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## ANTECEDENTS AND OUTCOMES OF EMPLOYEE ORGANIZATIONAL ORIENTATION PERCEPTION

Kaleb Garcia

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ANTECEDENTS AND OUTCOMES OF EMPLOYEE ORGANIZATIONAL  
ORIENTATION PERCEPTION

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A Thesis  
Presented to the  
Faculty of  
California State University,  
San Bernardino

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Science  
in  
Psychology:  
Industrial/Organizational

---

by  
Kaleb Noel Deleon Garcia  
May 2021

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May 2021

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## ABSTRACT

The current study investigated the antecedents and outcomes of organizational orientation (production or employee oriented) through path-way analysis with maximum likelihood estimation procedures. This is a preliminary study to investigate the advantages organization will receive as a result of focusing on either employees (employee orientation) or production (production orientation). Additionally, this study contributes to the larger body of IO research by presenting a foundational model for organization in terms of employee and leadership selection, recruitment, and cultivation along with types of policies to implement to become more employee oriented. The antecedents investigated are healthy workplace policies (HWP), leadership behaviors (directive and authentic), and employee exchange ideology (social and economic). performance, intent to quit, and psychological safety were outcomes investigated resulting from organizational orientation (employee or production). There was overall support for the computational model. Findings indicated that employee oriented organization with authentic leaders, social exchange ideology employees, and healthy workplace policies will have decreased turnover intentions and increased psychological safety. These findings also indicate that the employee oriented organizational model is superior to a more antiquated production oriented model. Further methodology, procedures, and analysis will be discussed.

*Keywords:* organizational orientation, healthy workplace policies, leadership behaviors, exchange ideology, psychological safety

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# CHAPTER ONE

## LITERATURE REVIEW

### Introduction

In a fast-paced global economy, organization must adopt strategies that the keep them competitive and successful. While many organizations choose to become production or bottom-line focused to remain competitive, others focus on employee wellbeing hoping that the investment will produce organizational benefits. Organization that focus on employees or production tend to have an organizational culture that is reflected in their policies and practices.

Organization oriented towards a *production* focus tend to view employees as organizational tools, disregarding employee wellbeing which leads to a multitude of negative employee and organizational outcomes such as increased Intent to quit and a toxic climate (Greenbaum et al., 2012; Mandis 2013; Mawritz et al. 2017; Mesdaghinia, Rawat, & Nadavulakere, 2019; Sims & Brinkman 2002). However, interest in the efficiency and bottom-line leads to performance and profit expectations being met at the expense of other employee wellbeing outcomes (Greenbaum et al, 2012). These organization will be referred to as Production oriented for the remainder of the thesis.

Organization oriented towards an *employee* focus tend to implement practices that promote wellbeing, and thus make employees feel cared about and intrinsically motivated to perform well for the organization (Baker, Grenberg & Hemingway 2006; Janz & Prasarnphanich, 2003; Lings & Greenley, 2005; Litwin

& Stringer, 1968). These practices are associated with positive outcomes such as increase job satisfaction, organizational commitment and decreased Intent to quit (Baker et al., 2006; Berman, Wicks, Kotha & Jones, 1999; Kuvaas, 2008; Lings & Greenley, 2005; Kuvaas, 2008). These organization will be referred to as Employee oriented for the remainder of the thesis.

Employees who fit in organization of either orientation likely have views that align with their organization and the leadership style of their superiors. According to the Attraction-Selection-Attrition model (ASA) employees who feel their values, treatment, and perception of work fit in with their organization and leadership will stay and those who do not will leave (Shnieder, Goldstein & Smith, 1995). Thus, employees who believe their organization should be focused on profits and production will likely expect a more direct and transactional relationship with leadership rather than a close relationship, and also be more understanding of organizational policies and practices that promote production over them as the employee. Conversely, those who believe that their organization should emphasize the wellbeing of their employees will likely enjoy a closer relationship with leadership and support organizational policies and practices that promote employee wellbeing.

In addition to ASA, Social information processing theory would help to explain the alignment between employees, leadership, and the organization. According to Social information processing theory, people tend to pay attention to environmental cues regarding appropriate behavior and decision-making

processes and develop new attitudes as a result (Salancik & Pfeffer, 1978). Thus, it is likely that employees and leaders would adapt and cultivate new attitudes because of policies, practices, and leadership behaviors that create environment of their organization.

As a result of ASA and social information processing theory, both types of employees should develop a sense of fit within their organization either because their views already align or are cultivated over time to align with their leaders and organization. One sign that employees feel a sense of fit within their organization is psychological safety, which is the belief that the workplace is safe for interpersonal risk taking (Edmondson, 1999; Kahn, 1990). Psychological safety has been positively associated with the organizational outcomes of task performance, commitment, and satisfaction both in the individual and team level (Frazier et al., 2017). Organization that care about Psychological safety tend to also care about other employee related outcomes, while those who do not likely care more about organizational outcomes related to performance and production. Taken together, the research question that drove this investigation this study was what factors lead to organization being perceived as Production or Employee oriented? Furthermore, what outcomes result from these divergent approaches that allows both to stay competitive? The following literature review expands on the ideas and theory just discussed to begin answering the questions posed.

## Organizational Orientation

Employee orientation refers to treatment of subordinates with a strong human relations emphasis (Northouse, 2018). Organization and leadership that are employee oriented take an interest in workers as human beings, value their individuality, and give special attention to their personal needs (Bowers & Seashore, 1966). Employee oriented behaviors can be likened to consideration behaviors, which show concern for employee wellbeing and foster trusting interpersonal relationships. Employee oriented organization promote an employee focused climate (Plakoyiannaki, Tzokas, Dimitratos & Saren, 2008). They will also have value systems that reflect their focus on employees such as: reward systems, support, focus on employee wellbeing, and safe and healthy environment (Baker, Grenberg & Hemingway 2006; Janz & Prasarnphanich, 2003; Lings & Greenley, 2005; Litwin & Stringer, 1968). Employee oriented practices have been associated with decreased stress, enhanced satisfaction, increased commitment (Baker et al., 2006; Lings & Greenley, 2005), increased trust, reduced turnover (Berman et al., 1999; Kuvaas, 2008), alignment with organizational objectives (Ahmed & Rafiq, 1993; Wasmer & Brunner, 1991), increased cooperation, and knowledge sharing (Janz & Prasarnphanich, 2003). Additionally, Employee oriented organization that promote knowledge gain and sharing effectively have a competitive advantage in innovation industries leading to increased success (Brockman & Morgan, 2003; Calantone & Di Benedetto, 1988).

One possible reason as to why employee focused organization can compete and succeed is that their focus on employee wellbeing increases the longevity of the organization by retaining employees, especially high talent employees. Employees that are treated well are likely to stay and be committed to organizational goals (Grawitch, Gottschalk & Munz, 2006). Thus, a possible explanation for employee focused organization survival is that they retain high level talent and mitigate the costs of turnover through promoting employee health and wellbeing.

Production orientation consists of behaviors that stress the technical and production aspects of a job in which workers are viewed as a means for getting work accomplished (Bowers & Seashore, 1966). Production orientation parallels initiating structure behaviors that define roles and clarify tasks. Similarly, those with a Production orientation tend to have a Bottom-line mentality (BLM) which is single-minded focus on bottom line outcomes at the expense of other outcomes (Greenbaum et al., 2012).

Research on BLM has been limited (Mesdaghinia et al., 2019), but current research suggests that the approach is a “mixed blessing” (Babalola et al, 2017). BLM has been shown to invigorate performance because employees become mentally preoccupied with work as a result of the environment that a Bottom-line mentality creates (Little et al., 2011; Neustadt et al., 2011; Vohs, 2015). More specifically, BLM leads employees to evaluate their actions in a more transactional cost benefit analysis that will serve their own immediate concerns

tied directly to the bottom-line of their organization (Baker & Jimerson, 1992; Gasiorowska et al., 2016; Kouchaki et al., 2013; Pfeffer & DeVoe, 2009; Tenbrunsel & Messick, 1999; Vohs et al., 2008). Overall, BLM has been tied to enhanced performance outcomes and customer civility, which helps to retain customers and meet production standards in organization (Babalola et al, 2017). On the other hand, BLM has been associated with various negative organizational outcomes such as unethical toxic climates that includes subordinate deviant behaviors and supervisor abuse (Greenbaum et al., 2012; Mandis, 2013; Mawritz et al., 2017; Sims & Brinkman, 2002). These toxic climates and unethical behaviors are a result of the employee being more likely to engage in behaviors that satisfy bottom line demands that they feel are promoted by their leader (Babalola et al, 2017). Furthermore, leaders high in BLM have less regard for measures beyond financial incentives and thus care less for the longevity of their organization (Raven et al., 1998; Yukl & Falbe, 1991) and employees who serve under high BLM leaders are more likely to feel compelled to engage in their leader's unethical behavior as well as have higher turnover intent (Mesdaghinia et al., 2019).

A possible explanation that Production oriented organization are competitive is their ability to produce high volumes of short-term profit by maximizing the efficiency of their systems and employees in various ways. For example, creating cheap labor jobs that need little to no training allows employee turnover costs to be minimal. Thus, possible factors leading to the success of

Production oriented organization could be the maximization of efficiency of employees while reducing the cost of turnover. Regardless, many organization would likely benefit from implementing policies and practices that promote a healthy and positive workplace, whereby doing so has been shown to relate to a multitude of positive employee related outcomes like reduced stress, turnover, and satisfaction (Grawitch et al., 2006).

### Healthy Workplace Practices

Production and Employee oriented organization tend to implement systems, policies, procedures, and practices that reflect what is important to them. While Production oriented organization tend to implement systems that treat employees like efficient tools, Employee oriented organization implement systems that have the health and wellbeing of the employee in mind. Hence, the more Healthy workplace practices (HWP) an organization utilizes, the more Employee oriented they likely are.

A healthy workplace is any organization that “maximizes the integration of worker goals for well-being and company objectives for profitability and productivity” (Sauter, Lim & Murphy, 1996). There are four guiding principles of organizational health that Employee oriented organization strive to achieve and maintain. First, health exists on a continuum from mortality to vibrant wellbeing. Second, organizational health is a continuous process, not an obtainable state. Third, organizational health is the result of interconnections between multiple factors. Fourth, organizational health is reliant on fulfilling relationships. There

are currently five healthy workplace dimensions in the known literature: work-life balance, employee growth and development, health and safety, recognition, and employee involvement (Grawitch et al., 2006).

Work-life balance can be defined as the individual perception that work and nonwork activities are compatible and promote growth in accordance with an individual's current life priorities (Kalliath & Brough, 2008). Current literature on work and family focuses on the work-family conflict produced between roles as an employee and familial figure (spouse/parent), gender roles, the division of household labor, pay, work-family stress and health, and work-family policy (Bianchi & Milkie, 2010). Research has indicated that conflict between work and family diminishes employee perceptions in the quality of both their work and life, which in turn negatively affects productivity, absenteeism, turnover, and more (Higgins, Duxbury & Irving, 1992). Establishing work-life balance programs helps individuals balance the multiple demands of the various aspects of their lives (Jamison & O'Mara, 1991). Examples of work-life balance programs include flexible scheduling, childcare, eldercare, and provision of job security (Grawitch et al, 2006). Organization that promote work-life balance make employees feel valued and cared for by the organization because the organization is accommodating their personal needs. Thus, organization that promote these work-life balance practices and policies are more likely to have employees that view their organization as Employee oriented. Work-life balance practices conducted by organization are associated with positive outcomes for employees

that include job satisfaction, organizational commitment, and employee morale (Grawitch et al., 2006). For organization, work-life balance is associated with increased productivity, decreased absenteeism, and decreased turnover (Grawitch et al., 2006). In contrast, organization that are Production oriented are less likely to take employees into account when making decisions and more likely to increase work-life conflict (WFC), which is associated with increased emotional exhaustion and by extension lower employee engagement and performance ratings (Wayne, Lemmon, Hoobler, Cheung & Wilson, 2017). A classic example of WFC would be an organization ramping up production to meet new goals and making employees feel they need to stay longer hours to meet these new goals and deadlines. Authentic and Supportive leaders have been associated with consideration behaviors such as flexible work schedules that help employees manage their work and home loads more effectively (Eagly, Johannesen-Schmidt & Van Engen, 2003; Lowe, Kroeck & Sivasubramaniam, 1996; Northouse, 2018; Walumbwa et al., 2008).

