilkelerine ve firmanın kurumsal misyon ve vizyonuna olan algılamaları artmaktadır. Evli olan firma çalışanları psikolojik sözleşmede daha az ihlal gerçekleşmektedir. Göreve başlama şekli ve yabancı dil bilgisi psikolojik sözleşmeye etki etmezken göreve başlama şekli firmanın kurumsal yapısının varlığına ve yabancı dil bilgisi olan kişilerin kurumsal firmaları tercih ettiđini göstermektedir.

Psikolojik sözleşmede çalışanların aldıkları maaşların etkisi vardır. Maaş arttıkça psikolojik sözleşme ve bađlılık artmakta iken kurumsallaőmada bir etkisinin olmadığı görülmüştür. Çalışılan kurumda merkezi otoriteyle yönetilen kurumların hem psikolojik sözleşmeye hem de kurumsallaőma ölçeđine verdikleri cevaplar yönetim kurulu bulunan ve ortak kararların alındığı firmalara göre oldukça düşüktür.

THE EFFECT OF THE PSYCHOLOGICAL CONTRACTS ON THE INSTITUTIONALIZATION IN PRODUCTION ORIENTED COMPANIES

ABSTRACT

The societies have been advancing constantly throughout the history of the humanity. This advancement has been picking up speed in the recent years and the personal behaviors have begun changing. Today in the business world, undertaking more production with fewer workforce is one of the most debated topics. The organizations, which serve in the

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manufacturing field, require the concept of institutionalization to increase their quality and competitive capacity.

The purpose of this study is to conceptualize the phenomenon that is the psychological contract based on the number of workers in the manufacturing-oriented corporate textile companies within the Denizli Province. The method of the study is a descriptive research of the historical research procedure. The psychological contract scale, which is one of the scales, used in the study, was formulated by Robinson and Rousseau (1994) for the purpose of the quantification of the potential perception of the psychological contract. The institutionalization scale was formed by organizing 21 questions, obtained from Miller, Raid and Seymen.

In this study, the perspectives of 3.803 (N) people (out of 38.143 people, who work in 443 companies, engaged in the textile manufacturing in Denizli) who work in the administrative departments, were taken into account on the concept of the psychological contract. For the purpose of the study, 800 questionnaires were sent out and 449 participants submitted replies. In the study, the t-test was used for paired comparisons while ANOVA test was used for multiple comparisons. The correlation matrix was employed for inter-structural analysis. Furthermore, the Cronbach α test was utilized for the reliability test.

The results of the psychological contract scale indicated rather positive results compared to the perception of the employees on the institutionalization. This shows that the companies are independent of the concept of the institutionalization and are more inclined to a contract with a person and an employee.

While males attach more importance to the psychological contract, no gender-based differentiation was experienced regarding the institutionalization. As the educational status goes up, the perception towards the principles of the psychological contract and towards the corporate mission and vision of the company increases as well. Married employees commit fewer breaches in the psychological contract. While the form of inauguration or the foreign language skills showed no impact on the contract, it was shown that the method is an indicator of the presence of a corporate structure of a company while the employees with language skills rather chose corporate firms.

The salaries of the employees also have an impact on the psychological contract. While the psychological contract and the loyalty increase as the salary increases, it was also demonstrated that this has no impact on the institutionalization. The answers, provided by the employees of companies, which are administered by a central authority are substantially lower compared to the answers, submitted by companies, which have a form of board and in which, the decisions are based on consensus.

Keywords: psychological contract, The organizations, the companies

Introduction

The societies have been advancing constantly throughout the history of the humanity. This advancement has been picking up speed in the recent years and the personal and social behaviors have begun changing. Today in the business world, undertaking more production with less workforce is one of the most debated topics. The organizations, which serve in the manufacturing field, require the concept of institutionalization to increase their quality and competitive capacity.

