

The Influence of One's Social Network on Psychological Contract Formation

A dissertation submitted in partial fulfillment of the requirements for the degree of
Doctor of Philosophy at George Mason University

By

Kathryn L. Engel
Master of Arts
George Mason University, 2005

Bachelor of Science
University of Georgia, 2000

Director: Jose M. Cortina, Professor
Department of Psychology

Fall Semester 2008
George Mason University
Fairfax, VA

Copyright 2008 Kathryn L. Engel
All Rights Reserved

DEDICATION

This is dedicated to my Mother, Lynda Watson. My biggest fan and loudest cheerleader.

ACKNOWLEDGEMENTS

I would like to acknowledge my dissertation committee members: Jose Cortina, Lois Tetrick, and Mahesh Joshi for their thoughtful input and assistance. I would also like to acknowledge my Aunt Wans (aka Dr. Wanda Stitt-Gohdes) for her encouragement and support throughout graduate school. Finally, I thank my husband Josh for taking care of me so I could finish this dissertation.

TABLE OF CONTENTS

	Page
Abstract	vi
Introduction	1
Method.....	18
Results	28
Discussion	36
Appendix A: Supervisor Measures	44
Appendix B: Employee Measures	48
Appendix C: Tables	59
Appendix D: Figures	74
References	77

ABSTRACT

THE INFLUENCE OF ONE'S SOCIAL NETWORK ON PSYCHOLOGICAL CONTRACT FORMATION

Kathryn L. Engel, Ph.D.

George Mason University, 2008

Dissertation Director: Dr. Jose M. Cortina

Psychological contract (PC) breach is a common organizational occurrence and is associated with significant negative outcomes for organizations and employees. This study investigated the social network as a source of accurate information that may help new employees form PCs congruent with their organization. A sample of 129 new employee (i.e., with less than one year tenure) and supervisor pairs from diverse organizations participated in the study. Results suggest that congruence regarding organizational obligations is the aspect of PC congruence most influenced by social networks. Results also indicate that networks with large range and strong ties play a role in establishing congruent PCs. For especially new employees (i.e., those with tenure < 100 days): low status networks are most effective; large range and strong ties are not beneficial for establishing congruent PCs. Overall, results indicate that social networks play a role in developing congruent PCs among new employees.

1.Introduction

The psychological contract (PC) is defined as the subjective belief held by an individual regarding the terms and conditions of the exchange agreement between themselves and their employer (Rousseau, 1989). The majority of research to date has focused on the outcomes associated with PCs, focusing specifically on contract breach. PC breach is a common organizational occurrence (Robinson & Rousseau, 1994) and is associated with significant negative employee outcomes, including: decreased organizational citizenship behavior, organizational commitment, job satisfaction, job performance, trust, perceived organizational support, and perceived obligations to one's employer, as well as increased job stress, absenteeism, and withdrawal behaviors (Bunderson, 2001; Chen, Tsui, & Zhong 2008, Coyle-Shapiro & Kessler, 2000; Deery, Iverson, & Walsh, 2006, Gakovic & Tetrick, 2003; Hui, Lee, & Rousseau, 2004, Johnson & O'Leary-Kelly, 2003; Lester, Turnley, Bloodgood, & Bolino, 2002; Robinson, Kraatz, & Rousseau, 1994; Robinson & Rousseau, 1994; Robinson & Morrison, 1995; Zhao, Wayne, Glibkowski, & Bravo, 2007).

While most research has focused on employees' responses to PC breach, research has begun to recognize the organization's role in PCs (e.g., Chen, et al., 2008, Tekleab & Taylor, 2004) and how organizations (and organizational agents) may respond to employee breach. For example, Chen et al., (2008) found that employee breach was

negatively correlated with the amount of mentoring provided and the quality of leader-member exchange. Given the negative outcomes for both employees and organizations, it is important for employees and organizations to work toward minimizing perceptions of breach (Morrison & Robinson, 2004).

It has been suggested (Morrison & Robinson, 1997; Morrison & Robinson, 2004) that a primary cause of perceptions of PC breach is incongruence, i.e., the employee and employer have incongruent perceptions of obligations and expectations (Kotter, 1973). This current work proposes that one's social network can foster the development of a congruent PC. The evidence in support of this proposition is organized as follows. First, the nature of PC *incongruence* is described. Second, a social network's utility for producing a congruent PC is described. Third, the specific dimensions of the social network and how each contributes to the formation of a congruent PC are detailed.

Psychological Contract Incongruence

Morrison and Robinson (2004; 1997) have theorized that one of the primary causes of perceived PC breach is discrepancy between employee and employer perceptions of obligations and expectations. Morrison and Robinson refer to this as incongruence and identify three of its main sources. The first is variance in preliminary assumptions about what one's expectations and obligations *should* be. The second is sensemaking errors that result from the complexity and ambiguity of employment relationships. The third is insufficient amount and quality of communication.

Incongruence is more likely to occur when the PC's promises and expectations are implicit in nature (Robinson & Morrison, 2000). This is because implicit promises

and expectations are often ambiguous (Rousseau & McLean Parks, 1993). When faced with ambiguous information, employees and organizational agents rely on environmental cues and previous experiences to provide clarity (Griffin & Ross, 1991). When employee and organizational agents engage in these sensemaking activities independently, incongruence is likely to occur (Robinson & Morrison, 2000).

The distinction between implicit and explicit promises is not always clear (Rousseau, 1989; Rousseau & McLean Parks, 1993). However, PC researchers (e.g., De Cuyper & De Witte, 2006; Hui, et al., 2004; Lee, Tinsley, & Chen, 2000; Robinson, et al., 1994; Robinson & Morrison, 1995; Rousseau, 1990; Zhao, et al., 2007) have regularly categorized promises as transactional and relational. Transactional contracts address “specific, monetizable exchanges between parties over a finite and often brief period of time” (Robinson, et al., 1994, p. 139). Relational contracts address “open-ended, less specific agreements that establish and maintain a relationship” (Robinson, et al., 1994, p. 139). Transactional contracts are considered to be more explicit; while relational contracts are considered to be less tangible and more implicit (Zhao, et al., 2007) suggesting that the relational aspect of contracts may be especially prone to incongruence. The present study investigates both relational and transactional aspects of one’s PCs—as opposed to one’s overall PC—in an effort to determine if one’s social network influences one aspect more than another.

Researchers (Kotter, 1973; Robinson & Morrison, 2004; Robinson, 2000; Rousseau & Greller, 1994) have recommended several general strategies to minimize incongruence. These recommendations emphasize communication and information

acquisition and indirectly suggest an employee's social network plays an important role in the formation of a congruent PC.