Employee growth and development refers to the opportunity of employees to gain skills and experience, which motivates them and leads to positive outcomes such as job satisfaction (Pfeffer, 1994). Organization that promote employee growth and development are likely to be perceived as Employee oriented because they active steps they take to ensure employee wellbeing. This is exemplified through positive employee benefits these practices are associated with: increased job satisfaction, motivation, and decreased stress (Grawitch et

al., 2006). It is also associated with positive organizational benefits such as organizational effectiveness, work quality, and grants a competitive advantage (Grawitch et al., 2006). Production oriented organization may also promote employee growth and development, but likely for the organizational benefits instead of employee benefits. Regarding leadership, Transformational and Authentic leaders are likely to take an active role in the growth and development of their employees (Eagly et al., 2003; Lowe et al., 1996; Walumbia et al., 2008).

Organization that proactively promote health and safety are Employee oriented due to the association with employee wellbeing outcomes such as decreased stress and physical health risks, and increased organizational commitment (Grawitch et al., 2006). Organizational benefits include decrease in health care costs, absenteeism, and accident injury rates. Production oriented organization are more likely to take a reactive-avoid approach with health and safety by creating safety policies and procedures only when it begins to hurt the bottom-line or when there are government regulations. Regarding leadership, leaders that motivate through empowerment and autonomy are more likely to proactively promote health and safety initiatives amongst employees (Northouse, 2018).

Recognition is another important predictor of outcomes such as organizational effectiveness, job satisfaction, and stress (Brown, 2000). For employees, recognition is associated with increased job satisfaction and motivation along with decreased job stress. For organization, recognition

increases hiring selectivity, productivity, and decreased turnover (Grawitch et al., 2006). Organization that recognize their employee's contributions and achievements are more likely to be perceived as Employee oriented because they take the time and resources to acknowledge their employees. This in turn increases employee wellbeing through increased job satisfaction and reduced stress. Production oriented organization are likely to not have little to no employee recognition practices in place. Organization that employ Authentic leaders are more likely to make efforts to have the organization recognize the employee, as these leaders are known for fostering close relationships with their employees and doing what they can to motivate their employees to work (Eagly et al., 2003; Lowe et al., 1996; Walumbia et al., 2008).

Employee involvement is associated with employee well-being variables, such as increased job satisfaction and employee morale, as well as organizational improvement variables, such as decreases in both turnover and absenteeism along with increases in work quality (e.g., Lawler, 1991; Vandenberg, Richardson, & Eastman, 1999). Organization that involve their employees in important decision-making processes make employees feel valued by their organization and more likely to be perceived as Employee oriented as a result. Production oriented organization care little about employee opinion that is not directly tied to the bottom line. Leadership that is transformational, authentic and participative often involve employees in important decision-making

processes (Eagly et al., 2003; Lowe et al., 1996; Northouse, 2018; Walumbwa et al., 2008).

Organizations that employ healthy workplace practices and policies care about employee wellbeing outcomes in addition to organizational outcomes which is indicative of employee oriented organization. Thus, we expected organizations that employ Healthy workplace policies to be perceived as Employee oriented. Furthermore, organizations that lack Healthy workplace policies while prioritizing production and the bottom line seem to care little about employee wellbeing, which is indicative of Production oriented organization. Thus, we expected organizations that lack Healthy workplace policies to be perceived as Production oriented organization.

Hypothesis 1: Healthy workplace policies would predict organizational orientation perception.

Hypothesis 1a: Healthy workplace policies would positively predict employee orientation perception. Organizations with more HWP would be perceived as more Employee oriented.

Hypothesis 1b: Healthy workplace policies would negatively predict production orientation perception. Organizations low in HWP would be perceived as more Production oriented.

Research has shown that production oriented organization adopt bottom-line mentalities that treat workers as expendable tools (Greenbaum et al., 2012), which tends to lead to high performance outcomes (Babalola et al, 2017). This treatment results in high turnover for organization that treat their workers as expendable (Greenbaum et al., 2012). Intent to quit (turnover intent) has been shown to strongly associated with turnover (Li, Lee, Mitchell, Horn & Griffeth, 2016) and thus it is likely Production oriented organization will have employees with high Intent to quit which will result in high turnover. This high turnover is likely to result in low institutional memory since few employees stay to pass down organizational knowledge. In contrast, organization that are Employee oriented and utilize HWP will have low Intent to quit given the negative relationship between HWP and turnover (Grawitch et al., 2006). Thus, they are more likely to retain talented employees and maintain long standing institutional memory as a result.

Given previous research and the discussion above on Production oriented organization with bottom line mentalities, and how Employee oriented organization tend to utilize healthy workplace practices and policies, we expected the following:

Hypothesis 2: Organizational orientation (production oriented) would positively predict performance and negatively predict Intent to quit.

Hypothesis 2a: Job performance would be higher in Production oriented organization.

Hypothesis 2b: Intent to quit would be higher in Production oriented organization.

### Psychological Safety

Organization that utilize HWP promote employee wellbeing outcomes (decreased stress, turnover etc.). Psychological safety is one employee outcome highly associated with employee wellbeing but has yet to be researched in relation to HWP. Psychological safety is the belief that the workplace is safe for interpersonal risk taking (Edmondson, 1999; Kahn, 1990). Research on Psychological safety has revealed that it allows employees to feel safe at work which helps employees to grow, learn, contribute and perform effectively (Edmondson & Lei, 2014). Psychological safety has been found to be significantly related to employee engagement, task performance, satisfaction, commitment, sharing & learning behaviors that give organization a competitive advantage (Frazier, Fainshmidt, Klinger, Pezeshkan, & Vracheva, 2017). Interpersonal relationships, group dynamics, leadership, and organizational norms are four antecedents to Psychological safety. Positive relationships with leaders that consist of support, resilience, consistency, and trust are positively related to Psychological safety, whereby it was found that transformational and inclusive leadership had a moderate association (Frazier et al., 2017).

Furthermore, social exchange variables such as organizational support (Tucker, 2007) and trust in the organization (Carmeli & Zisu, 2009) is positively related to Psychological safety, and thus Psychological safety is related to a supportive work context (Frazier et al., 2017).

Organizations that are Employee oriented are more likely to promote HWP and organizations that are Production oriented do not promote HWP. Furthermore, HWP is part of a supportive work context that Psychological safety has been shown to be positively associated with. Given the above, we expected the following:

Hypothesis 3: Employee perception of the Organizational orientation (production or employee focused) would predict Psychological safety.

Hypothesis 3a: Organizational orientation (employee focused) would positively predict Psychological safety. Employee oriented organizations would be higher in Psychological safety.

Hypothesis 3b: Organizational orientation (production focused) would negatively predict Psychological safety. Respondents in Production oriented organizations would report lower Psychological safety.

### Leadership Behaviors

The interactions between employees and leaders greatly contribute to how employees perceive their work, organization, and subsequently the

outcomes associated with those perceptions. Two prominent behavioral styles that many often encounter are Directive and Authentic leadership.

Directive leaders' direct employees without regard to their input and tend to assign employees their roles and performance objectives (Pearce & Sims, 2002). They rely on their positional or legitimate power (French and Raven, 1959) to influence and motivate employees. They tend to lack trust in their employees and assume employees lack motivation and drive to achieve goals that benefit the organization (McGregor, 1960). Authentic leaders are highly self-aware leaders that foster positive self-development (Jensen & Luthans, 2006), promote positive organizational contexts (Illies, Mereson & Nargang, 2005), and relational transparency (Walumbia et al., 2008).

Organizational Embodiment theory states that employees tend to view their treatment by their direct leader as treatment from their organization (Eisenberger, 2014). Thus, we expected Authentic and Directive leadership to have an impact on employee perceptions of their organization. Due to the need to examine this relationship in our proposed model, we propose the following:

Proposition 1: Leader behaviors would be related to employee perceptions of organization orientation (employee or production focused).

It seemed likely that Authentic leadership would positively relate to Employee orientation since Authentic leaders encourage autonomy, empowerment,

transparency, and close relationships with employees that foster positive organizational contexts. However, there was research to support the claim that the relationship is negative. A possible reason for Authentic leadership having a negative relationship with Employee orientation perception is that perhaps these leaders may authentically be transactional, and thus care more about the work than the actual employees themselves. It may have been the case then, that employees with this kind of authentic leader will perceive their organization as Production oriented since research has shown that employees often conflate leadership support for organizational support (Eisenberger, 2014).

Past research serves as the basis to propose a relationship between Authentic leadership behaviors and Employee Organizational orientation, and given the plausibility of arguments above, we had reason to expect that Authentic leadership would relate to perceptions of the organization as being Employee oriented. Due to the need to examine this relationship in our proposed model, we proposed the following:

Proposition 1a: Authentic leadership would be related to employee perceptions of organization orientation (Employee or Production focused).

Similarly, although we expected Directive leadership to be positively related to Production orientation since Directive leaders treat employees more like tools without regard for their input or wellbeing, there was also reason to

support the claim that the relationship is negative. A possible reason for Directive leadership having a negative relationship with production orientation perception is that perhaps subordinates would try to please and meet their directive supervisors. It could be possible that employees focus much on the transactional facets (rewards) of Directive leadership to the point where meeting the expectations of the Directive Leader will include them in that leaders in group, and the type of relationship formed with them in the ingroup may make the employee more inclined to perceive their organization as Employee oriented.

Again, past research served as the basis to propose a relationship between directive leadership behaviors and production organizational orientation, and given the plausibility of arguments above, we had reason to expect that directive leadership would relate to perceptions of the organization as being production oriented. Due to the need to examine this relationship in our proposed model, we proposed the following:

Proposition 1b: Directive leadership would be related to employee perceptions of organization orientation (employee or production focused).

### Exchange Ideologies

Exchange ideologies are the “strength of an employee’s belief that work effort should depend on treatment by the organization” (Eisenberger et al., 1986). In essence, exchange ideology is how the employee expects to be treated at work, which likely has a salient effect on employee perception. There are

currently two exchange ideologies in the literature, economic and social exchange.

Economic exchanges are based on quid pro quo relationships and low levels of trust. More specifically, economic exchanges are short-term (Song, Tsui, & Law, 2009), and based on well-defined obligations, with an emphasis on equivalence, whereby each party must repay an obligation in a quid pro quo manner in a relatively short period of time (Song et al., 2009). Low levels of trust and low relationship investment (Shore, Tetrick, Lynch, & Barksdale, 2006; Shore, Bommer, Rao, & Seo, 2009) have been associated with a narrowing of job roles to encompass only required performance (Kamdar & Van Dyne, 2007).

Social exchanges feature a socio-emotional emphasis involving a high level of trust between employees and the organization (Shore et al. 2006; Song et al., 2009). As the quality of the relationship increases, employees tend to focus on the mutual interest of the organization and themselves (Uhl-Bien and Maslyn, 2003). Thus, social exchanges are characterized as long-term relationships that have lasting duration and increased investment where the employee expects the exchanges and interactions to continue for an extended period of as time (Chiaburu, Diaz, & Pitts, 2011).

Based on ASA theory, we expected that Leadership behaviors will cause employees to either be attracted and retained by organization whose leadership style aligns with their exchange ideology, or leave should it not. For example, employees who prefer being directed by supervisors with transactional

reward/punishment systems are likely to be attracted to organization that have supervisors that do so. Additionally, based on social information processing theory, we also expected leader behaviors to provide environmental cues for appropriate behaviors that will eventually alter employee exchange ideology. For example, employees might pay attention to the reward systems their leader has in place and, as a result, change their behavior and attitudes about their relationship with their supervisor and/or organization.

Combining the two theories, we expected employees to be attracted to organization that already have leadership that aligns with their exchange ideology or develop an alternate exchange ideology because of their leaders' behavioral cues (e.g., reward systems). Thus, we expected leadership behaviors to predict employee exchange ideology. Specifically, we expected authentic leaders to have employees who have a social exchange ideology since authentic leaders build trusting relationships with their employees (Jensen & Luthans, 2006; Walumbia et al., 2008), which is what employees with Social exchange ideologies prefer and expect (Shore et al. 2006; Song et al., 2009).

Hypothesis 4: Leader behaviors will predict Exchange ideology.

Hypothesis 4a: There will be a positive linear relationship between authentic leadership and social exchange ideology. Authentic leadership will predict higher employee social exchange ideology.