It is possible that the companies, without an employee/personnel policy, may experience fluctuations regarding the manufacturing activities and therefore, such companies require an institutionalized structure in increasing the hierarchical production between the personnel and management and in maintaining the production level. There are significant differences in the amount of output between the manufacture oriented corporate companies and the local firms. The Manufacture oriented companies, along with their employees need to aim for quality as a mission in order to increase the overall quality.

There are mutual expectations and obligations between the organization that is a party to the psychological contract and the employees. It is underlined that for the purpose of the psychological contract, a certain level of importance should be placed on various forms of communications that fall outside the scope of the current formal contract. Oral rules or rules that are not verbally expressed are expected to form in the companies that had completed their process of institutionalization in addition to the written contract. It can be conceived that those rules would ensure the hierarchy between the employees under the corporate roof and would increase the quality of the mutual communications.

Psychological Contract

Chester Barnard asserted the idea of the Psychological Contract as a notion that advocates the strengthening of the bonds of the employees with the company that they work in 1932. However, the notion was first used in a conceptual manner by Chris Argyris in 1960 in its book, titled "Understanding the Organizational Behavior". The author used the concept of a psychological contract to define the non-formal communication between the managers or the employer and the employees. He also underlined that the individuals are in a constant state of communication within organizations and the employees should be properly guided to work in cooperation with the employers or the managers in the line of the interests of the organization. (Özgen-Özgen, 2010: 2).

Levinson (1962) defines the psychological contracts as the sum of the mutual expectations in non-written contracts. (Jose, 2008: 4). According to Schein (1980), the psychological contract is comprised of the mutually taken decisions, resulting from the relations between the organization and the employee thus, it was explained as some expectations between the organization and the employee that are not indicated in the written form. (Guest, 1998: 658).

According to Kotter (1973), psychological contracts are agreements, that are kept as a secret between the employers and the workers and from which the parties expect to gain reciprocal benefits within the scope of their professional relations. Kotter asserts that the psychological contract is a subjective perception and may differ from individual to individual. According to Rousseau (1989), the psychological contract is the opinions of individuals regarding the non-written conditions and circumstances between the worker and the employer. Therefore it is the beliefs of people regarding the conditions and circumstances, perceived as the result of the organization and the workers. (Rousseau, 1989: 123; Robinson-Rousseau, 1994: 246).

The literature review regarding the notion of the psychological contract demonstrated that although there are different definitions in relation to the concept, some common points are also discussed. They can be listed as the non-written nature of the agreement, predicating upon mutual perceptual intuition, being comprised of expectations and beliefs and covering mutual obligations.

The Obligations of the Parties in Psychological Contracts

In psychological contracts, there are reciprocal expectations and obligations between the organizations and the workers, which collectively make up the parties. Honesty, following the organizational rules, skills, abilities, adopting the organizational targets and strategies and the organizational loyalty are the primary obligations of the employees against the organizations. In addition, inclination for teamwork, positive communication skills, working in a qualified, efficient and willing manner, undertaking the assigned tasks in a proper way on time, dressing and acting in accordance with requirements of the work and the organization and keeping the organizational information confidential can be listed amongst others. (Demirel, 2008: 45).

In psychological contracts, providing the proper wage, workplace health and safety facilities and psychological job safety in accordance with the work capacity and offering opportunities to the employees for developing their knowledge, skills and abilities are the most important obligations of the organizations against their employees. Furthermore, providing reward and promotional opportunities based on the additional effort and performance, arranging and organizing the work environment according to the employees, providing a healthy work environment, being respectful to the workers and incentivizing initiative and many other examples can be presented in this regard.

Types of Psychological Contract

Macneil is the first researcher to sort out the psychological contracts by their types. He approached the concept of psychological contracts as the range of agreements that were placed to the two extreme ends of permanence as relational and operational. (Macneil, 1985, s.481). It is safe to say that there are seven aspects of psychological contracts within this scope. (Rousseau et al., 1994: 94). Those aspects are listed in Table – 1.