The importance of communication and information acquisition in building PCs has been well established (Anderson & Ostroff, 1997; Baba, 1995; Fulk, 1993; Rentsch, 1990; Shore & Tetrick, 1994; Thomas & Anderson, 1998; Tsui & Wang, 2002). Missing from these previous papers is a discussion of the individuals *from whom* employees obtain information and the differential *nature* and *quality* of information from different individuals. The collective influence of these individuals (i.e., an employee's social network) on the congruence of transactional and relational components of one's PC has not been addressed. Furthermore, the characteristics of the social network that maximize congruence across one's PC are unknown.

Social Networks

A social network is a pattern of relationships among people (Brass, 1995) that creates spontaneous and emergent patterns of communication resulting from individual choices (Langan-Fox, 2001). The social network has two attributes that may drive its influence on PC congruence. First, the enduring nature of one's social network facilitates employee information gathering and sensemaking over the entire course of employment. Organizational sensemaking never stops (Ashmos & Huber, 1987; Katz & Kahn, 1966; Weick, 1995); therefore, in order for employees to gain a comprehensive understanding of the organization, they must utilize a socialization process that never stops.

Second, due to its dynamic nature, a social network is adaptable and can maintain its usefulness throughout an employee's tenure. Employees may add new network

members or overlook certain network members in order to access newly relevant information or to by-pass what may now be categorized as immaterial.

Processing Information from One's Social Network

Access to information is only part of the sensemaking process. Information must also be processed effectively. Several factors influence processing. First, with multiple organizational members providing information, it is likely that some information will be contradictory. New employees must have a method of reconciling opposing pieces of information. Second, new employees must consider the number of sources when deciding how to interpret a piece of information. Information received from multiple sources may be incorporated into an individual's belief system more quickly than information from a single source (Harkins & Petty, 1981). Finally, new employees must optimally weigh information from different sources (e.g., based on expertise and credibility [Brehmer & Hagafors, 1986; Brinbaum & Stegner, 1979; Birnbaum, Wong & Wong, 1976]) when making initial judgments about their organization.

Benefits of the Social Network

A social network is a pattern of relationships among people (Brass, 1995); spontaneous and emergent patterns of communication resulting from individual choices (Langan-Fox, 2001). Social networks have been linked to several organizationally-relevant outcomes: job attainment, job satisfaction, power, and promotions (Brass, 1984; Krackhardt & Brass, 1994; Burt, 1992).

The social network has also been linked to information acquisition. Social networks act as conduits of information (Burt, 1992), i.e., they facilitate the flow of

information. Access to contacts and the timing of interaction with contacts play essential roles in the gathering of information; social networks reduce demands on information gathering by providing access to the social capital of others. Social capital refers to social relationships that potentially provide benefits to individuals (Burt, 1992, 1997; Brass, 2000). By establishing a social network, an individual reduces the need to gather every piece of information him/herself. Therefore, the social network provides a great deal of information, without tremendous cost, because it provides the social capital of all its members.

However, access to this increased social capital is not entirely without cost; the opportunity costs of forming networks must also be considered. There are potential opportunity costs associated with the development and maintenance of strong ties. The time and attention required to form and maintain such ties can interfere with the opportunity to develop a larger number of ties (Gargiulo & Benassi, 1999; Granovetter, 1985). A second potential opportunity cost is that associated with social liabilities (Labianca & Brass, 1997). A social liability is the opposite of social capital and refers to the problems that can result from negative relationships, e.g., a contact may be a time drain, may engage in sabotage, or may intentionally provide false or misleading information.

Aspects of a Social Network

Relationships in a social network vary in strength, type, and quality (Krackhardt, 1999). These dimensions can be operationalized as tie strength, size, range, and status (Morrison, 2002). In this section, I focus on these dimensions, describe how each is

operationalized, and discuss how each contributes to the formation of a congruent psychological contract.

It is important to note that the *information provided* by each contact is the factor that influences PC congruence, i.e., the contact himself does not directly influence PC congruence. However, assessing the accuracy of information provided by each contact is outside the scope of this particular research effort. The mediating role of accurate information is not investigated in the current study which hypothesizes direct relationships between network characteristics and PC congruence. In the following sections, the effect of each network characteristic on congruence is described.

Each aspect of one's social network has strengths and weaknesses in its influence on PC congruence. A recurring trade-off emerges between the value in acquiring a large amount of information (from unique sources) and the time necessary to process that information. Research suggests that the benefits of multiple unique sources of information outweigh their costs (Burt 1992, Ostroff & Kozlowski, 1992; Morrison, 2000). In other words, it is important that employees be exposed to a wide range of information even if they cannot immediately process it. Nevertheless, the benefits of each aspect of the network are, to some degree, tempered by their costs.

Network Size. Perhaps the most basic aspect of a social network is size; network size describes the number of individuals with whom one is in contact in the organization (Burt, 1992). By interacting with a large number of organizational members, employees are exposed to a large amount of information (Erbe, 1977; Morrison, 2002). However, the literature describing network size is mixed, and a large network is not without its drawbacks. For example, employees with large social networks may experience

information-processing difficulties. Information overload can occur as employees must recall, evaluate, accept, reject, and integrate large amounts of information (Burt, 1992; Miller & Jablin, 1991; Jablin, 1987).

This disadvantage notwithstanding, large networks have several benefits. A large network increases the chances that an employee will receive necessary information early in the socialization process. Early access to information facilitates prompt evaluation of preliminary assumptions about the organization (Ross, Green, & House, 1997) which in turn allows the new employee to begin building realistic expectations (Morrison & Robinson, 1997; Wanous, 1992). Early access to information can quickly dispel unrealistic expectations and may help new employees avoid “reality shock” (Dugoni & Ilgen, 1981; Irving & Meyer, 1994). The fact that such information is received early is also valuable because employees may discount information as inaccurate if it is received later; i.e., employees may believe that if information were really important it would have emerged earlier (Weick, 1995).

Hypothesis One: Network size is positively related to PC congruence.

The degree to which a large network results in high-quality and up-to-date information is dependent on other aspects of the network. These boundary conditions are described in the upcoming sections.

Network Range. Network range refers to the diversity or heterogeneity of one’s social network (Campbell, Marsden, & Hurlbert, 1986). In the current study, network range was operationalized as the number of different organizational departments represented in one’s network. In order to disentangle network size and range, range was

adjusted by subtracting size from range. This adjusted range value was used in all analyses.