Furthermore, we expected Directive leaders to have employees who have Economic exchange ideologies since Directive leaders are more transactional in their approach and exhibit low levels of trust (Pearce & Sims, 2002) which is exemplary of what employees with Economic exchanges prefer and expect (Kamdar & Van Dyne, 2007; Shore et al., 2006; Shore et al, 2009; Song et al., 2009).

Hypothesis 4b: There will be a positive linear relationship between Directive leadership and Economic exchange ideology. Directive leadership will predict higher employee Economic exchange ideology.

Social information processing theory and ASA may also explain a potential relationship between HWP and the Exchange ideology of employees. According to Social information processing theory individuals are likely to change their attitudes based on environmental cues (Salancik & Pfeffer, 1978). Drawing from ASA theory, individuals are attracted to organization that are similar to them and select out of organization they do not align with (Schneider et al., 1995). In the context of an organization, policies are an environmental cue. Specifically, Healthy workplace policies are cues that an employee will examine and use to determine their attraction and compatibility with an organization (ASA) and may eventually change their attitudes towards work as a result of these types of policies either being in place or being absent (Social information processing

theory). For example, an organization with a policy that promotes developmental mentorship might transition the attitudes of employees who once thought that the relationship between employee and supervisor was supposed to be transactional (Economic exchange ideology) into having attitudes that relationships between employee and supervisor should be strong, trusting, and developmental (Social exchange ideology).

As research indicates that Exchange ideology is malleable (Chiaburu, Diaz, & Pitts, 2011), and given the above two theories paired along with the characteristics of Social exchange ideology, we expected that organization that employ Healthy workplace policies will have more employees with Social exchange ideologies, either because they will be attracted to and remain with the organization (ASA) or their attitudes will be change based on the policies set in place (Social information processing theory).

Hypothesis 5: Healthy workplace policies will predict Employee Exchange ideology.

Hypothesis 5a: Healthy workplace policies will have a positive linear relationship with employee Social exchange ideology. We expected organization with high HWP will have employees with higher Social exchange ideology.

Additionally, we expected that organization that lack HWP will have employees with strong Economic exchange ideology because they are more likely to be accepting of the lack of HWP and thus choose not to leave the organization (ASA), or change their attitudes based on the environment created by the lack of HWP (Social information processing theory).

Hypothesis 5b: Healthy workplace policies will have a negative linear relationship with employee Economic exchange ideology. We expected organization with low HWP will have employees who report higher Economic exchange ideology.

Since we expected employees with a Social exchange ideology to predominantly reside in organization high in HWP and relate these practices to organization that are Employee oriented, we then expected employees with a Social exchange ideology to be related to Employee orientation Perception. Although we expected employees with a Social exchange ideology to also perceive their organization as Employee oriented (positive relationship) based on the case just made, it may be the case that the relationship is negative. A possible reason for Social exchange ideology having a negative relationship with Employee orientation perception, and thus a stronger positive relationship with production orientation, is that perhaps those with Social exchange ideologies build a normative commitment to work in which they feel obligated to meet the

expectations of a Production oriented organization. For example, an employee with a Social exchange ideology may feel obligated to meet the demanding production and performance expectations set to them. Thus, it could be possible that those with Social exchange ideologies may still perceive their organization as Production oriented given this type of relationship.

Additionally, since we expected employees with an Economic exchange ideology to reside in organization with a lack of HWP, which we posit equates an organization to being Production oriented, we then expected employees with stronger Economic exchange ideologies will be related to Production orientation perception. Although we expected employees with stronger Economic exchange ideologies will be more likely to perceive their organization as Production oriented (positive relationship), it may be the case that the relationship is negative. A possible reason for Economic exchange ideology having a negative relationship with Production orientation perception (and thus a stronger relationship with Employee orientation) is the possibility of a relationship developing from high quality LMX relationships in high quality teams. Over time, it may be likely that economic and transactional relationships foster team efficacy and trust, whereby higher performers develop high quality LMX relationships with their supervisors and become part of the ingroup. This type of employee-leader relationship may start off and even continue to be economic and transactional in nature, but over time the interpersonal relationships flourish as work becomes easier and more mechanically transactional, whereby this high quality LMX

relationship may be reflected in the organization being perceived as Employee oriented given the theory of organizational embodiment (Eisenberger, 2014).

Based on the research and theoretical work that has been laid out, we had reason to expect a relationship between Exchange ideology and Organizational orientation (employee or production). Due to the need to examine this relationship in our proposed model, we propose the following.

Proposition 2: Exchange ideology will be related to employee perceptions of organization orientation (employee or production focused).

Proposition 2a: Social exchange ideology will be related to employee perceptions of organization orientation (employee or production focused).

Past research serves as the basis to propose a relationship between Social exchange ideology behaviors and Employee Organizational orientation, and given the plausibility of arguments above, we had reason to expect that Social exchange ideology would be related to perceptions of the organization as being Employee oriented. As mentioned, we conclude based on past research that relationship is possible. And given the discussion above, we lean towards a directional prediction.

Proposition 2b: Economic exchange ideology will be related to employee perceptions of organization orientation (Employee or Production focused).

Past research serves as the basis to propose a relationship between Economic exchange ideology and Production Organizational orientation, and given the plausibility of arguments above, we had reason to expected that Economic exchange ideology will relate to perceptions of the organization as being Production oriented. As mentioned, we conclude based on past research that relationship is possible. And given the discussion above, we lean towards a directional prediction.

### Summary

In summary, we expected HWP to be predictive of employee's perception of their organization being either employee orientated (high HWP) or production oriented (low HWP). Furthermore, based on ASA and social information processing theories we expected both organizational policies and leaders to attract and/or cultivate their employees exchange ideologies, with high HWP organization with authentic leaders attracting/cultivating social exchange ideologies while low HWP organization with directive leaders attracting/cultivating economic exchange ideologies. Lastly, we expected employees who reported their organization to be Employee oriented to have higher overall psychological safety and less Intent to quit than those who report their organization to be more production oriented, while production oriented Organization are expected to have higher performance. For the full proposed model, see figure 1.

## CHAPTER TWO

### METHODS

#### Participants

There were a total of N = 320 valid participants in the sample with a total of N = 401 participants recruited for the study, drawn from both SONA University students, LinkedIn, and word of mouth. Both employed (N = 248) and unemployed (N = 134) participants were surveyed to be able to analyze the samples separately to account for any impact layoffs may have had during the pandemic. Intent to quit items were different between employed and unemployed participants, whereby unemployed participants were asked to think about their intent to quit retrospectively. Unemployed participants must have been employed at least once, where 20% stated they were unemployed for at least a year or more and only 5% of unemployed participants indicating it was due to layoffs. Employed participants indicated they had been with their current organization for 1-5 years (30.4%), less than a year (18.2%), 5-10 years 7.5%, 10+ years (5.5%). Both employed and unemployed participants indicated that their job level is/was entry level (47.6%), mid-level (33.2%), senior level (11%), and executive level (2.7%). Participant ethnicities were as follows: White 40.4%, Hispanic/Latino 41.9%, Black or African American 5.5%, Native American 1%, Asian/Pacific Islander 3.2%, Other 3.2%, Unidentified 4.7%. There were N = 77 (19.2%) Males and N = 305 Females (76.1%) who participated in this study. Over 93% of

participants graduated high school or more. Most participants stated they had enough to get by or more growing up (78%). Participants were at least 18 years or older. Participation was completely voluntary.

## Materials

### Leadership Behaviors

Items for Authentic leadership were drawn from the 8-item sample ALQ on a 5-point Likert scale ranging from strongly disagree = 1 to strongly agree = 5, (Walumbwa, Avolio, Gardner, Wernsing & Peterson, 2008). Appendix A.

Items for Directive leadership were drawn from the four-item scale of Hwang et al. (2015). Sample items are as follows: “Conveys clear expectations for assignment,” and “Clarifies roles and responsibilities with team members.” The items were measured using a 5-point Likert scale ranging from “strongly disagree” to “strongly agree,”. Appendix B.

### Exchange Ideology

Although the full 17 item scale was utilized to measure Social and Exchange ideologies of employees, only the ones with the highest factor loadings were used as developed and used by Shore et al. (2006). For social exchange ( $\alpha = .82$ ) was measured with four items with an example item being “I don’t mind working hard today – I know I will be eventually rewarded by the organization.” Appendix C.

Three items were used to assess Economic exchanges, an example item being “my relationship with the organization is strictly economic one – I work and they pay me.” Appendix D.

#### Employee Perception of Organizational Orientation

Items from Janz and Prasarnphanich (2003) were utilized to measure Employee orientation. The scale was originally designed to reflect the managers’ values and beliefs about rewards and about providing a warm and supportive environment. These were modified to reflect the organization rather than the leader. All 10 items were measured but only items 1, 2, and 4 will be analyzed from the “Organizational Climate: Warmth” scale and only items 1, 2, 4, and 5 were analyzed for the “Organizational Climate: Support” scale. The scale was a 7-point Likert scale (strongly agree = 7; strongly disagree = 1). Appendix E.

Items for production orientation were drawn from Greenbaum et al.’s (2012) 4-item BLM scale ( $\alpha = .86$ ) since production oriented organization have bottom line mentalities. The items were modified to reflect respondent’s opinions of their organization rather than their supervisor’s opinion of themselves, and was measured on a 7-point Likert scale (strongly agree = 7; strongly disagree = 1). Appendix F.

A five-item measure was created to assess the validity of the Organizational Support, Warmth, and Bottom-line mentality Scales. The measure asks participants to rate the extent to which they agree from 0 (Strongly

Disagree) to 100 (Strongly Agree). An example item being “My organization is employee focused.” Appendix G.

#### Healthy Workplace Policies

Since no current HWP scale exists to the knowledge of this researcher, a measurement was created which asked participants to indicate their level of agreement that their organization utilizes HWP on each of the 5 dimensions (Work/life balance, employee growth and development, employee involvement, employee recognition, and employee health and safety) on a 100-point sliding bar where 0 = Strongly Disagree and 100 = Strongly Agree. Additionally, participants were asked to list the HWP their organization has in place which provided qualitative examples of each dimension to be used in further studies. Appendix H.

#### Psychological Safety

A 6- item Psychological safety scale from Edmonson (1999) was adapted in reference to the organization to measure Psychological safety. The items were measured on a 5-point Likert scale (e.g., “If you make a mistake on this team, it is often held against you; reverse-coded item). Appendix I.

#### Intent to Quit and Performance

Intent to quit and Performance measurements was measured on a 5- point Likert scale (strongly agree = 5; strongly disagree = 1) to ask about job performance and job Intent to quit. For unemployed participants, items were

modified to past tense. A CFA analysis was conducted to examine the reliability of the items. Appendix J.

### Controls

The Servant Leadership scale drawn from Barbuto and Wheeler (2006) was modified by replacing “this person” with “my supervisor,” and used as a control variable when measuring the authenticity of a leader. Positive and negative affectivity was measured to account for possible factors that may affect employee perception of their leader and Organizational orientation (Watson, Clark, & Tellegen, 1988). LMX was also measured as a possible factor that explains employee perception of Organizational orientation, whereby the 7-item recommended scale was utilized (Graen & Uhl-Bien, 1995). Lastly, some items about COVID 19 were drafted to help account for some of the effects the pandemic may have had on employee perceptions about their organization’s orientation. Items about the pandemic included a question asking participants about their perception of their organization’s orientation given their organization’s response to the pandemic and an open text response asking them to explain their choice in order to assess how much the pandemic may have impacted perceptions of organizational orientation. Appendix K.

### Procedure

The survey that was created on Qualtrics was distributed on SONA at CSUSB, social media, and MTURK. Data was downloaded from Qualtrics and cleaned on SPSS. Descriptives, T-tests for Employed and Unemployed

Participants, Cronbach's alpha reliabilities, and CFA Analysis were all conducted on SPSS v.26. Separate Intent to quit items for employed and unemployed participants were collected to address each participant's turnover intent more accurately, whereby skip logic was used in Qualtrics so that participants would see the items relevant to their employment status. Data from both sets of participants was then combined into aggregate intent to quit data, which was used in the path-way analysis of our model. Additionally, data from the employed and unemployed samples was analyzed separately to denote possible skewness of the model. Lisrel was used to run the path-way analysis of the final model.