Table – 1: The aspects of the psychological contracts (Rousseau- Wade-Benzoni)

	Operational	Relational
Focus	Economic	Economic, Emotional
Scope	Partial	The entirety of the Individual
Time Frame	Closed - Ended, Specific	Open-Ended, Ambiguous
Formation	Written	Written and Non-Written

Balance	Static	Dynamic
Spacing	Narrow	Wide, Comprehensive
Tangibility	General, Observable	Subjective, Understandable

The below-given aspects form a wholeness together and the ends of the whole are occupied by two main types; operational and relational. While the operational type is associated with materialistic matters, the relational type is associated with social topics. (Shore- Tetrick- Sandy, 1998: 87-89).

Operational Psychological Contracts:The operational psychological contracts cover specific matters that are valid between the organization and the employee within a certain period. These types of contracts are short-term and economy based. In case the employees believe that the expectations and obligations are expressed in a stern way and if they consider the work relations as short-term affairs at all times, the contract between the parties are considered as operational (Robinson-Rouseau, 1994:247).

In operational contracts, it was witnessed that the conditions of the organizations change rapidly due to the environmental factors. In this type, it is hard to talk about a guarantee in the conditions and form of the work. Ambiguity reigns supreme regarding the conditions of the contract and it is also safe to say that the chances of an employee bound by this type of contract leaving the job are rather high(Rouseau, 1995:98). In operational contracts, it is also hard to discuss the affective commitment and organizational loyalty(Rousseau, 2004: 24-26).

Relational Psychological Contracts: The relationalcontracts involve long-term work relations that include important expectations and skill for both the organizations and the employees. In psychological contracts, in addition to the economic factors, emotional and holistic structures are present. In this type of contract, fulfilling the obligations and meeting the expectations may spread over a long period of time. The expectations or obligations are not as clear and explicit as they are in operational contracts changes in the (Janssenset al., 2004:451).

In relationalcontracts, the obligations belong to the organization. Against the job securities such as the long terms benefits that the employees gain from the organization, they have obligations such as organizational loyalty and establishing good relations with the management of the organization as well as with the other employees of the organization. Employees, who have solid relational psychological contracts may consider themselves as a part of the organization and may show performance towards the realization of the goals of the organization. The scope and nature of the opportunities that the organzatşon provides to the employees directly affect the structure of the contract, made with the employee(Millward-Hopkins, 1998:1532).

Other Types of Psychological Contracts: For the employment contracts, the operational and relational contracts are considered as the basic elements. Rousseau added two more types of contracts to the above-mentioned ones due to the changes that occur in the organizational structure and the conditions. The elements of time and

performance, which are the two different features of the operational and relational psychological contracts gained importance. The time includes the duration of the employment relation while the performance involves the conditions, explicitly and clearly indicated in regards to the performance.

According to the aforementioned classification, made by Rousseau, the operational psychological contracts indicate tangible, material matters as well as the working conditions that are explicitly stated for the short-term rewards. The relational psychological contracts on the other hand, are associated with long-term employment relations, organizational loyalty and determinedness in no small extent. In addition to the material benefits, the socio-emotional aspects of the parties are prioritized. (Rousseau, 1995:91).

Balanced psychological contracts are regarded as the types of contracts that are formed by bringing operational and relational contracts together. In such contracts, the obligations are stated in a clear and understandable manner and they contain long-term employment relations. (Patrick, 2008:7-24).

Principal Theories Regarding the Concept of Psychological Contract

Reciprocity Norm: The Reciprocity Norm is considered as the first of the theory that constitutes the psychological contracts. The reciprocity norm, presented by Gouldner (1960), is based on the premise that the individuals would exhibit positive behaviors as a response to their gains. In general, the person feels gratitude for a benefit that he/she obtained or for a privilege, provided to him/her and thus, as a response, he/she takes exhibiting a positive attitude as his/her duty (1960: 161-178).