Information from a range of individuals across the organization facilitates the acquisition of organizational knowledge and sense making (Kammeyer-Mueller & Wanberg, 2003; Reichers, 1987; Thomas & Anderson, 1998) by collectively providing rich and comprehensive organizational information. A network with a large range (e.g., employees from different departments, different shifts) provides access to unique and incremental information from multiple sources and stakeholders within the organization and is predictive of organizational knowledge (Burt, 1992; Morrison, 2002). A large network range is beneficial because it provides a greater number of unique avenues through which information is received. This allows an employee to tap multiple areas of the organization and to collect a range of viewpoints on organizational issues. An employee with a social network of smaller range will be confined to more provincial news (Granovetter, 1982).

Hypothesis Two: Network range is positively related to PC congruence.

Tie Strength. A strong tie is one in which the employee and his/her contact meet often, have an enduring relationship, and a relatively high level of organizational intimacy (Granovetter, 1973).

Research on social contagion (Erickson, 1988) suggests that individuals are more likely to adopt the attitudes or beliefs of those with whom they regularly interact (Meyer, 1994). This suggests that close ties may be extremely influential in the formation of one's PC. Employees who meet often with a particular contact have the opportunity to establish trustworthiness and loyalty and may, therefore, be privy to richer and more

sensitive information (Hansen, 1999). These employees may be informed of smaller details or important organizational nuances not shared with others; such nuances can be important in establishing realistic expectations. Indeed, research supports the idea that strong ties are more likely than loose ties to result in shared information (Boorman, 1975; Brass, Buttefield, & Scaggs, 1998; Delany, 1980; Erbe, 1977).

Additionally, the transfer of accurate information occurs when there is no supplementation or omission and the information is decoded without bias (Higgins & Bargh, 1987). This is most likely to occur when individuals have a strong tie (Rousseau, 2001) because these individuals are familiar with each other's communication-based idiosyncrasies and because they engage in less censoring when relaying information. These two aspects of their communication make message decoding more automatic and less complex (Fiske, 1993). The strongest ties facilitate the most automatic social information processing (Fiske, 1993); that is, information from strong ties is more likely to be accepted automatically and incorporated quickly into one's schema of the employee-employer relationship.

Hypothesis Three: Tie strength is positively related to PC congruence.

Network Status. Network status refers to the degree to which an individual's contacts hold positions of power in the organization (Lin, 1982). A high-status network contributes to the development of a congruent psychological contract in several ways. However, the literature describing network status is mixed and a high-status network is not without its drawbacks. First, responses from organizational higher-ups may be subject to social desirability bias. These individuals may face pressure to present the organization in a positive light, even when that presentation is not completely accurate.

Unfortunately, this inaccurate information will be heavily weighted due to its source. Second, individuals of higher status are more likely to have been with the organization for longer periods of time. These organizational “old-timers” may be unable to provide accurate information to someone in a lower position, simply because they cannot fully remember the realities of employment at lower positions (Feldman, 1976; Moreland & Levine, 1982).

Even with these potential costs of a high-status network, there are significant benefits associated with high-status contacts. First, a high status contact may be able to provide information to which lower status contacts are not privy (Kram, 1985), e.g., information concerning the future direction of the organization and the expected contribution of a given employee in the future. Second, the information from a high-status contact may be especially accurate because high-status contacts have direct access to information and are sharing it first-hand. Third, such information may be perceived as accurate due to the high-status of the source and the trust associated with communication from high-status organizational members. Accurate information is especially useful because it decreases time required to interpret and evaluate; therefore, information from high-status contacts may be useful in quickly adjusting pre-existing assumptions about the organization. Fourth, high-status contacts likely have access to and provide information that is of more consequence (Murray, Rankin, & Magill, 1981).

Hypothesis Four: Network status is positively related to PC congruence.

Interactions

It is hypothesized that the complexity of a social network cannot be adequately represented by additive affects alone. Interactions among network characteristics also

influence the congruence of one's PC. First, tie strength is expected to moderate the network size-PC congruence relationship. In order to maximize the positive relationship between network size and PC congruence, ties in the network must also be strong. New employees may experience information overload when organizing and processing the large amount of information (Burt, 1992; Miller & Jablin, 1991; Jablin, 1987) provided by a large network. Strong network ties may mitigate this problem by providing information of consequence (Hansen, 1999) which is more helpful than the superficial information provided by weak ties. Furthermore, research (Boorman, 1975; Brass, Butterfield, & Scaggs, 1998; Delany, 1980; Erbe, 1977) indicates that strong ties provide more information than do weak ties suggesting that the wealth of information held by a large network is not "unlocked" until strong ties are formed. Finally, strong ties maximize the relationship between size and congruence by providing information that requires very little processing (Fiske, 1993) and is quickly incorporated into one's PC. This information may be used a guide for interpreting and filtering information from other contacts; i.e., these strong ties may help employees quickly identify relevant pieces of information and discard extraneous information.

Hypothesis Five: Tie strength moderates the relationship between size and PC congruence, such that as tie strength increases, the relationship between size and congruence becomes more positive.

Tie strength is also expected to moderate the relationship between network range and congruence. Large range networks provide many unique pieces of information that require significant information processing and may yield information processing errors. Therefore, the moderating role of strength in the size-congruence relationship is hypothesized for the range-congruence relationship as well.

Hypothesis Six: Tie strength moderates the relationship between range and PC congruence, such that as tie strength increases, the relationship between range and congruence becomes more positive.

Tie strength also moderates the network status-PC congruence relationship. In order to maximize the positive relationship between network status and PC congruence, ties to those high status contacts must also be strong. A high-status network provides accurate, up-to-date information that may not be available through public channels. Tie strength maximizes the effects of a high-status network in two ways. First, strong ties “unlock” the information held by high-status contacts (Boorman, 1975; Brass, Buttefield, & Scaggs, 1998; Delany, 1980; Erbe, 1977); i.e., a strong tie is more likely to obtain information from high-status contacts because of their frequent communication. Second, high status contacts are more likely to divulge the most relevant information (e.g., “insider” information) to a contact they feel is trustworthy (Miller & Jablin, 1991). An employee is able to establish this sense of trustworthiness through regular communications (Hanson, 1999), that is, by building a strong tie.

Hypothesis Seven: Tie strength moderates the relationship between status and PC congruence, such that as tie strength increases, the relationship between status and congruence becomes more positive.

Network status moderates the network size-PC congruence relationship. In order to maximize the positive relationship between network size and PC congruence, contacts in the network must also be of high status. High-status contacts provide up-to-date, accurate, and “insider” information (Kram, 1985; Murray, et al., 1981) not available from lower-status contacts. A large network which includes some high-status contacts will provide employees with beneficial information not available from a large network with

low-status contacts. Employees equipped with accurate or “insider” information from high-status ties could use it to evaluate the accuracy of other information provided by their network and to quickly identify and discard inaccurate information. This filtering will allow employees to make the most efficient use of their large networks. Size alone may yield a congruent PC; however, when combined with information from high status contacts, the relationship between size and congruence is strengthened.