#### Data and Analysis

Lisrel was utilized to conduct a SEM path analysis of the hypothesized model. When measuring propositions 1 and 2, zero order correlations were examined and followed by 2 tailed regressions to determine a predictive relationship between leadership behaviors and employee perception of organizational orientation (proposition 1) and exchange ideology and employee perception of organizational orientation (proposition 2). Data from the employed and unemployed samples was analyzed separately to denote possible skewness effects on the model. Furthermore, CFA analysis for the developed HWP, Intent to quit, and the five-item Organizational orientation scale were conducted for the purposes of formative scale validation and convergent validity purposes.

## CHAPTER THREE

### RESULTS

#### Data Screening

To address possible control for skewness and outliers when addressing assumptions of normality, scores were standardized to normalize each variable. Additionally, path-way analysis was utilized to address assumptions of multicollinearity and independence.

#### Analyses Overview

Descriptive statistics run for each variable included means, standard deviations, and skewness, as shown in table 1. Zero Order correlations were conducted between all variables to gage the relationship between variables and help to establish convergent validity of some scales, see table 2. Cronbach's alpha item correlations were utilized to establish scale reliabilities, whereby all scales were found to be reliable at  $p < .05$  and the  $\alpha \geq .70$  criteria except for the performance scale, see table 2. Confirmatory factor analyses were conducted on the healthy workplace practice, intent to quit aggregate, and organizational orientation scales to establish scale validities, see table 4. Sentiment analysis was conducted on HWP and COVID 19 responses to receive qualitative support for HWP quantitative outcomes, and gain understanding of the potential impact the pandemic may have had on the study. Several Path-Way Analyses were conducted in Lisrel to investigate proposed hypotheses. The model with only

LMX as a control was found to be the best fit as there was a lack of variable suppression in this model and models with more controls lacked substantive differences for results.

Table 1. Descriptive Statistics

<i>Variable</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Std. Error</i>	<i>Z Skew</i>	<i>Z Std Error</i>
HWP	61.24	26.90	-0.44	0.13	-0.44	0.13
Employee Orientation	4.47	1.06	-0.39	0.14	-0.03	0.14
Production Orientation	4.06	1.57	-0.03	0.14	-0.39	0.14
Psych Safety	3.33	0.90	-0.21	0.14	-0.03	0.14
Employed Intent Quit	2.85	1.35	0.08	0.16	-0.21	0.14
Unemployed Intent Quit	3.13	1.29	-0.27	0.25	0.08	0.16
Intent to Quit Aggregate	2.93	1.34	-0.03	0.14	-0.27	0.25
Performance	3.82	0.84	-0.11	0.14	-0.11	0.14
Economic Exchange	2.93	1.03	0.07	0.14	0.07	0.14
Social Exchange	3.34	1.03	-0.47	0.14	-0.47	0.14
Directive Leadership	3.92	1.00	-0.97	0.14	-0.97	0.14
Authentic Leadership	3.51	0.94	-0.33	0.14	-0.33	0.14
LMX	3.28	0.98	-0.25	0.14	-0.25	0.14

Note: This table display's the Means, Standard Deviations (SD), Skewness, and SE , Z Skewness and Z SE for each variable.

Table 2. Correlations Matrix

	1	2	3	4	5	6	7	8	9	10	11
HWP	0.9*										
Organizational Orientation	.705**	0.72*									
Employee Orientation	.642**	.784**	0.75*								
Production Orientation	-.414**	-.696**	.646**	0.88*							
Psych Safety	.583**	.758**	.752**	.672**	0.81*						
Intent to Quit Aggregate	-.414**	-.561**	.485**	.501**	.515**	0.84*					
Performance	0.092	0.036	0.054	-0.024	.114*	-0.034	0.61*				
Economic Exchange	-.376**	-.569**	.470**	.585**	.535**	.557**	-0.009	0.71*			
Social Exchange	.546**	.700**	.740**	.507**	.650**	-.481**	0.034	-.454**	0.88*		
Directive Leadership	.482**	.537**	.594**	.394**	.572**	-.366**	0.095	-.272**	.592**	0.94*	
Authentic Leadership	.581**	.648**	.702**	.506**	.654**	-.443**	0.056	-.335**	.656**	.701**	0.92*

Note: This table represents the zero order correlations between variables, where the \*\* indicates significance at  $p < .01$ . The diagonals represent Cronbach's alpha reliabilities of each scale, where\* denotes significance at the  $p < .05$  level and the  $\alpha \geq .70$  criteria.

## Hypotheses

SEM path analysis with maximum likelihood estimation procedures were used to investigate the relationship between the likely antecedents (authentic/directive leadership, exchange ideology, and healthy workplace practices) and outcomes (performance, intent to quit, and psychological safety) of employee and production oriented organization. The computational model had more adequate fit compared to the Independence model, and thus was used in the reporting of this analysis,  $\chi^2 (2) = 84.26, p < .05$ ; Independence  $\chi^2 (55) = 2109.75, p > .05$ , RMSEA = .36, NFI = .96, CFI = .96, RMR = .04, Standardized RMR = .04. There was a total of N = 320 participants when using complete cases. SPSS v. 27 and Liseral were used to run the analysis. See figure 2 for the full computational model. For results with employed participants only, see appendix L.

Hypothesis 1 was partially supported. Healthy workplace practices significantly predicted organizational orientation perception. As predicted, there was a significant positive direct relationship between HWP and employee oriented organization (H1A); ( $\beta = .21, SE = .07, Wald Z = 4.98, p < .05$ ). However, there was a non-significant relationship between HWP and production oriented organization (H1B); ( $\beta = -.016, SE = .06, Wald Z = -.29, p > .05$ ). Thus, H1A was supported while H2B was not supported. However, HWP had a significant total effect and indirect effect on Employee oriented organization (H1A); (Total  $\beta = .64, SE = .04, Wald Z = 15.27, p < .05$ ; Indirect  $\beta = .42, SE = .04, Wald Z = 10.62, p$

< .05) and Production oriented Organization (Total  $\beta = -.41$ ,  $SE=.05$ , Wald  $Z= -8.14$ ,  $p < .05$ ; Indirect  $\beta = -.40$ ,  $SE=.05$ , Wald  $Z= -8.22$ ,  $p < .05$ ) which indicates signs of mediation through LMX.

Hypothesis 2 was partially supported. Production orientation did not significantly predict performance (H2A); ( $\beta = .013$ ,  $SE=.08$ , Wald  $Z= .16$ ,  $p > .05$ ) but did significantly predict intent to quit (H2B), ( $\beta = .13$ ,  $SE=.06$ , Wald  $Z= 2.07$ ,  $p < .05$ ). Furthermore, Employee orientation did not significantly predict performance (H2A); ( $\beta = -.003$ ,  $SE=.11$ , Wald  $Z= -.03$ ,  $p > .05$ ) nor did it significantly predict intent to quit (H2B), ( $\beta = .02$ ,  $SE=.06$ , Wald  $Z= .201$ ,  $p > .05$ ). Thus, H2A was not supported since neither Production or Employee oriented organization had a significant relationship to performance, while H2B was supported since as predicted Production oriented Organization had a significantly higher positive relationship to Intent to quit than Employee oriented Organization.

Hypothesis 3 was supported. Organizational orientation significantly predicted psychological safety whereby there was a significant positive direct relationship between Employee orientation and Psychological safety (H3A); ( $\beta = .27$ ,  $SE=.06$ , Wald  $Z= 4.49$ ,  $p < .05$ ). There was also a significant negative direct relationship between production orientation and psychological safety (H3B), ( $\beta = -.24$ ,  $SE=.05$ , Wald  $Z= -.517$ ,  $p < .05$ ). Thus hypothesis 3 was supported.

Proposition 1 was supported. Leader Behaviors were significantly related to employee perceptions of Organizational orientation. Specifically, (P1A) there was a significant positive relationship between authentic leadership and

employee orientation (Zero Order  $R = .70$ ,  $p < .05$ ) and a significant negative relationship with production orientation (Zero Order  $R = -.50$ ,  $p < .05$ ).

Additionally, directive leadership had a significant positive relationship with employee orientation (P1B), (Zero Order  $R = .59$ ,  $p < .05$ ) and a significant negative relationship with production orientation; (Zero Order  $R = -.39$ ,  $p < .05$ ).

Additional SEM path analysis revealed that Authentic leadership significantly positively predicted Employee orientation ( $\beta = .24$ ,  $SE = .05$ , Wald  $Z = 5.10$ ,  $p < .05$ ) and negatively predicted Production orientation ( $\beta = -.24$ ,  $SE = .06$ , Wald  $Z = -3.90$ ,  $p < .05$ ). Directive leadership did not significantly predict Employee orientation ( $\beta = .06$ ,  $SE = .04$ , Wald  $Z = 1.46$ ,  $p > .05$ ) or Production orientation ( $\beta < 0.00$ ,  $SE = .05$ , Wald  $Z = .005$ ,  $p > .05$ ).

Hypothesis 4 was partially confirmed. Leader behaviors significantly predicted exchange ideology. Specifically, there was a significant positive predictive relationship between authentic leadership and social exchange ideology (H4A); ( $\beta = .27$ ,  $SE = .06$ , Wald  $Z = 4.91$ ,  $p < .05$ ). Since this is higher compared to the significant predictive relationship between directive leadership and social exchange ideology ( $\beta = .18$ ,  $SE = .05$ , Wald  $Z = 3.72$ ,  $p < .05$ ), hypothesis 4A is supported. Additionally, there was a nonsignificant positive predictive relationship between directive leadership and economic exchange ideology, (H4B); ( $\beta = .02$ ,  $SE = .06$ , Wald  $Z = .325$ ,  $p > .05$ ) and a nonsignificant negative predictive relationship between authentic leadership and economic

exchange ( $\beta = -.04$ ,  $SE=.07$ ,  $Wald Z= -.58$ ,  $p > .05$ ), thus not supporting hypothesis 4B.

Hypothesis 5 was supported. HWP significantly predicted exchange ideology. Specifically, there was a significant positive predictive relationship between HWP and Social exchange ideology (H5A); ( $\beta = .15$ ,  $SE=.05$ ,  $Wald Z= 2.85$ ,  $p < .05$ ) and a significant negative predictive relationship between HWP and Economic exchange ideology (H5B), ( $\beta = -.18$ ,  $SE=.07$ ,  $Wald Z= -2.71$ ,  $p < .05$ ). Additionally, HWP had significant total and indirect effects on both social exchange ideology (Total  $\beta = .55$ ,  $SE=.05$ ,  $Wald Z= 11.88$ ,  $p < .05$ ; Indirect  $\beta = .40$ ,  $SE=.04$ ,  $Wald Z= 9.44$ ,  $p < .05$ ) and economic exchange ideology (Total  $\beta = -.38$ ,  $SE=.05$ ,  $Wald Z= -7.26$ ,  $p < .05$ ; Indirect  $\beta = -.20$ ,  $SE=.05$ ,  $Wald Z= -4.21$ ,  $p < .05$ ) which indicates possible mediation through LMX.

Proposition 2 was supported. There was a significant relationship between exchange ideology and organizational orientation (employee and production). Specifically, there was a significant positive relationship between Social exchange ideology and employee orientation (P2A); (Zero Order  $R = .74$ ,  $p < .05$ ) and a significant positive relationship between economic exchange ideology and production oriented organization (P2B); (Zero Order  $R = .59$ ,  $p < .05$ ), thus supporting Proposition 2. Additionally, there was also a significant negative relationship between Social exchange ideology and Production oriented organization (Zero Order  $R = -.51$ ,  $p < .05$ ) and a significant negative relationship between economic exchange ideology and Employee orientation (Zero Order  $R =$

-0.47,  $p < .05$ ). Follow up SEM analysis revealed that social exchange ideology had a significant positive predictive direct relationship with Employee orientation ( $\beta = .35$ ,  $SE=.05$ , Wald  $Z = 7.45$ ,  $p < .05$ ) and a nonsignificant negative relationship with production orientation ( $\beta = -.10$ ,  $SE=.06$ , Wald  $Z= -1.70$ ,  $p > .05$ ). Economic exchange ideology had a significant negative predictive relationship with employee orientation ( $\beta = -.12$ ,  $SE=.04$ , Wald  $Z= -3.17$ ,  $p < .05$ ) and a significant positive predictive relationship with production orientation ( $\beta = .42$ ,  $SE=.05$ , Wald  $Z= 8.86$ ,  $p < .05$ ).