Blau (1964) underlined that according to the reciprocity norm, employees, who feel valued and who think that they are appreciated, will establish better communications within the organization as they will feel safer and thus, their emotional loyalty to the organization shall be at a high level (1964: 29). The psychological contract is formed as the employee feels obliged to the organization in response to the benefits from the organization or in contrast, as the organization considers itself obliged to the employee for the gains that the organizations obtain from the employee.

Although Rousseau asserts that the reciprocity norm constitutes the core of the psychological contracts, he discussed the differences between those two aforementioned concepts as well. According to the reciprocity norm, when people encounter with positive or constructive behavior or when they gain benefits, they tend to send feedback to the opposite party in the same manner (1989: 126)

The Social Exchange Theory: The social exchange theory, which has gained recognition as one of the principal theories that is frequently discussed in the social sciences, occupies an important space in the business relations as well. In psychological contracts, the parties obtain two main types of gains being economic and socio-emotional. The economic gains are material and tangible in nature. The socio-emotional gains, on the other hand, include matters such as social reputation and providing confidence (Cropanzano et al., 2003: 160-169).

Lambe et al., (2001) stated that the materialistic elements such as wages and economic rewards are important within the scope of the exchange, however, the moral factors such as mutual trust, respect, emotional satisfaction and humanitarian values are even more important(2001: 6). One of the main principles of the social exchange theory is the formation of its elements in time. The social exchange theory can be said to be a theory that attempts to define the reciprocal interactions of the parties, who are bound by a business relationship. It is known that many of the studies, which aim to define the relations between the organization and the workers, feature social exchange theory as their conceptual basis(Russell- Mitchell, 2005: 774).

Equity Theory:This theory, developed by Adams (1963), is a motivational theory. It is based on the premise of comparing the efforts of an individual (inputs) and the gains he/she has (output). In this way, the individual analyzes the efforts and the gains and assesses the equity of the process. If the individual reaches to the equity between the efforts and the gains as the result of his/her analysis, he/she concludes that he/she had been treated fairly. This would have a positive impact on the work performance and motivation (Cihangiroğlud., 2010).

The inputs in the equity theory are education, experience, effort, outstanding performance and loyalty. The outputs in this regard are the material and moral gains that the individual obtains, gaining respect and having a certain status. One's perception of equity forms as he/she reviews his/her own psychological contract. An individual, when comparing his/her inputs and outputs with the ones of another worker, does this by the means of both material and moral values(Moorhead- Griffin, 1995: 45-46).

Expectation Theory:The expectation theory, developed by Victor H. Vroom (1964), claims that individuals act rather rationally in regards to their economic gains. The person, who is to choose one of many possibilities, shall choose the one that is best for him/her. Compared to the organization, the individual is cognitively aware of the possibilities that he/she faces with and he/she, in such a case, shall choose the option, from which he/she shall get the most gains within his/her capacity(Vroom, 1964: 15-17; Akt. Dağlı, 2016: 27).

The expectation theory indicates a temporary belief in respect to the fact that an action results in with a certain goal and states an action – effect relation. It can be said that one's strength of carrying out activities and being motivated equals the multiplication of the expectations and values(Onaran, 1981: 73).

Porter – Lawler Model: The theory of Porter and Lawler (1968) is mostly overlapping with Vroom's expectation theory. However, Porter and Lawler made some additions to the expectation theory. A person is influenced by the expectations and promises but it may not be always possible that the person shows high performance after exhibiting the utmost effort. If the person is not equipped with sufficient knowledge, skills or abilities, he/she would not get results above a certain point no matter how much he/she shows effort. A person should obtain the knowledge and abilities, necessary to attain a goal(Porter- Lawler, 1968: 62-64).

It is important that the gains that the workers actually obtained as the result of their work are close to the gains that they expect to have. When an employee obtains gains below his/her expectations, he/she shall feel dissatisfaction and shall be unhappy. In such a case, the subsequent performance of the employee may exhibit downs or this may even lead to negative situations such as leaving the job(Hampton, 1977: 45-48).