Hypothesis Eight: Network status moderates the relationship between size and PC congruence, such that as status increases, the relationship between size and congruence becomes more positive.

In a similar manner it is hypothesized that network status moderates the range-PC congruence relationship. Again, high-status contacts provide accurate information which employees can use to filter the vast amounts of information received from a large range network. Thus allowing employees to make the most efficient use of their large range networks.

Hypothesis Nine: Network status moderates the relationship between range and PC congruence, such that as status increases, the relationship between range and congruence becomes more positive.

Together, these nine hypotheses describe the optimal social network and the manner in which network characteristics interact. It is possible that some aspects of the social network lead to more congruence with one component of the PC rather than another (i.e., transactional or relational). For example, a high status network may not inform expectations about relational aspects of the PC, but may inform transactional aspects (e.g., in terms of an employee’s opportunities for advancement). Relationships between network characteristics and specific portions of the PC are not hypothesized because the existing literature does not provide sufficient support for these hypotheses.

However, in order to assess relationships at the most specific level possible, congruence on the relational and transactional obligations are assessed in lieu of overall PC congruence. These analyses will provide insight on the portions of the PC most influenced by certain network characteristics.

Individual Differences in Social Network Formation

Personality and other individual differences affect the amount of time dedicated to establishing one's social network and the type of contacts one seeks (Day & Kilduff, 2003). New employees have a limited amount of discretionary time. Individual differences may drive some new employees to spend more time networking with coworkers than do others. Furthermore, individual differences influence the value that new employees attribute to certain types of contacts (e.g., a high-status contact vs. a contact in another department); these value judgments determine whom employees choose include in their social networks. The following discussion focuses on individual differences that influence both the amount of time one chooses to dedicate to network development and the types of contacts that are included.

Individuals high on extraversion are typically high on the dimensions of sociability, gregariousness, and talkativeness (Barrick and Mount, 1991). Due to their social facility, extraverts perceive interpersonal interactions as positive and rewarding (Watson & Clark, 1997) and tend to seek out social interaction and new relationships (Bozionelos, 2003; Costa & McCrae, 1992; Crant, 1995; Judge, Martocchio, & Thoresen, 1997). Specifically, Bozionelos (2003) and Wanberg and Kammeyer-Mueller (2000) found that extraverts were likely to engage in social networking. These findings indicate that extraverts enjoy, seek out, and are successful in social interactions and networking.

There is no evidence to suggest that extraverts will prefer one type of contact (e.g., high status vs. low status; in their own department vs. in another department) over another. Instead, the above described research simply suggests that extraverts will likely establish large networks.

Hypothesis Ten: Extraversion is positively related to network size.

Self-monitoring describes the extent to which individuals observe, regulate, and control the way they present themselves in social settings (Snyder, 1974). Self-monitoring affects individuals' orientations toward social interaction (Ashford & Taylor, 1990). Specifically, Snyder, Gangestad, and Simpson (1983) found that high self-monitors maintained relationships with different types of friends, while low self-monitors (Gangestad & Snyder, 2000) preferred homogeneous social networks with contacts who were generally similar to them and who expressed similar values. Research (Krackhardt, 1999) also indicates that low self-monitors tend to build strong ties and remain committed to those ties. It follows that low self-monitors may prefer contacts at their own status level (i.e., to persevere homogeneity of status). However, there is no known empirical evidence linking self-monitoring behaviors to the status preferences. It is also possible that low self-monitors may have smaller networks as a function of their network homogeneity; however, there is no direct evidence suggesting that low self-monitors build smaller networks than do high self-monitors.

Hypothesis Eleven: Self-monitoring is positively related to network range.

Hypothesis Twelve: Self-monitoring is negatively related to tie strength.

In an ambiguous employment setting, many new employees engage in proactive behaviors to understand their new environment. However, research suggests that the

amount of proactivity displayed by new employees varies greatly (Black & Ashford, 1995; Crant, 2000). Specific to network formation, new employees differ in the extent to which they proactively seek out networking opportunities (Morrison, 2002; Reichers 1987). Individuals with proactive personalities will not wait for the organization to announce formal networking or socialization activities; instead, they will independently seek out sources of information (Crant, 2000). A proactive individual's desire to gain an understanding of the organization motivates him/her to gather as much information as possible (Ostroff & Kozlowski, 1992). Relationships between proactive personality and specific types of contacts (e.g., status, range) are not hypothesized because research simply suggests these individuals will seek out information. There is not research to suggest that proactive individuals prefer certain types of contacts (i.e., there is no research to suggest they will be preoccupied with tie strength, status, or range). Instead, their proactive pursuit for information will manifest itself in the development of large networks.

Hypothesis Thirteen: Proactive personality is positively related to network size.

Careerism, the degree to which an employee views the organization as a stepping stone to a higher-level job in the future (Rousseau, 1990), may also influence the type of network an employee forms. Individuals high on careerism may focus on establishing ties with high-status organizational members. Such contacts are perceived as having more boundary-spanning capabilities and access to information about job opportunities with other organizations as well as advanced positions in the current organization (Ibarra, 1995). With the exception of status, individuals high on careerism will likely value the quantity of their ties more than the qualitative aspects of their ties. That is, they will

likely focus on building large networks to capitalize on any source of information potentially related to career advancement regardless of their contacts' range or tie strength.

Hypothesis Fourteen: Careerism is positively related to network size.

Hypothesis Fifteen: Careerism is positively related to network status.

2. Method

Participants

New Employees. Consistent with previous work on socialization (e.g., Baurer, Morrison, & Callister, 1998; DeVos, et al, 2003; Morrison, 1993a, Morrison, 1993b) permanent full-time employees with at least three months and less than one year of tenure were included in the present study.

A total of 129 employees from a total of 33 organizations completed the employee survey. The mean employee tenure was 204.02 days ($SD=114.22$ days). The 33 organizations were categorized into eight groups: a major mid-Atlantic university (contributed 41.9% of the sample), a research-based consulting firm (11.6%); a mid-western police department (8.5%), multiple consulting firms (17.8%), multiple universities (6.2%), multiple banks (3.0%), multiple public corporations (3.9%), and multiple hospitals (2.3%). To determine whether organization type influenced PC congruence, seven dummy coded variables were created to represent the eight different organization types. PC congruence was then regressed on this set of dummy codes. None of the coefficients linking organization to PC congruence were significant; this indicates that, for this sample, organization type did not influence PC congruence.