### Confirmatory Factor Analysis

#### Intent to Quit

Confirmatory factor analysis revealed that the Intent to quit Aggregate Scale created from the three items were part of a single factor solution with an Eigenvalue = 2.28, which explained 76.13% of the variance. All Item loadings were above the  $\lambda = .6$  standard: "I am/was actively looking for another job,"  $\lambda = .89$ ; "I will/was going to probably look for a new job during the next year,"  $\lambda = .78$ ; "I would/would have loved to quit this job,"  $\lambda = .74$ . See Table 3.

#### Healthy Workplace Practices

Confirmatory factor analysis revealed that the developed HWP Scale created from the five items were part of a single factor solution with an Eigenvalue = 3.64, which explained 72.78% of the variance. All Item loadings were above the  $\lambda = .6$  standard: "My organization has policies in place the promote with work/life balance,"  $\lambda = .78$ ; "My organization has policies in place

that show they care about health and safety,"  $\lambda = .80$ ; "My organization has policies that make an effort to recognize its employees,"  $\lambda = .91$ ; "My organization offers opportunities for growth and development,"  $\lambda = .81$ ; "My organization involves employees in the decision-making process,"  $\lambda = .77$ . See Table 3.

#### Organizational Orientation Validity Scale

The Organizational orientation Scale developed with five items was created to establish convergent validity with both the Employee orientation scale and the Production orientation Scale used in this study, whereby Zero Order correlations support convergent validity: (Employee orientation) *Zero Order R* =  $.78, p < .05$ , (Production orientation) *Zero Order R* =  $-.70, p < .05$ . The Organizational orientation Scale was also found to be reliable at the  $\alpha \geq .70$  criteria:  $\alpha = .72, p > .05$ . Confirmatory factor analysis revealed that this developed Organizational orientation Scale created from the five items were part of a two-factor solution with factor one having an Eigenvalue = 3.02 which explained 60.32% of the variance and factor 2 having an Eigenvalue = 1.10 which explained 21.93% of the variance. Item loadings from the first factor were above the  $\lambda = .6$  standard: "My organization is employee focused,"  $\lambda = .82$ ; "My organization cares about me,"  $\lambda = .99$ ; "My organization values me,"  $\lambda = .98$ . Item loadings from the second factor were above the  $\lambda = .3$  adequate standard: "My organization is production focused,"  $\lambda = .40$ ; "My organization does not care about me,"  $\lambda = .47$ . See Table 3.

Table 3. Confirmatory Factor Analysis

<i>Scale</i>	<i>Items</i>	<i>Lambda</i>	<i>Eigenvalue</i>	<i>Variance</i>		
Intent to quit Aggregate	1. I am/was actively looking for another job.	0.89*	2.28	76.13%		
	2. I will/was going to probably look for a new job during the next year.	0.78*				
	3. I would/ would have loved to quit this job.	0.74*				
HWP	1. My organization has policies in place the promote with work/life balance.	0.78*	3.64	72.78%		
	2. My organization has policies in place that show they care about health and safety.	0.8*				
	3. My organization has policies that make an effort to recognize its employees.	0.91*				
	4. My organization offers opportunities for growth and development.	0.81*				
	5. My organization involves employees in the decision-making process.	0.77*				
Org Orientation Validity Scale	1. My organization is employee focused.	0.82*	3.02	60.32%		
	2. My organization cares about me.	0.99*				
	3. My organization values me.	0.98*				
	4. My organization is production focused. ®	0.3**			1.1	21.93%
	5. My organization does not care about me. ®	0.4**				

Note: This table displays Confirmatory Factor Analysis for the Intent to quit, Healthy workplace practices, and Organizational orientation Validity Scale. Displayed is each item with its corresponding Lambda, Eigenvalue, and explained Variance. The \* denotes a significant Lambda at the  $\lambda = .6$  standard. The \*\* denotes an adequate Lambda at the  $\lambda = .3$  standard.

## Sentiment Analysis

Sentiment analysis of HWP free response items were conducted by coding 20 random participant responses from each item.

For work life balance policies and practices (item HWP1), 75% of responses were flexibility in schedule which includes flextime, shift trades, and schedule building. The other 25% of response included PTO, sick leave, holidays, and emergency time off. For employee growth and development policies (HWP2), training opportunities made up 70% of responses, with the other 30% being promotions, mentorships, and internship opportunities. For recognition policies (HWP3), 70% of responses involved employee merit awards and nominations such as employee of the month/year or gift cards. the other 30% contained newsletter recognition, bonuses, and increased hours. For health and safety policies (HWP4), with 50% of response being some form of periodic safety and health trainings, 20% of responses being one time or annual training, 20% or responses being related to COVID 19 testing and planning, and the remaining 10% being some form of wellness checks and recommendations. For employee involvement policies (HWP5), where 65% of responses included some form of staff meeting or voting systems, while the other 35% included: choosing a supervisor, promotion requests, online employee forums, and forced participation.

Sentiment Analysis for the COVID 19 items were conducted by coding 20 random responses for both those who responded that their Organization was Production oriented and those who responded Employee oriented.

For participants who responded that their organization response was Production oriented in response to COVID 19, 60% stated it was because they only cared about the production and money, 20% responded that the organization did not care about employee health, 15% responded that their organization was even more customer and client focused (e.g., students), and the remaining 5% of responses were miscellaneous (e.g., hours cut, care about reputation only). For participants who responded that their organization response was Employee oriented in response to COVID 19, 45% responded that their wellbeing and health is considered, 15% responded that they were allowed to work from home, 15% responded that their organization followed COVID 19 protocols, 10% responded that their organization focuses on getting work done, 10% responded that they focus on the customer, and 15% were miscellaneous responses (eg., caregiving provided).

## CHAPTER FOUR

### DISCUSSION

This study investigated the impact of Leadership behaviors, employee Exchange ideology, and Healthy workplace practices on Organizational orientation Perception (Production/Employee focus), and the subsequent impact of Organizational orientation on Performance, Psychological safety, and Intent to quit. All hypotheses were either fully or partially supported, indicating strong support for the proposed model and the theories that support them. In other words, findings suggest that this model can be utilized by organization in shaping policies, recruitment, selection, and training practices of both leadership and employees based on the desired Organizational orientation (Employee/Production) and subsequent organizational benefits (Performance, Psychological safety, and Turnover Intentions) aligns with their goals.

Hypothesis 1 predicted that HWP would positively predict Employee orientation (H1A) and negatively predict Production orientation (H2B). This was partially supported since HWP did positively predict Employee orientation but did not significantly negatively predict Production orientation. However, further mediation analysis of the relationship between HWP and Production orientation revealed that LMX was a likely mediator, since when accounted for in the model the total and indirect effects between HWP and Production orientation was significant. This finding provides support for the negative relationship between HWP and Production orientation and should be

noted by organization that the more HWP implemented by an organization, the less the organization is perceived as Production oriented by its employees.

Propositions 1 predicted a strong association between Authentic (P1A) and Directive (P1B) Leadership behaviors with Organizational orientation (Employee/Production), whereby support was found for both P1A and P1B. Further SEM analysis revealed that Authentic leadership had a significant positive linear relationship with Employee orientation and a significant negative relationship with Production orientation, likely because the supportive and warm behaviors of Authentic leaders (Illies et al., 2005) increase employee perceptions of their organization being Employee oriented, and decrease their perceptions that their organization is Production oriented due to Organizational Embodiment Theory (Eisenberger, 2014). However, further SEM analysis revealed that Directive leadership did not have a significant predictive relationship with either Employee or Production orientation. These findings could perhaps because every leader is expected to have directive qualities to some degree and thus do not present themselves as characteristic of either Organization Orientation.

Proposition 2 predicted a strong association between Social (P2A) and Economic (P2B) Exchange ideology and Organizational orientation, whereby support was found for both relationships. Further SEM analysis revealed that Social exchange ideology had a significant positive linear relationship with Employee orientation but not with Production orientation. This finding is in line with the case made that employees with Social exchange ideologies will choose

to reside in organization high in HWP based on ASA and Social information processing theory and will thus perceive their organization as more Employee oriented. Analysis also revealed that Economic exchange ideology had a significant negative predictive relationship with Employee orientation and a positive predictive relationship with Production orientation. This finding is in line with the case made that employee with Economic exchange ideologies will choose to reside in organization with a lack of HWP based on ASA and Social information processing theory, and will thus perceive their organization as more Production oriented.

Hypotheses 4 and 5 predicted that Leadership behaviors (Authentic H4A; Directive H4B) and HWP (H5A and H5B) will have an impact Employee Exchange ideologies (Social and Economic). Hypothesis 4A was supported, where it was predicted that Authentic leaders will have more employees with Social exchange ideologies due to ASA and Social information processing theory. However, Hypothesis 4B was not supported, where it was predicted that Directive leaders would have more Economic exchange Employee's. Perhaps this is due to Directive leadership behaviors being expected among all types of employees, and thus it is not one of the ASA or Social information processing theory factors considered amongst employees when choosing to enter and remain within an organization. Hypothesis 5A and B were both supported, meaning that Healthy workplace practices and Policies have an impact on employee Exchange ideology. Specifically, that organization with more HWP will

have more Social exchange ideology Employees and less Economic exchange ideology Employees due to ASA and Social information processing theory.

Moving now to findings regarding the impact Organizational orientation has on organizational outcomes, most of the hypotheses were supported. As predicted, Production oriented organization increased turnover intentions due to the Bottom-line mentality of these organization that results in negative employee treatment (H2B), (Greenbaum et al., 2012; Mandis, 2013; Mawritz et al., 2017; Mesdaghinia et al., 2019; Rawat, & Nadavulakere, 2019; Sims & Brinkman, 2002; Raven et al., 1998; Yukl & Falbe, 1991). However, Production orientation did not positively impact performance as predicted (H2A), (Babalola et al, 2017; Greenbaum et al, 2012). This likely is more of an indication of the flaws in the Performance scale used, which had lower than acceptable reliability ( $\alpha = .61$ ). Alternatively, it is possible that the Bottom-line mentality utilized by Production oriented Organization produces a negative environment and psychological toll on employees great enough to mitigate any positive impact to performance (Greenbaum et al., 2012; Mandis 2013; Mawritz et al. 2017; Mesdaghinia, Rawat, & Nadavulakere, 2019; Sims & Brinkman 2002), creating a net loss to performance. This explanation is supported by the results of the subsequent hypothesis, whereby Psychological safety was negatively impacted by Production orientation (H3B), while it was positively impacted by Employee orientation (H3A). Support for this hypothesis shows that organization who orient their organization around employees (Baker et al., 2006; Janz & Prasarnphanich,

2003; Lings & Greenley, 2005; Litwin & Stringer, 1968), such as by increasing HWP (Sauter et al., 1996; Grawitch et al., 2006), will increase the likelihood of increasing the psychological safety of their Employees. On the other hand, organization that orient themselves around production and utilize a Bottom-line mentality will hinder Psychological safety of their employees by creating a toxic climate less conducive to Psychological safety, a variable which has been shown to positively impact task performance (Frazier et al., 2017).

## Practical and Theoretical Implications

### Practical Implications

Overall support for this model has several theoretical and practical implications. First, practical scales for HWP and organizational orientation were developed to investigate hypotheses in this study, thereby providing a foundation for both use and refinement for those who seek to measure these variables.

Next, it provides a model as to what types of leaders, employees, and policies impact employee perceptions of their organization orientation (employee of production focus). Results from the model suggests that most organization should consider orienting their organization by focusing on employees. In other words, organization should strive towards an Employee oriented model where they hire and cultivate Authentic leaders, recruit and select employees with a Social exchange ideology, and implement more Healthy workplace policies and practices in order to maximize desired organizational outcomes like Psychological safety and decreased turnover intentions.

Additionally, sentiment analysis provides examples of the kinds of policies characterize HWP, which in turn are characteristic of Employee oriented Organization. Examples for each of the five dimensions of HWP given by employee respondents include: increased work schedule flexibility (work-life balance), increased training opportunities (employee growth and development), merit-based awards and ceremonies (employee recognition) periodic health and safety training (Health and Safety), and staff meetings or voting systems (employee involvement). Results from this investigation point out that the older production oriented model that utilizes a bottom-line mentality is seemingly more antiquated, less refined, and less humane than its employee oriented counterpart in achieving positive organizational outcomes in a modern society. Hopefully, the current evidence persuades organization to proactively investigate and implement healthy workplace practices and policies into their own organization as they work towards becoming more Employee oriented and humanistic in their approach to handling issues pertaining to employees.