Institutionalization

This approach, indicated by Selznick, which defines the institutionalization as the process of spreading the ideas and values, is one of the oldest approaches regarding the concept of institutionalization. The institutionalization is also described by Selznick as a field process that is restricted by the indicated organizations and individuals (Eryılmaz, 2002:15).

The institutionalization, in addition to describing the orientation process between the organizations and their environment (Organizational environment or the organizational space), clarifies the development in the aforementioned organizations in time (Selznick 1995:271).

The harmony between the organization and its environment coming to the forefront in this process is the result of an inclination towards the organization from the environment. Thanks to this process, which provides value and balance to the organizations, the organizations are able to reach their goal of preserving their existence and reaching sustainability in this regard. In such a case, the institutionalization of an organization would mean that the aforementioned entity shall be recognized by the potential environment and the sustainability in his respect is ensured(Dilbaz, 2005: 64).

Karpuzoglu (2004) defines the institutionalization as having certain rules, standards and procedures rather than being based on the personal requests of individuals and by implementing unique work models and administrative forms, adopting a unique identity (Karpuzoglu, 2004:71)

Another definition in this regard states that the institutionalization means the structure of the entity shall be reorganized based on the pre-determined standards, the work-teams shall be comprised of specialists with knowledge in their respective fields and means that the entity shall operate in adherence to a knowledge-oriented management and approach. Thanks to those methods, the existence of the organization becomes independent from its employees, the organization gets a system regarding its operations and due to the knowledge-based principles, the organization lasts much longer as its lifespan is no more limited to human lifespan (Uzunçarşılıvd., 2000: 12).

The concept of institutionalization is the assimilation of all values, rules and standards, which reflect the identity of the organizational entity, by all the employees in an absolute sense. Organizations gain a certain identity in this way. By the way of the institutionalization, the organization is acknowledged by its environment and they can be regarded as unique by their environment.

Variable	Variables
Age	29,61avg. 9,21 s.d.
Gender	
Female	395 (%88)
Male	54 (%12)
Educational Status	
H. School	385 (%87,5)
Foundation Degree	24 (%5,3)
Undergrad	31 (%6,9)
Grad	9 (%2)
Marital Status	
Marred	231 (%51,4)
Single	218 (%48,6)
Inauguration	
Administrative Duties first	63 (%14)
Production Line as a Worker	359 (%80)
As sales representative	27 (%6)
Foreign Language	
None	314 (%69,9)
English	92 (%20,5)
Multiple	43 (%9,6)
Wage	
Minimum Wage	148 (%33)
1800-2500	267 (%59,9)
2500-5000	31 (%6,9)
5001+	3 (%7)
Financial Status satisfies individual needs	
Yes	152 (%33,9)
No	297 (%66,1)
Individual Development in line with the job	
Through Seminars / Symposium	63 (%14)

Publications, journals, books, articles	38 (8,5)
Through the experts of their respective fields	348 (%77,5)
The Employing Organization	
Central Authority	350 (%78)
Board of Directors or Business Partners	80 (17,8)
Other	19 (4,2)

Method

The aim of this study is to conceptualize the psychological contract according to the number of workers, employed in manufacturing-oriented corporate companies in the textile industry in Denizli Province. The method of the study is a descriptive research of the historical research procedure. In descriptive researches, it is aimed to uncover the attitudes, opinions or behaviors of individuals regarding the case in question.

The questions were quantified by 5 tier Likert Scale and the participants were asked to mark the reply that suits them best from 5 (I certainly agree) to 1 (I certainly disagree)

The psychological contract scale, which is one of the scales, used in the study was formulated by Robinson and Rousseau (1994) for the purpose of the quantification of the potential perception of the psychological contract.

The institutionalization scale was formed by organizing 21 questions, obtained from Miller, Raid and Seymen.