Supervisors. Matching each new employee with his/her direct supervisor was uncommon in other PC research, which has ignored the employer's side (Tekleab &

Taylor, 2003), used unit-level reports from the organization (e.g., Porter, Pearce, Tripoli, & Lewis, 1998), or used between-group comparisons of managers and workers (e.g., Coyle-Shapiro & Kessler, 2000). The direct supervisor of each new employee was included in this study. This methodological decision is supported by Shore and Tetrick (1994, p. 101) who state that, “the employee is more likely to view the manager as the chief agent for establishing and maintaining the psychological contract.” One-hundred-three supervisors completed the supervisor survey; 26 of those supervisors responded for more than one employee, resulting in completed surveys for 129 employee-supervisor pairs.

Measures

Participant Demographics. In order to link employees to their direct supervisors, employees provided their email address and their supervisor’s e-mail address.

Employees provided their organizational tenure, current position, and department.

Organizational Demographics. Information regarding each organization’s socialization practices was collected. Measures of socialization were assessed because previous research (e.g., Robinson, et al., 1994; Thomas & Anderson, 1998) has indicated that PCs evolve and change during socialization. Therefore, these variables were investigated as potential control variables to ensure that PC congruence as a result of one’s social network (and not as a result of one’s exposure to formal organizational socialization) was analyzed. Specifically, hiring procedures, training programs, orientation programs, training, and formal mentoring programs were assessed. Supervisors also reported the types of information (e.g., work load, benefits, typical

career progression, training opportunities) their organization typically communicates to applicants and new employees via these socialization practices. Finally, supervisors indicated the number of organizational members that employees meet with during the interview/hiring processes. Appendix A contains all measures completed by supervisors. Appendix B contains all measures completed by new employees.

PC Congruence. PC congruence was assessed by comparing each employee's PC to his/her organization's PC (as reported by direct supervisor). It is important to note that each supervisor completed the survey for a particular employee and was asked to think about the company's promises to and expectations of that particular employee; i.e., supervisors did not respond for employees in general. The promises and expectations described by Robinson, et al. (1994), Rousseau (1990), and Turnley and Feldman (1999) formed the basis for the specific items used to assess PC congruence. The scales used by these researchers were not replicated; instead, an expanded list of individual obligations was used. First, employees and supervisors rated employer-based obligations. Employees and their direct supervisors rated the organization's obligations to employees on 23 items using a five-point Likert scale from 1 (not at all obligated) to 5 (highly obligated). For example, direct supervisors rated the extent to which the organization is obligated to provide competitive pay to employees, and employees rated the extent to which they feel the organization is obligated to provide competitive pay. Additional examples of employer-based obligations include: opportunities for promotion and advancement, competitive pay, family-friendly policies, flexible schedules, supervisor support, and training.

Similarly, 15 items assessed employee-based obligations. Employee-based obligations include, for example: working extra hours, volunteering to do non-required tasks on the job, and giving advance notice if taking a job elsewhere.

Research has suggested that time (e.g., Robinson et al., 1994) and organizational factors may affect how employees and supervisors perceive PCs. Therefore, an exploratory factor analysis (EFA) was conducted to identify the latent factor structure of employee and organization obligations.

Principal axis factoring with a varimax rotation was applied to the 15 employee obligations. Separate factor analyses were conducted for employees and supervisors. EFA suggested a three factor solution for employee responses and a four factor solution for supervisor responses. The resulting factor structures contained many low-loading items with most items loading on multiple factors. Likewise, principal axis factoring with a varimax rotation was applied to the 23 organization obligations. EFA suggested a five factor solution for employee responses and a seven factor solution for supervisor responses. In both cases, there were low factor loadings across all factors and most items loaded on multiple factors. After removing some problematic items, the factor loadings did not improve. Because the factor analyses did not provide a clear factor structure, independent raters were used to categorize employee and organization obligations.

Two raters categorized employee obligations as transactional, relational, or other. Three of the employee obligations were categorized as “other” (i.e., take personal initiative to attend additional training courses; attendance and participation in organizational meetings; perform his/her job in a reliable manner). Raters indicated they

used the “other” category when neither relational nor transactional seemed appropriate. After deleting these three items, inter-rater reliability was substantial ($kappa=.68$, $p=.00$) according to Landis and Koch’s (1977) guidelines. After assessing scale reliability (via Cronbach’s alpha), two items (i.e., cooperate well with his/her colleagues; assist her/his colleagues with their work) were removed to improve scale reliability. Two scales of employee obligations emerged (See Table 1; all Tables are in Appendix C). The six item measure of employee relational obligations had a Cronbach’s alpha of .74 when rated by employees and .68 when rated by supervisors. The four item scale of employee transactional obligations had a Cronbach’s alpha of .73 when rated by employees and .71 when rated by supervisors.

Using the same strategy, the two raters categorized organization obligations. No organization obligations were categorized as “other.” Again, inter-rater reliability was substantial ($kappa=.72$, $p=.00$). Initial Cronbach’s alpha values indicated that it was not necessary to delete any obligations. Two scales of organization obligations emerged (See Table 2). The 18 item measure of organization relational obligations had a Cronbach’s alpha of .93 when rated by employees and .92 when rated by supervisors. The five item measure of organization transactional obligations had a Cronbach’s alpha of .82 when rated by employees and .85 when rated by supervisors.

PC congruence was assessed on each of the four dimensions identified above (i.e., employee relational obligations, employee transactional obligations, organization relational obligations, and organization transactional obligations). In order to calculate congruence on each dimension, Euclidian distances were calculated to represent the

difference between employee and supervisor ratings. This methodological decision is supported by Venkatraman (1989) who described multiple strategies for investigating fit in the strategy literature and Joshi, Kathuria, and Porth (2003) who employed the approach described here to calculate alignment in responses from multiple managers. Specifically, the calculations involved: (1) computing the square root of summed squared differences between an employee and his/her supervisor to create scale scores of disagreement and (2) converting the “disagreement” score to a measure of congruence by subtracting each disagreement score from the maximum disagreement score among all matched pairs. As a result, high score represent greater congruence.

Social Network. Characteristics of the social network were assessed using the procedure outlined in Morrison (2002), which in turn is modeled after previous studies that measured social networks (i.e., Burt, 1984; Ibarra, 1992, 1995; Podolny & Baron, 1997). Morrison’s approach provides information on an individual’s unique set of social contacts. Its purpose is to gain an understanding of how an individual’s personal network relates to variables at the individual level (Walker, Wasserman, & Wellman, 1993), rather than to provide a picture of the overall social structure within an organization (Marsden, 1990; Morrison, 2002). This type of network analysis is optimal for studying new employees since they represent a relatively small part of the organization’s overall social system (Morrison, 2002).