### Theoretical Implications

One theoretical implication is that ASA (Shnieder et al., 1995), Social information processing (SIP) theory (Salancik & Pfeffer, 1978), and organizational embodiment (OE) theory (Eisenberger, 2014) provide sound explanations for the impact variables had on each other. Specifically, that Healthy workplace policies and Authentic leadership behaviors with attract, retain (ASA), and cultivate (SIP) employees with Social exchange ideologies to their

organization. Furthermore, Organizational Embodiment Theory helps to explain the positive relationship between Authentic leadership and Employee orientation in that employees with a leader that invested time and cultivated a relationship with them were felt by extension that their organization also cared about them as well.

Furthermore, lack of support for hypotheses regarding Directive leadership may highlight that this leadership behavior is a subset of other leadership behaviors and characteristics that employees have come to expect from all leadership styles, and thus is not a critical enough variable to have substantial direct impacts on Economic exchange ideology or Production orientation as initially predicted.

Additionally, the incorporation of LMX into the model allowed for the significance of the impact of HWP on Production orientation Perceptions to be showcased more effectively. This is noteworthy because it further exemplifies the importance of LMX in organizational models and the further refinement needed to incorporate it effectively into the current model of this study.

This study also contributes preliminarily to increased knowledge about the potential long-term benefits of being an Employee oriented organization. Findings regarding Healthy workplace practices showcase that employees perceived their organization as more Employee oriented the more HWP is implemented. They also indicated that the more Employee oriented an Organization is perceived to be, the more Psychologically Safe and employee feels in that environment and

the less likely they intend to leave that organization. Taken together, it is theoretically sound to justify that implementing more HWP into your organization cultivates a more humane environment in which employees feel taken care of, feel more comfortable at their organization, and are thus less likely to leave. This helps to underscore earlier guiding research presumptions given in the introduction that denote our theory that Employee oriented Organization will last longer since they retain talented employees through implementing employee focused policies (HWP) as well as the recruitment and cultivation of the Authentic leaders and Social exchange employees. Given the potential positives of being Employee oriented, organization with power and prestige that employ these policies can inspire other's organization follow suit in implementing HWP, cultivating both Authentic leaders and Social exchange ideologies in their employees to improve the workplace and society on a broader scale.

Current findings also indicate that production oriented organization perceptions did not positively predict performance as hypothesized. If this finding is not tied to the previously mentioned reliability issues pertaining to our performance scale, it could indicate that Production oriented Organization do not have a competitive advantage compared to Employee oriented Organization due to performance as previously theorized. As previously noted, this could indicate that employee oriented organization have the overall edge compared to the antiquated model of production oriented organization. Thus, organization

currently utilizing a production oriented model should consider shifting to a more Employee focused model.

Overall, findings contribute to the larger body of research that aims to develop and refine organizational models that increase positive organizational outcomes through the exploration of the impact of leadership (leadership behaviors), employee characteristics (exchange ideology), and organizational culture (HWP) have on employee perceptions of their organization (Employee or Production oriented). Furthermore, the impact these perceptions have on important outcomes such as Intent to quit and Psychological safety was explored, whereby Psychological safety was a particularly important outcome given the relative novelty of research on this variable and increasing organizational interest on the impact it has to other important organizational outcomes. Evidence further suggests theoretical support that Employee oriented Organization do likely have a competitive advantage over Production oriented Organization in longevity given the outcomes measured (Intent to quit and Psychological safety), while there was no theoretical support for the notion that Production oriented Organization have an advantage in performance. Hence, there is more support towards organization adopting more Employee oriented approach.

#### Directions for Future Research

There are several directions for future research as a result of this investigation. First, future research should incorporate additional leadership

styles and attitudes to the model, such as transformational, transactional, servant leadership, theory x and theory y leadership attitudes. The addition of more leadership styles into the model would help to increase the accuracy of the fit model and help to increase the understanding of how leadership affects employee perceptions of their organization.

Additionally, future research should look to incorporate LMX into the model to investigate the predictive power it has in employee perceptions of their organization and compare it to the predictive power HWP has on employee perceptions. This would help to clarify the role HWP has in predicting employee perceptions and drive new questions regarding the impact of HWP on organization.

As mentioned previously, future studies should also seek to develop and validate scales pertaining to Employee orientation and the HWP framework to help increase the power and validity of the model. Future longitudinal studies should also be conducted to be able to gather turnover data and even examine the model fit for specific industries. Furthermore, it is highly recommended that this study be replicated once the pandemic is over, as results may be different in a non-pandemic economy.

Finally, future research should delve more in depth about organizational outcomes that would seek to answer the guiding research question for this investigation, are Employee oriented organization more suited to lasting longer than Production oriented Organization while Productions Oriented Organization

are best suited towards high performance? Variables to be investigated include turnover, actual performance data from organization (rather than self-report) and comparing longevity data of Production and Employee oriented Organization. Such investigations would require much more time and resources and are beyond the scope of this current investigation.

### Limitations

As with most psychological research, the data collected was self-report data. This method presents well known limitations to this study, namely the subjectiveness of the method rises questions of accuracy. As such, it is important to note that this study is no exception to the limitations of self-report methods in psychological research, and should be read and understood with this limitation in mind.

Another limitation of this study is the conflation of organizational leadership literature with supervisors. Much of the research cited in this paper regarding leadership references organizational leadership (Executives), and although it has practical and inferential application to supervisors, they are not the intended group to which the literature referred to. Thus, it must be noted that the current deficiencies in the leadership literature presents a limitation to this study as organizational leadership literature and measures were utilized to hypothesize and measure supervisory behaviors.

Given the size and scope of this study, we were unable to obtain turnover data longitudinally to analyze if Employee oriented organization have an

advantage in longevity over their Production oriented counterparts. As such, this study measured Intent to quit (turnover intent) data as a the most logical substitute for turnover data.

It must be noted that some scales used have yet to be refined or are unreliable. The performance scale used did not meet the  $\alpha \geq .70$  criteria, which likely explains why hypotheses regarding this variable were not supported. Furthermore, Employee orientation literature and methods are still being refined and largely conflated with concepts of organizational climate. The relative novelty of Employee orientation research has limited our measurements to that of Organizational Warmth and Support scales that were originally intended to capture organizational climate. Although the Organizational orientation Scale created did show some support for convergent validity for the Employee orientation Scale used in this investigation, much more research must be done to refine an actual Employee orientation scale. Thus, the measures used in this study must be noted as a possible limitation of the study and its subsequent outcomes.

Analysis between employed and unemployed participants were also conducted to gauge the possible impact layoffs may have had on the model. It must be noted that preliminary t-test analysis did find significant differences between employee and unemployed participants. However, further analysis of a path-way model with employed participants only (see appendix L) showcases strong similarities to the model analyzed for this study where both employed and

unemployed participants are analyzed together. Differences that were of note in the employed only model were the pathway between production orientation and intent to quit was non-significant. Thus, it is seemingly safe to conclude that the model that aggregates both employed and unemployed participants is similar to a model with employed participants only, and thus employment may did not have a significant impact on results.

Lastly, this study was conducted during the COVID 19 pandemic. Although sentiment analysis was conducted to understand the effects this may have had on the study, it must be noted that this is a possible confound for the results of our investigation.

### Conclusion

The driving questions behind this study was to understand what makes both Production and Employee oriented organization competitive and able to survive in today's global marketplace. As such, a model that included the antecedents and outcomes of both Employee and Production oriented Organization was investigated. Support for the overall model was found, with results indicating favorable outcomes regarding decreased turnover intent and increased Psychological safety for Employee oriented Organization who employ Authentic leaders, have employees with Social exchange ideologies, and implement Healthy workplace practices and Policies. Although much there is more research and model refinement to be done, this model provides a solid

foundation for which to explore and improve the effectiveness of organization in a more ethical and humane society.

APPENDIX A  
AUTHENTIC LEADERSHIP

Please indicate the extent to which your immediate or most recent supervisor behaves in the following ways.

1. Seeks feedback to improve interactions with others.
2. Accurately describes how others view his or her capabilities.
3. Says exactly what he or she means.
4. Is willing to admit mistakes when they are made.
5. Demonstrates beliefs that are consistent with actions.
6. Makes decisions based on his/her core beliefs.
7. Solicits views that challenge his or her deeply held positions.
8. Listens carefully to different points of view before coming to conclusions.

(Walmbwa, Aviolo, Gardner, Wernsing & Peterson, 2008).

APPENDIX B  
DIRECTIVE LEADERSHIP

Please indicate the extent to which your immediate or most recent supervisor behaves in the following ways.

1. Conveys clear expectations for assignment
2. Clarifies roles and responsibilities with team members
3. Provides clear direction and defines priorities for the team
4. Identifies specific action steps and accountabilities

(Hwang et al., 2015).

APPENDIX C  
SOCIAL EXCHANGE IDEOLOGY

Please indicate the degree to which you agree with the following statements as a current or former employee.

1. My organization has made a significant investment in me.
2. The things I do on the job today will benefit my standing in this organization in the long run.
3. There is a lot of give and take in my relationship with my organization.
4. I worry that all my efforts on behalf of my organization will never be rewarded
5. I don't mind working hard today - I know I will eventually be rewarded by my organization.
6. My relationship with my organization is based on mutual trust.
7. I can try to look out for the best interest of the organization because I can rely on my organization to take care of me.
8. Even though I may not always receive the recognition I deserve from my organization, I know my efforts will be rewarded in the future.

(Shore et al. 2006).

APPENDIX D  
ECONOMIC EXCHANGE IDEOLOGY

Please indicate the degree to which you agree with the following statements as a current or former employee.

1. My relationship with my organization is strictly an economic one - I work and they pay me.
2. I do not care what my organization does for me in the long run, only what it does right now.
3. My efforts are equal to the amount of pay and benefits I receive.
4. I only want to do more for my organization when I see that they will do more for me.
5. I watch very carefully what I get from my organization, relative to what I contribute.
6. All I really expect from my organization is that I be paid for my work effort.
7. The most accurate way to describe my work situation is to say that I give a fair day's work for a fair day's pay.
8. My relationship with my organization is impersonal - I have little emotional involvement at work.
9. I do what my organization requires, simply because they pay me.

(Shore et al. 2006).

APPENDIX E  
EMPLOYEE ORIENTATION

## **WARMTH**

Please indicate the degree to which you agree with the following statements about your organization.

1. A friendly atmosphere prevails among people in this organization.
2. It is very hard to get to know people in this organization.
3. This organization is characterized by a relaxed, easy-going working climate.
4. There is a lot of warmth in the relationships between management and workers in this organization.
5. If you are paying attention, please select Agree.\*
6. People in this organization tend to be cool and aloof toward each other.

\* Attention check item

## **SUPPORT**

Please indicate the degree to which you agree with the following statements about your organization.

1. The philosophy of our management emphasizes the human factor, how people feel, etc.
2. Management makes an effort to talk with you about your career aspirations within the organization.
3. When I am on a difficult assignment I can usually count on getting assistance from my boss and coworkers.
4. People in this organization don't really trust each other enough.

5. You don't get much sympathy from higher-ups in this organization if you make a mistake.

(Janz & Prasarnphanich 2003)

APPENDIX F  
PRODUCTION ORIENTATION;  
BOTTOM LINE MENTALITY SCALE

Please indicate the degree to which you agree with the following statements about your organization.

1. My organization is solely concerned with meeting the bottom line.
2. My organization only cares about the business.
3. My organization treats the bottom line as more important than anything else.
4. My organization cares more about profits than employee wellbeing.

(Greenbaum et al., 2012)

APPENDIX G  
ORGANIZATIONAL ORIENTATION VALIDITY SCALE

Please indicate the degree to which you agree with the following statements about your organization

1. My organization is employee focused.
2. My organization cares about me.
3. My organization values me.
4. My organization is production focused. ®
5. My organization does not care about me. ®

® indicates reverse coded items

(Developed by author)

APPENDIX H  
HEALTHY WORKPLACE POLICIES

Please indicate the extent to which you agree with the following statements about your organization policies and practices.

1. My organization has policies in place the promote with work/life balance.
2. My organization has policies in place that show they care about health and safety.
3. My organization has policies that make an effort to recognize its employees.
4. My organization offers opportunities for growth and development.
5. My organization involves employees in the decision-making process.