In this study, the opinions of 3.803 (N) people (out of 38.143 people, who work in 443 companies, engaged in the textile manufacturing in Denizli) who work in the administrative departments, on the concept of the psychological contract. In order for the study to be at the reliability and validity level of %99, more participants than 382 (n) people were deemed sufficient. For the purpose of the study, 800 questionnaires were sent out and 449 participants submitted replies. While mean values and standard deviations were utilized for the numeric values of the demographic and professional variables of the study, numbers and percentages were provided in the defining variables of the study. It was observed that the study demonstrated parametric distribution in the statistical normality test. In the study, the t-test was used for paired comparisons while ANOVA test was used for multiple comparisons. The correlation matrix was employed for inter-structural analysis. Furthermore, the Cronbach α test was utilized for the reliability test.

Findings

When the psychological contract is analyzed, the type of inauguration and the state of foreign language skills were not found to be statistically significant.

When the gender component is reviewed, it was revealed that the sense of attachment to the psychological contract increases in men, when the marital status is in

question, it was found out that the married individuals have more attachment to the psychological contract as the level of attachment also increases as the salary goes up. It is also revealed that the attachment is also higher in organizations, which feature a board of directors and those components were determined as statistically significant. When the institutionalization is analyzed, the gender, marital status and the wages were not found as statistically significant. As the education level increases, the level of institutionalization scales up as the type of inauguration, foreign language skills and the employing organization, all have a direct impact on the institutionalization.

Variable	Psychological contract	Institutionalization
gender	0,022	0,116
Educational Status	0,0001	0,019
Marital Status	0,0001	0,659
Inauguration	0,585	0,0001
Foreign Languages	0,358	0,033
Wage	0,0001	0,520
Employing Organization	0,0001	0,001

The point average for the Psychological Contract score was revealed as 3,47. The average for the institutionalization was found out as 3,06.

Variable	n	s.s.
Psychological Contract Scale	3,47	0,69
Institutionalization Scale	3,06	0,82

Cronbach α was utilized for the reliability measurements and the correlation table was employed for the validity of the distinction between the factors. There is another factor in the diagonal axis of the correlation structure between the two factors. In both structures, the AVE values were observed to be higher than the squares of the correlations and as the result, it was concluded that the validity of distinction was established.

Structure	Cronbach α	AVE	CR	Structure	
				Psychological	institutionalization

				Contract	
Psychological Contract	0,877	0,445	0,882	0,347	
institutionalization	0,849	0,580	0,893	0,576	0,492

AVE was calculated according to the following formula; $(AVE = \frac{\sum \lambda^2}{\sum \lambda^2 + \sum \epsilon})$

Conclusions and Discussion

The studies of Ozgen and Ozgen (2010) concluded that the aspects of the Psychological Contract have an impact on the institutionalization (Özgen ve Özgen, 2010: 10). This conclusion shares similarity with the conclusions, resulting from the data, obtained in this hereby study.

The result of the Psychological Contract Scale presented positive results compared to the worker's perceptions regarding the institutionalization. This demonstrates that the companies prone to have the contract between the individuals and the workers independent from the institutionalization.

While men attach more importance to the psychological contracts, no gender distinction was recorded in terms of the institutionalization. As the education level increases, the perception regarding the principles of the psychological contract and the vision and mission of the company also increases.

Married employees tend to make fewer breaches in the psychological contracts. While the type of inauguration and foreign language skills has no effect on the psychological contracts, the type of inauguration is an indicator of the institutional structure of the company as the employees with foreign language skills choose corporate companies.

The wages have an impact on the psychological contracts. As the wage increases, the loyalty to the psychological contracts goes up, while it was also shown that this has no impact on the institutionalization. In regards to the administrative method of the company, the answers of the participants, who work in companies, managed by a central authority, to the psychological contracts as well as to the institutionalization scale were significantly lower compared to the companies, with a board of directors and in which, the administrative decisions are made based on a consensus.

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