In order to measure network size, each employee provided the initials of people at the organization who have been sources of job- or organization-related information; the number of initials provided indicates one’s network size. Second, employees indicated

the group (e.g., department, team) in which each contact works (i.e., network range). Network range was operationalized as the number of different groups represented in a network (Morrison, 2002). That is, it ranges from 1 to N; where N=the number of contacts listed in the network. As described in the Introduction, in order to disentangle size and range, which are strongly related ($r=.44$, $p<.00$), range adjusted for network size was computed (adjusted range=network size minus network range). Third, employees indicated the number of levels between each contact and the CEO (or President) of their organization (i.e., network status). Consistent with previous research (e.g., Ibarra, 1995; Morrison, 2002) network status was operationalized as the average hierarchical level of the network members. Finally, employees rated the frequency with which they talk to or exchange information with each of their contacts (i.e., tie strength). Consistent with previous research (e.g., Ibarra, 1995; Morrison, 2002), network status was operationalized as the average strength of all ties within one's network.

Nature of Information Obtained from one's Social Network. In order to assess the type of information new employees obtain from their networks, participants reported whether they received information regarding the following from their network: work load, tasks required for successful job performance, compensation, benefits, typical career progressions, organizational culture, organizational leadership, future organizational changes, staffing plans, and training opportunities. This information was coded dichotomously; i.e., "yes" this information was received or "no" this information was not received.

Pre-Employment Organizational Knowledge. In order to distinguish pre-employment organizational knowledge from that obtained post-employment, employees

were asked if they had any knowledge of the organization prior to employment. Using the same categories described above, employees were asked to identify the types of information they had prior to employment. This information was coded dichotomously (i.e., yes, no). Next, employees reported the perceived accuracy of that information and the source of that information (e.g., friend, media-based information).

Psychological Contract Breach. PC breach was assessed using Robinson and Morrison's (2000) 5-item measure. Participants responded using a 5-point Likert scale (1=Strongly Disagree; 5=Strongly Agree). Sample items include: "Almost all the promises made by my employer during recruitment have been kept so far." Cronbach's alpha for this measure was .90.

Extraversion. Extraversion was assessed using Goldberg's (1999) 10-item International Personality Item Pool (IPIP) measure. Participants responded using a 5-point Likert scale (1=Strongly Disagree; 5=Strongly Agree). Sample items include: "I am the life of the party" and "I feel comfortable around people." Cronbach's alpha for this measure was .81.

Self-Monitoring. Self-monitoring was assessed using Snyder and Gangestad's (1986) 18-item measure. Participants responded using a true/false response scale. Sample items include: "At parties and social gatherings, I do not attempt to do or say things that others will like" and "I can only argue for ideas which I already believe." Cronbach's alpha for this measure was .76.

Proactive Personality. Proactive personality was assessed using Bateman and Crant's (1993) 17-item measure. Participants responded using a 5-point Likert scale (1=Strongly Disagree; 5=Strongly Agree). Sample items include: "I am constantly on

the lookout for new ways to improve my life” and “I feel driven to make a difference in my community, and maybe the world.” Cronbach’s alpha for this measure was .88.

Careerism. Careerism was assessed using Rousseau’s (1990) five-item measure. Participants responded using a 5-point Likert scale (1=Strongly Disagree; 5=Strongly Agree). Sample items include: “I took this job as a stepping stone to a better job with another organization” and “I expect to work for a variety of different organizations in my career.” Cronbach’s alpha for this measure was .77.

Procedure

Employee participants at the participating organizations were recruited via email; i.e., participants were asked to participate in a study to support a graduate student’s dissertation research. Employee participants completed an online survey and were asked to forward an online survey to their direct supervisor. Employees were also notified that the researcher would send follow-up emails to their supervisor reminding him/her to complete the supervisor survey. The employee survey required approximately 30 minutes to complete, and the supervisor survey required approximately 10 minutes.

3. Results

Descriptive statistics and variable intercorrelations are reported in Tables 3 and 4. Data in Table 3 indicate that across all four dimensions, PC congruence is relatively low (i.e., when compared to the maximum possible congruence values (see footnote in Table 3)). Table 4 indicates that network size and network range (when adjusted for network size) are significantly correlated; this suggests that results need to be interpreted cautiously, as multicollinearity may be an issue. One common solution for addressing multicollinearity is to change the model specifications (i.e., eliminate a predictor). However, in this case since hypotheses are linked to specific predictors, no predictors are dropped and the full model is investigated.

In order to investigate the differences between employee and supervisor ratings of obligations, independent samples t-tests were conducted (See Table 5). These data indicate that supervisors ($M=94.66$) perceive organization obligations to be significantly greater than do employees ($M=88.57$, $t=-3.8$, $p<.05$). Specifically, supervisors ($M=74.30$) perceive organization relational obligations to be significantly greater than do employees ($M=68.60$, $t=-4.52$, $p<.05$). These findings are consistent with previous research (e.g., Tekleab & Taylor, 2003) which indicates that individuals have a tendency to overestimate their obligations and contributions to a relationship. However, supervisors ($M=60.04$) and employees ($M=60.36$) do not differ significantly ($t=.42$, $p=.68$) when rating employee obligations.

PC Congruence as a Predictor of PC Breach

In order to investigate the relationship between PC congruence and breach, breach was regressed on the four PC congruence scores (See Table 6). Of these four, only congruence regarding employee transactional obligations was significant ($b=-.23$, $t = -2.66$, $p=.01$). The effect occurred such that as congruence on employee transactional obligations increased, PC breach decreased. This finding is consistent with theoretical models that Morrison and Robinson (2004; 1997) have hypothesized—which link incongruence to PC breach.

Network Characteristics as Predictors PC Congruence

Before investigating the hypotheses linking network characteristics to PC congruence, potential control variables were considered. Employee tenure was investigated as a control variable because previous research (Robinson, et al., 1994; Thomas & Anderson, 1998) has indicated that PCs change over an employee's tenure with an organization. Additionally, the following variables assessing organization socialization were investigated as control variables: amount and accuracy of organizational information an employee had prior to beginning his/her employment, number of socialization practices employed by the organization, and number of organizational members a job candidate meets during the interview/hiring process. Organization type was previously eliminated as a potential control (Please see Method section). Since tenure was correlated with organization transactional obligations ($r=-.19$, $p=.03$), it was entered as a control when predicting organization transactional obligations. Likewise, since the number of organization members met during interview/hiring process was correlated with employee transactional and relational obligations ($r=.20$, $p=.02$;

$r=.22, p=.01$, respectively), it was entered in step one when predicting these two aspects of PC congruence.