Healthy Workplace Policy free response items

1. Please enter policies your current or most recent organization had concerning work/life balance. (Eg. Flextime)
2. Please enter policies your current or most recent organization had concerning employee growth and development. (Eg. Mentorship Program)
3. Please enter policies your current or most recent organization had concerning employee recognition. (Eg. Reward Ceremonies)
4. Please enter policies your current or most recent organization had concerning health and safety. (Eg. regular safety trainings)
5. Please enter policies your current or most recent organization had concerning employee involvement. (Eg. vote for manager)

(Developed by author)

APPENDIX I  
PSYCHOLOGICAL SAFETY

The following items pertain to your perceptions about your relationship with your ORGANIZATION. Please review each item and state to what extent you agree.

1. If you make a mistake in this organization, it is often held against you.
2. I am able to bring up problems and tough issues in my organization.
3. This organization sometimes rejects others for being different.
4. It is safe to take a risk in this organization.
5. It is difficult to ask my organization for help.
6. This organization would never deliberately act in a way that undermines my efforts.

(Edmonson, 1999)

APPENDIX J  
INTENT TO QUIT

Please indicate the degree to which you agree with the following statements about your current job.

1. I am actively looking for another job.
2. I will probably look for a new job during the next year.
3. I would love to quit this job.

\*Employed Version

Please indicate the degree to which you agreed with the following statements about YOUR MOST RECENT JOB.

1. I was actively looking for another job.
2. I was probably going to look for a new job during the next year.
3. I would have loved to quit that job.

\*Unemployed Version

### **PERFORMANCE**

Please indicate the degree to which you agree with the following statements about your current or most recent job.

1. I am performing well in my job.
2. I really need to improve my performance in my job.
3. I am not performing as well as others at my job.

(Developed by author)

APPENDIX K  
CONTROLS

## **COVID 19**

1. Given your current or recent organization response to the COVID 19 pandemic, would you label your organization as production or employee oriented?

2. Please explain your answer.

(Developed by author)

## **LMX**

1. Do you know where you stand with your leader... do you usually know how satisfied your leader is with what you do?

2. How well does your leader understand your job problems and needs?

3. How well does your leader recognize your potential?

4. Regardless of how much formal authority he/she has built into his/ her position, what are the chances that your leader would use his/ her power to help you solve problems in your work?

5. Again, regardless of the amount of formal authority your leader has, what are the chances that he/she would "bail you out," at his/ her expense?

6. I have enough confidence in my leader that I would defend and justify his/ her decision if he/she were not present to do so?

7. How would you characterize your working relationship with your leader?

(Graen & Uhl-Bien, 1995).

## **SERVANT LEADERSHIP**

Please indicate the degree to which you agree to the following about your immediate supervisor, or most recent supervisor if currently unemployed.

1. My Supervisor puts my best interests ahead of his/her own.
2. My Supervisor does everything he/she can to serve me.
3. My Supervisor sacrifices his/her own interests to meet my needs.
4. My Supervisor goes above and beyond the call of duty to meet my needs.
5. My Supervisor is one I would turn to if I had a personal trauma.
6. My Supervisor is good at helping me with my emotional issues.
7. My Supervisor is talented at helping me to heal emotionally.
8. My Supervisor is one that could help me mend my hard feelings.
9. My Supervisor seems alert to what's happening.
10. My Supervisor is good at anticipating the consequences of decisions.
11. My Supervisor has great awareness of what is going on.
12. My Supervisor seems in touch with what's happening.
13. My Supervisor seems to know what is going to happen.
14. My Supervisor offers compelling reasons to get me to do things.
15. My Supervisor encourages me to dream "big dreams" about the organization.
16. My Supervisor is very persuasive.
17. My Supervisor is good at convincing me to do things.
18. My Supervisor is gifted when it comes to persuading me.
19. My Supervisor believes that the organization needs to play a moral role in society.

20. My Supervisor believes that our organization needs to function as a community.

21. My Supervisor sees the organization for its potential to contribute to society.

22. My Supervisor encourages me to have a community spirit in the workplace.

23. My Supervisor is preparing the organization to make a positive difference in the future.

(Barbuto & Wheeler 2006)

### **POSITIVE AFFECTIVITY**

This scale consists of a number of words that describe different feelings and emotions. Read each item and indicate to what extent you generally felt this way in the last 6 months. Ranked from 1 (slightly not at all) to 5 (very much).

1. Interested
2. Excited
3. Strong
4. Enthusiastic
5. Proud
6. Alert
7. Inspired
8. Determined
9. Attentive
10. Active

### **NEGATIVE AFFECTIVITY**

This scale consists of a number of words that describe different feelings and emotions. Read each item and indicate to what extent you generally felt this way in the last 6 months. Ranked from 1 (slightly not at all) to 5 (very much).

1. Distressed
2. Upset
3. Guilty
4. Scared
5. Hostile
6. Irritable
7. Ashamed
8. Nervous
9. Jittery
10. Afraid

### **POSITIVE AFFECTIVITY SUPERVISOR**

Read each item and indicate to what extent YOUR SUPERVISOR/LEADER matches these feelings and emotions in the last 6 months. Please answer to the best of your knowledge. Ranked from 1 (slightly not at all) to 5 (very much).

1. Interested
2. Excited
3. Strong
4. Enthusiastic
5. Proud

6. Alert
7. Inspired
8. Determined
9. Attentive
10. Active

### **NEGATIVE AFFECTIVITY SUPERVISOR**

Read each item and indicate to what extent YOUR SUPERVISOR/LEADER matches these feelings and emotions in the last 6 months. Please answer to the best of your knowledge. Ranked from 1 (slightly not at all) to 5 (very much).

1. Distressed
2. Upset
3. Guilty
4. Scared
5. Hostile
6. Irritable
7. Ashamed
8. Nervous
9. Jittery
10. Afraid

(Watson, Clark, & Tellegen, 1988).

### **DEMOGRAPHICS**

1. Are you 18 years or older?
2. Please indicate your ethnicity.
3. Please indicate your sex.
4. What is your highest level of education?
5. How would you describe your family's financial situation when you were growing up (0-16 years old):
6. Are you currently employed?
7. How long have you NOT been employed?
8. Why are you currently unemployed?
9. How long have you worked at your current organization?
10. How long have you worked with your CURRENT supervisor?
11. Before unemployment, how long did you work with your MOST RECENT supervisor?
12. My job is (or was):

(Developed by author)

APPENDIX L  
EMPLOYED MODEL RESULTS

An additional Path-Way Analysis with maximum likelihood estimation procedures were used to investigate the relationship between the likely antecedents and outcomes of employee and production oriented organization for employed participants. Model fit for the model with employed participants only is as follows,  $\chi^2 (2) = 50.91, p < .05$ ; *Independence*  $\chi^2 (55) = 1495.20, p > .05$ , *RMSEA* = .33, *NFI* = .96, *CFI* = .96, *RMR* = .04, Standardized *RMR* = .04. There was a total of  $N = 229$  participants when using complete cases. SPSS v. 27 and Liseral were used to run the analysis. See figure 2 for the full computational model.

Hypothesis 1 was partially supported. Healthy workplace practices significantly predicted organizational orientation perception. As predicted, there was a significant positive direct relationship between HWP and employee oriented organization (H1A); ( $\beta = .18, SE = .05, Wald Z = 3.58, p < .05$ ). However, there was a non-significant relationship between HWP and production oriented organization (H1B; ( $\beta = -.03, SE = .06, Wald Z = -.45, p > .05$ ). Thus, H1A was supported while H2B was not supported. However, HWP had a significant total effect and indirect effect on employee oriented organization (H1A); (*Total*  $\beta = .61, SE = .05, Wald Z = 11.78, p < .05$ ; *Indirect*  $\beta = .43, SE = .05, Wald Z = 8.94, p < .05$ ) and Production oriented Organization (*Total*  $\beta = -.43, SE = .06, Wald Z = -7.15, p < .05$ ; *Indirect*  $\beta = -.40, SE = .05, Wald Z = -7.40, p < .05$ ) which indicates signs of mediation through LMX.

Hypothesis 2 was not supported. Production orientation did not significantly predict performance (H2A); ( $\beta = .03$ ,  $SE=.10$ ,  $Wald Z= -.35$ ,  $p > .05$ ) nor did it significantly predict intent to quit (H2B), ( $\beta = .13$ ,  $SE=.06$ ,  $Wald Z= 1.96$ ,  $p < .05$ ). Furthermore, Employee orientation did not significantly predict performance (H2A); ( $\beta = -.05$ ,  $SE=.12$ ,  $Wald Z= .42$ ,  $p > .05$ ) nor did it significantly predict intent to quit (H2B), ( $\beta = .07$ ,  $SE=.09$ ,  $Wald Z= .856$ ,  $p > .05$ ). Thus, hypothesis 2 was not supported for the model with employed participants since neither Production or Employee oriented organization had a significant relationship to performance or intent to quit.

Hypothesis 3 was supported. Organizational orientation significantly predicted psychological safety whereby there was a significant positive predictive relationship between employee orientation and psychological safety (H3A); ( $\beta = .22$ ,  $SE=.07$ ,  $Wald Z= 3.14$ ,  $p < .05$ ). There was also a significant negative direct relationship between production orientation and psychological safety (H3B), ( $\beta = -.27$ ,  $SE=.06$ ,  $Wald Z= -7.84$ ,  $p < .05$ ). Thus hypothesis 3 was supported.

Proposition 1 was supported. Leader Behaviors were significantly related to employee perceptions of Organizational orientation. Specifically, (P1A) there was a significant positive relationship between authentic leadership and employee orientation (*Zero Order R* = .71,  $p < .05$ ) and a significant negative relationship with production orientation (*Zero Order R* = -.52,  $p < .05$ ). Additionally, directive leadership had a significant positive relationship with employee orientation (P1B), (*Zero Order R* = .56,  $p < .05$ ) and a significant

negative relationship with production orientation; (*Zero Order R* =  $-.42$ ,  $p < .05$ ). Additional SEM path analysis revealed that authentic leadership significantly positively predicted employee orientation ( $\beta = .25$ ,  $SE = .06$ ,  $Wald Z = 4.32$ ,  $p < .05$ ) and negatively predicted production orientation ( $\beta = -.17$ ,  $SE = .08$ ,  $Wald Z = -2.25$ ,  $p < .05$ ). Directive leadership did not significantly predict employee orientation ( $\beta = .09$ ,  $SE = .05$ ,  $Wald Z = 1.94$ ,  $p > .05$ ) or production orientation ( $\beta = 0.08$ ,  $SE = .06$ ,  $Wald Z = -1.36$ ,  $p > .05$ ).

Hypothesis 4 was partially confirmed. Leader behaviors significantly predicted exchange ideology. Specifically, there was a significant positive predictive relationship between authentic leadership and social exchange ideology (H4A); ( $\beta = .36$ ,  $SE = .07$ ,  $Wald Z = 5.41$ ,  $p < .05$ ). Since this is higher compared to the significant predictive relationship between directive leadership and social exchange ideology ( $\beta = .12$ ,  $SE = .06$ ,  $Wald Z = 2.16$ ,  $p < .05$ ), hypothesis 4A is supported. Additionally, there was a nonsignificant positive predictive relationship between directive leadership and economic exchange ideology, (H4B); ( $\beta = -.005$ ,  $SE = .07$ ,  $Wald Z = .08$ ,  $p > .05$ ) and a nonsignificant negative predictive relationship between authentic leadership and economic exchange ( $\beta = -.04$ ,  $SE = .08$ ,  $Wald Z = -.47$ ,  $p > .05$ ), thus not supporting hypothesis 4B.

Hypothesis 5 was supported. HWP significantly predicted exchange ideology. Specifically, there was a significant positive predictive relationship between HWP and Social exchange ideology (H5A); ( $\beta = .15$ ,  $SE = .06$ ,  $Wald Z =$

2.55,  $p < .05$ ) and a significant negative predictive relationship between HWP and Economic exchange ideology (H5B), ( $\beta = -.23$ ,  $SE=.07$ ,  $Wald Z= -3.12$ ,  $p < .05$ ). Additionally, HWP had significant total and indirect effects on both social exchange ideology ( $Total \beta = .53$ ,  $SE=.06$ ,  $Wald Z= 9.5$ ,  $p < .05$ ;  $Indirect \beta = .38$ ,  $SE=.05$ ,  $Wald Z= 7.81$ ,  $p < .05$ ) and economic exchange ideology ( $Total \beta = -.43$ ,  $SE=.06$ ,  $Wald Z= -7.15$ ,  $p < .05$ ;  $Indirect \beta = -.20$ ,  $SE=.05$ ,  $Wald Z= -4.08$ ,  $p < .05$ ) which indicates possible mediation through LMX.