In order to investigate H1-H9, four separate regressions were conducted—one to investigate each of the four dimensions of PC congruence (i.e., employee relational, employee transactional, organization relational, and organization transactional). In each regression, one aspect of PC congruence was regressed on: control variables as applicable in step one, network characteristics in step two, and interaction terms in step three. The results for the main effects (H1-4) are described first followed by the results for the moderated relationships (H5-9).

Direct Relationships between Network Characteristics and PC Congruence

Tables 7-10 contain results of regressions for all four dimensions of PC congruence. Results indicated that neither network size nor range were predictive of congruence on any of the four PC dimensions. Therefore, there is no support for H1 or H2. Results indicate that the mean strength of one's network predicts congruence on organization relational obligations ($b=.22, t=2.22, p=.03$). The effect occurred such that as mean network strength increased, congruence increased. This provides some support for H3. Network status was not linked to PC congruence; therefore, there is no supporting evidence for H4.

Moderated Relationships between Network Characteristics and PC Congruence

Moderated regression results (see Tables 7-10) reveal few significant moderated relationships. Results indicate that mean network status moderates the relationship between network size and congruence of employee transactional obligations ($b=.19, t=1.79, p=.08$). Cohen (1988) supports the use of this more liberal p value (i.e., $p<.10$ as

opposed to $p < .05$). The effect is in the hypothesized direction (see Figure 1; all Figures are in Appendix D) and indicates that for employees with a higher mean status network, the relationship between network size and congruence is positive; for those employees with a lower mean status network, the relationship is negative. This finding provides some support for H8. Results also indicate that mean network strength moderates the relationship between network size and congruence of organization transactional obligations ($b = -.44$, $t = -1.91$, $p = .07$). However, the effect is not in the hypothesized direction (see Figure 2) and indicates that for employees with a higher mean network strength, the relationship between size and congruence is negative; for those employees with a lower mean strength, the relationship is positive. Thus, H5 is not supported. Additionally, there is no supporting evidence for an interaction between network strength and range (H6), network strength and status (H7), or status and range (H9).

Follow-Up Analysis: Alternative Operationalizations of Network Strength

As a follow-up to the significant relationships between mean network strength and congruence on organization relational obligations, alternative operationalizations of network strength (i.e., total network strength, strongest tie, and weakest tie) were explored. Mean network strength was highly correlated with one's strongest ($r = .47$, $p = .00$) and weakest ties ($r = .82$, $p = .00$); total network strength was also highly correlated with one's strongest ($r = .56$, $p = .00$) and weakest ties ($r = .24$, $p = .00$). Regression results (see Table 11) indicate that these operationalizations of tie strength are not significant predictors of congruence.

Follow-Up Analysis: Curvilinear Relationships

For each of the network characteristics, it is possible that increasing values may eventually reach the point of diminishing returns. For example, with network range, diminishing returns may occur when the potential benefits of a diverse network (e.g., access to a large amount of unique information) outweigh potential costs (e.g., information processing difficulties). No curvilinear relationships were hypothesized; however, the lack of significant results for direct relationships suggests that curvilinear relationships merit investigation. As in the analyses described above, four separate regressions were conducted—one to investigate each of the four dimensions of PC congruence. In each regression, one aspect of PC congruence was regressed on: control variables as applicable in step one, network characteristics in step two, and squared network characteristics in step three. Results indicate that for network range, a curvilinear relationship exists ($b=.43$, $t=2.15$, $p=.03$; $\Delta R^2=.05$, $p=.30$; see Figure 3) such that as network range increased, congruence on organization transactional obligations increased exponentially. This result suggests that the quantity of unique information received from a large range network compensates for any potential information processing difficulties and contributes significantly to congruence on organization transactional obligations. In light of this significant curvilinear relationship, both moderated relationships involving network range (i.e., H6 and H9) were re-investigated using the quadratic form of network range. Neither of these moderated relationships were significant.

Follow-Up Analysis: The Role of Employee Tenure

Because there was a great deal of variance in employee tenure even within this sample of recent employees ($M=217.32$, $SD=121.52$), a sub-group of *especially* new employees (i.e., those employees with less than 100 days tenure) was investigated ($N=47$,

$M=50.42$, $SD=35.06$). Research on schema development provides some insight into why especially new employees might differ from other new employees in terms of how they respond to information from their social networks. Experts (e.g., employees with greater tenure) have more complete and complex schemas (e.g., PCs) which are more constrained in terms of the amount of new information that can be incorporated (Welch-Larson, 1994). Therefore, experts are less likely to be influenced by new information. However, novices (e.g., especially new employees), are likely to be more reactive to new information and are more likely to adapt their PCs during early employment.

Independent sample t-tests were conducted to determine if the two sub-groups differed in terms of their networks characteristics. Results (see Table 12) indicate that the newest employees had networks with significantly greater range ($M=4.56$) than did other new employees ($M=3.45$, $t=2.24$, $p=.03$). Other network characteristics were not significantly different across the two groups.

Tables 13 and 14 provide variable intercorrelations for employees with less than 100 days tenure and more than 100 days tenure, respectively. For simplicity sake, these correlation matrices include only the variables entered in the regression equations. It is important to note that there are multiple significant correlations between the predictor variables (i.e., network characteristics). This suggests that results need to be interpreted cautiously, as multicollinearity may be an issue.

For each sub-group (i.e., tenure < 100 days; tenure > 100 days), four regressions were conducted—one to investigate each of the four dimensions of PC congruence. First, the results for the group with especially low tenure are presented (see Table 15). Results

indicate that congruence on organization relational obligations was the only form of congruence predicted by network characteristics for this sub-sample.

Network range predicts congruence on organizational relational obligations ($b=.55, t=1.86, p=.09$). This effect is in the hypothesized direction and indicates that as range increased, congruence increased. Results also indicate that the mean status of one's network predicts congruence on organization relational obligations ($b=-1.04, t=-2.48, p=.03$). However, this effect is not in the hypothesized direction and occurred such that as mean network status increased, congruence decreased. Additionally, mean network strength moderates the relationship between network size and congruence of organization relational obligations ($b=1.77, t=3.17, p=.01$). The effect is not in the hypothesized direction (see Figure 4) and indicates that for employees with a higher mean network strength, the relationship between size and congruence is negative; for those employees with a lower mean strength, the relationship is more negative. Also, mean network strength moderates the relationship between network range and congruence of organization relational obligations ($b=-1.55, t=-2.82, p=.02$). The effect is not in the hypothesized direction (see Figure 5) and indicates that for employees with a higher mean network strength, the relationship between range and congruence is negative; for employees with a lower mean strength, the relationship is less negative. Finally, curvilinear relationships between each network characteristic and PC congruence were explored; results do not support any curvilinear relationships in this sub-sample.