Proposition 2 was supported. There was a significant relationship between exchange ideology and organizational orientation (employee and production). Specifically, there was a significant positive relationship between social exchange ideology and employee orientation (P2A); ( $Zero Order R = .74$ ,  $p < .05$ ) and a significant positive relationship between economic exchange ideology and production oriented organization (P2B); ( $Zero Order R = .59$ ,  $p < .05$ ), thus supporting Proposition 2. Additionally, there was also a significant negative relationship between social exchange ideology and production oriented organization ( $Zero Order R = -.53$ ,  $p < .05$ ) and a significant negative relationship between economic exchange ideology and Employee orientation ( $Zero Order R = -.40$ ,  $p < .05$ ). Follow up SEM path analysis revealed that social exchange ideology had a significant positive predictive direct relationship with Employee orientation ( $\beta = .37$ ,  $SE=.06$ ,  $Wald Z = 6.5$ ,  $p < .05$ ) and a nonsignificant negative relationship with production orientation ( $\beta = -.12$ ,  $SE=.07$ ,  $Wald Z= -1.70$ ,  $p > .05$ ). Economic exchange ideology had a significant negative predictive

relationship with employee orientation ( $\beta = -.11$ ,  $SE=.05$ ,  $Wald Z= -2.41$ ,  $p < .05$ )  
and a significant positive relationship with production orientation ( $\beta = .40$ ,  
 $SE=.06$ ,  $Wald Z= 6.77$ ,  $p < .05$ ).

APPENDIX M  
IRB APPROVAL LETTER

11/9/2020

CoyoteMail Mail - IRB-FY2021-27 - Initial: Psych Reviewers: Expedited Review Approval Letter



Kaleb Garcia <004897980@coyote.csusb.edu>

## IRB-FY2021-27 - Initial: Psych Reviewers: Expedited Review Approval Letter

1 message

IRB@csusb.edu <IRB@csusb.edu>  
To: 004897980@coyote.csusb.edu, Ismael Diaz@csusb.edu

Fri, Nov 6, 2020 at 12:57 PM



November 6, 2020

CSUSB INSTITUTIONAL REVIEW BOARD  
Expedited Review  
IRB-FY2021-27  
Status: Approved

Ismael Diaz Kaleb Noel Garcia  
Department of CSBS - Psychology  
California State University, San Bernardino  
5500 University Parkway  
San Bernardino, California 92407

Dear Ismael Diaz Kaleb Noel Garcia:

Your application to use human subjects, titled "Antecedents and Outcomes of Employee Organizational Orientation Perception" has been reviewed and approved by the Institutional Review Board (IRB). The informed consent document you submitted is the official version for your study and cannot be changed without prior IRB approval. A change in your informed consent (no matter how minor the change) requires re-submission of your protocol as amended using the IRB Cayuse system protocol change form.

Your IRB proposal is approved. You are permitted to collect information from **[400]** participants for **[1.5 SONA credits]** from **[SONA]**. This approval is valid from **[11/6/2020]** to **[11/5/2021]**.

Your application is approved for one year from November 6, 2020 through --.

Please note the Cayuse IRB system will notify you when your protocol is up for renewal and ensure you file it before your protocol study end date.

Your responsibilities as the researcher/investigator reporting to the IRB Committee include the following 4 requirements as mandated by the Code of Federal Regulations 45 CFR 46 listed below. Please note that the protocol change form and renewal form are located on the IRB website under the forms menu. Failure to notify the IRB of the above may result in disciplinary action. You are required to keep copies of the informed consent forms and data for at least three years.

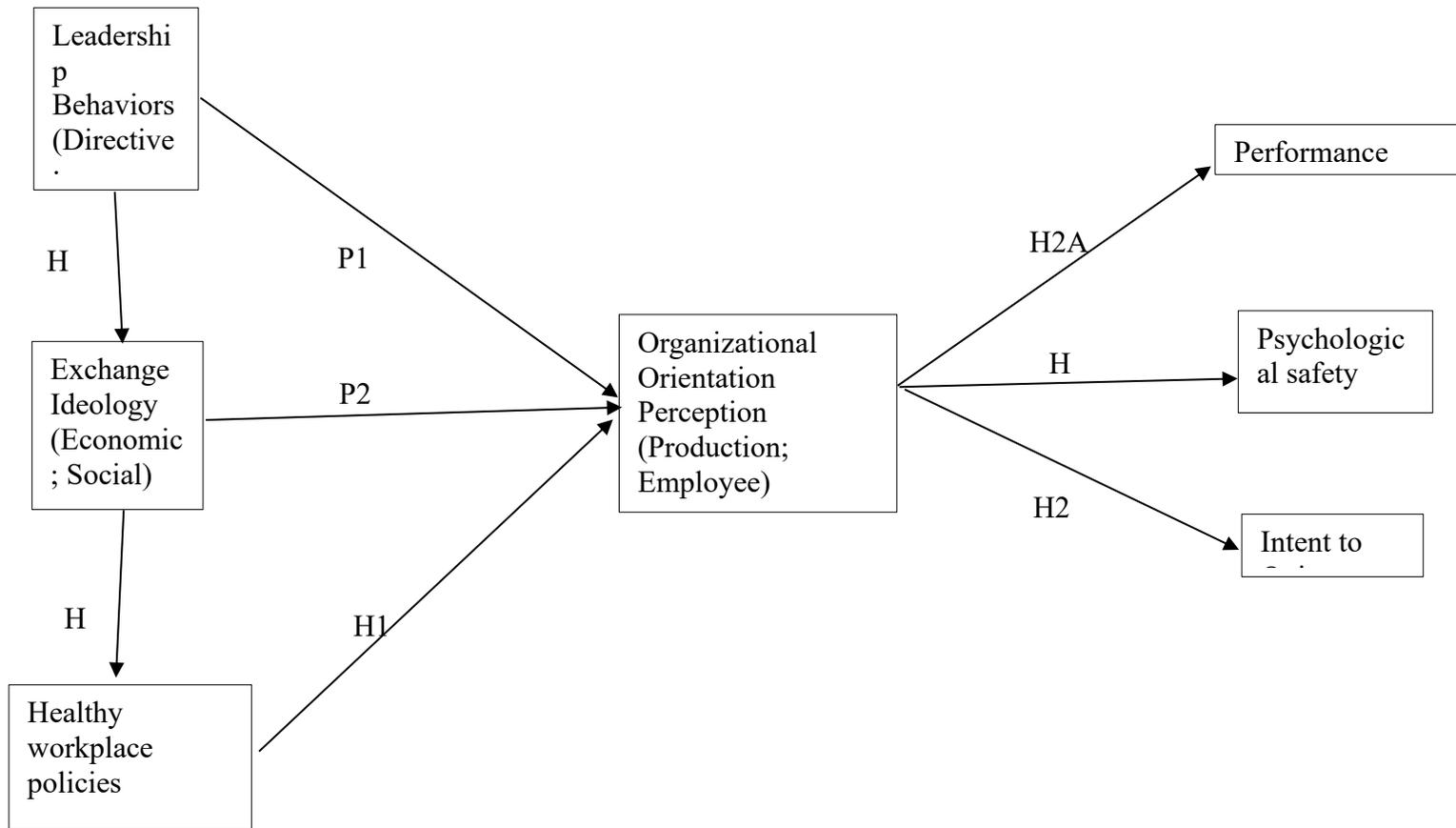
You are required to notify the IRB of the following by submitting the appropriate form (modification, unanticipated/adverse event, renewal, study closure) through the online Cayuse IRB Submission System.

- 1. If you need to make any changes/modifications to your protocol submit a modification form as the IRB must review all changes before implementing in your study to ensure the degree of risk has not changed.**
- 2. If any unanticipated adverse events are experienced by subjects during your research study or project.**
- 3. If your study has not been completed submit a renewal to the IRB.**
- 4. If you are no longer conducting the study or project submit a study closure.**

<https://mail.google.com/mail/u/2?ik=e0e09cd2c6&view=pt&search=all&permthid=thread-f%3A1682645997888242332&siml=msg-f%3A1682645997888242332> 1/2

APPENDIX N

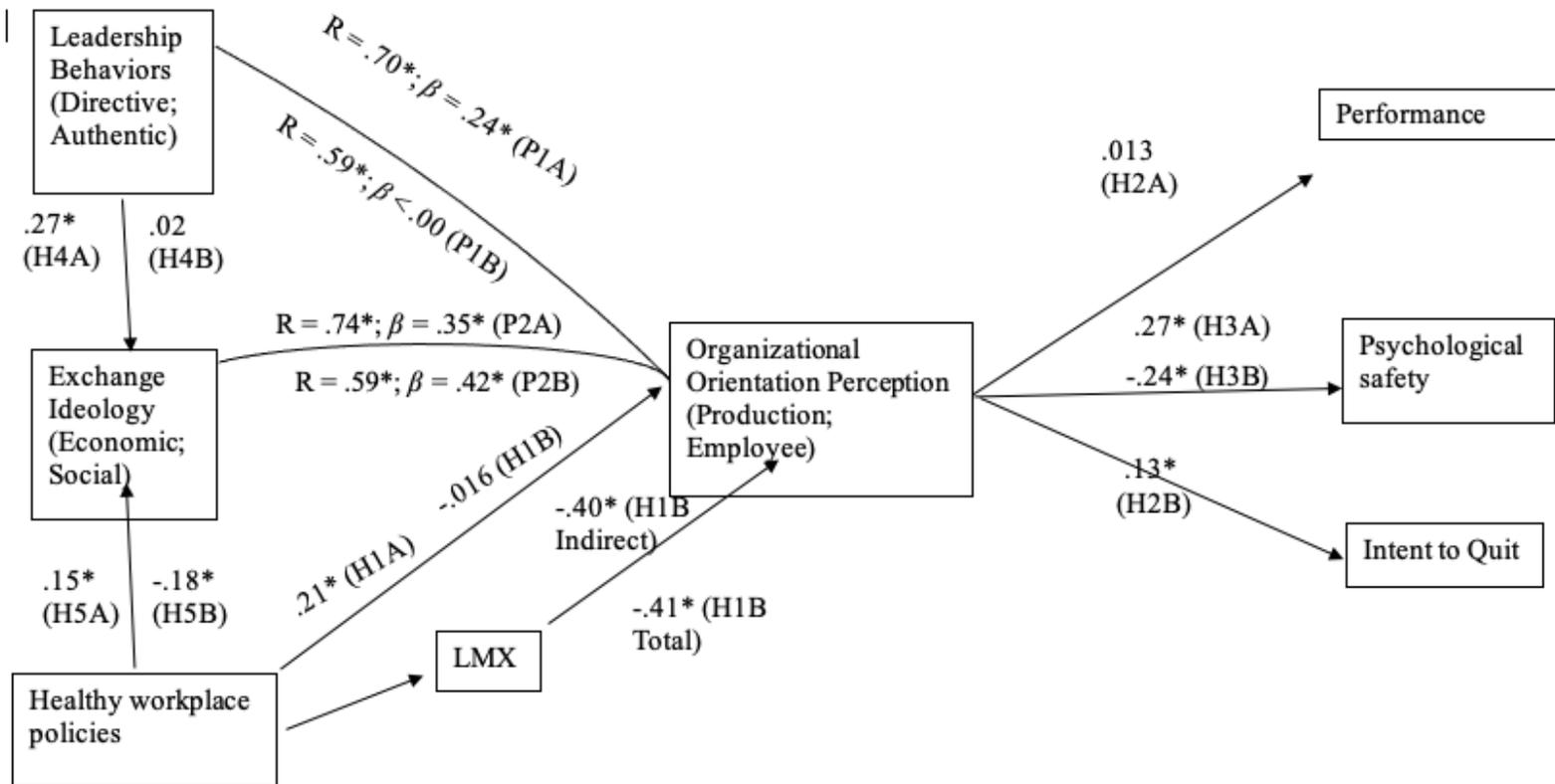
FIGURE 1



Caption: Proposed Conceptual

APPENDIX O

FIGURE 2



Caption: Finalized Computational Model. The following Model displays standardized beta coefficients and zero order correlations respectively.

\* Indicates significance at  $p < .05$

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