Next, the same analyses were used to investigate the second sub-sample (i.e., employees with more than 100 days tenure). Results (see Table 16) are similar to results for the low-tenure sub-group in that congruence on organization relational obligations

was the only form of congruence predicted by network characteristics. However, for this sub-sample, mean network strength was the only network characteristic predictive of congruence on organization relational obligations ($b=.24$, $t=2.15$, $p=.03$). The effect was in the hypothesized direction, and occurred such that as mean network strength increased, congruence increased.

Follow-Up Analysis: The Role of Organization

Because a large percentage (41.9%, $N=55$) of the sample was from one University, this sub-group of employees was investigated. Independent sample t-test results (see Table 17) indicated that University employees had networks with significantly weaker ties ($M=4.06$) than did non-University employees ($M=4.30$, $t=-1.96$, $p=.05$). Other network characteristics were not significantly different across the two groups.

As in previous analyses, four regressions were conducted—one to investigate each of the four dimensions of PC congruence—within each of the two sub-samples. None of the coefficients directly linking network characteristics to congruence were significant and none of the coefficients for moderated relationships were significant.

Individual Differences as Predictors of Network Characteristics

To investigate H10-H15, each network characteristic was regressed on the relevant individual differences. None of the hypothesized relationships linking individual differences to network characteristics were significant. The standardized coefficients ranged in value from .009 to .080. Thus, H10-H15 were not supported.

4. Discussion

The purpose of this paper was to investigate the social network as a source of accurate and timely information that may help new employees form more congruent PCs. Specifically, the influence of employees' social networks on the congruence of their PCs and the characteristics of the social network that maximize congruence were investigated.

In general, results suggest that employees and supervisors do not have congruent perceptions of organization obligations—especially organization relational obligations. This is not surprising since relational obligations are considered to be less tangible and more implicit (Zhao, et al., 2007). Results also indicate that not all types of congruence are related to PC breach. Only congruence on employee transactional obligations was negatively related to PC breach. This is surprising given Morrison and Robinson's theoretical models (2004; 1997) hypothesizing that *incongruence* is a cause of PC breach. It is possible that for these new employees (i.e., tenure less than one year), incongruence has not had adequate time to “bubble-up” to the level of breach. It is also possible that a simple direct effect is not sufficient to model the relationship between incongruence and breach. Indeed, researchers have investigated the role of age (e.g., Bal, De Lange, Jansen, Van Der Velde, 2008), organizational change (e.g., Robinson & Morrison, 2000), and alternative employment opportunities (e.g., Robinson & Morrison, 2000)—just to list a few—as additional factors contributing to breach. This body of research suggests that

there are a constellation of variables (and not just congruence alone) that contribute to perceptions of breach.

Network Characteristics Predictive of PC Congruence – Entire Sample

As expected, tie strength was predictive of PC congruence. Specifically, tie strength predicted congruence on the PC dimension of organization relational obligations. This suggests that frequent communication with organizational members facilitates the transfer of accurate information regarding organizational obligations more so than employee obligations. It is possible that organizational members are more comfortable explaining what the organization provides than discussing more employee-related matters (e.g., expectations of new employees). Perhaps discussions of more personal topics emerge as new employee tenure increases and ties between employee and contacts strengthen. The current study only included new employees with less than one year tenure. It is possible that a study that included employees with greater tenure may be able to detect relationships between tie strength and congruence on employee obligations.

It was hypothesized that network range would predict PC congruence. There was no support for this hypothesis when a linear relationship between range and congruence was tested. However, there was evidence of a curvilinear relationship between range and congruence indicating that as range increased, congruence increased exponentially. This finding suggests that the breadth of non-redundant information (Burt, 1992) provided by a large range network outweighs potential information processing difficulties associated with this abundance of information.

Similarly, it was anticipated that network size would play a role in predicting PC congruence. Network size and range were related in that as range increased, size also increased. Therefore, network range was adjusted for network size in order to control for the influence of size. Results did not support direct relationships between network size and aspects of congruence. Additionally, results indicate that a large network does not predict congruence—even when this large network contains some strong ties. However, moderated regression results do indicate that with the addition of high status contacts, a large network is related to congruence on employee transactional obligations. It appears that the benefits provided by high-status contacts (e.g., accurate information) compensate for the potential costs of a large network (e.g., time and cognitive effort required to process information). Research (e.g., Research (Burt, 1992; Ostroff & Kozlowski, 1992; Morrison, 2000) suggests that the benefits of a large network (e.g., large amount of information) outweigh the costs. However, it is possible that for new employees already bombarded with new information, the additional cognitive effort required to manage a large network simply overwhelms their information processing capabilities. New employees may not be able to reap the benefits typically associated with a large network. This may be especially true since a large network does not guarantee unique information—as a large range network is more inclined to—and may necessitate more information filtering and processing.

It was also hypothesized that network status would predict PC congruence. However, results did not support this hypothesis. Research conducted by Feldman (1976) and Moreland and Levine (1982) provides some explanation for these results. They found

that information from high status contacts may be subject to social desirability bias. Therefore, high status contacts may provide inflated descriptions of what an employee can expect from his/her new organization. Additionally, it is likely that high status contacts have been with the organization for long periods of time and it is possible that they can not fully remember the realities of employment at lower positions. The lack of support for tie strength as a moderator of the status-PC congruence relationship indicates that even the most frequent communication (via a strong tie) with these high status contacts may not uncover all the organizational insights a new employee needs.

Network Characteristics Predictive of PC Congruence –Tenure Sub-Groups

Investigation of the two tenure sub-groups (i.e., tenure < 100 days, tenure > 100 days) yielded slightly different results. Since the networks of these especially new employees differed on network range only, this suggests that especially new employees may respond to information from their networks differently than do other new employees. However, it should be noted that neither sub-sample was large enough to provide sufficient power for the analyses. Given the limited sample size, these results should be interpreted cautiously and replication is needed.

Results indicate that for the newest employees, network status was predictive of organization relational obligations such that as status increased, congruence decreased. It is possible that these newest employees may be especially influenced by their high status contacts—and that, unfortunately, these high status contacts may not be able to provide accurate information to especially new employees. Additionally, network range was predictive of congruence on organization relational obligations such that as range

increased, congruence increased. Even with the addition of strong ties (i.e., when tie strength is investigated as a moderator of the size-congruence relationship), large networks did not produce higher levels of congruence. This suggests that for employee with less than 100 days tenure, the information processing difficulties associated with large or diverse networks outweigh the potential benefits.

When investigating employees with slightly more tenure (i.e., tenure > 100 days), a similar pattern emerged. That is, congruence on organization relational obligations was the only aspect of congruence predicted by network characteristics. Specifically, as tie strength increased, congruence increased. Since t-tests indicated that the two tenure sub-groups are not significantly different in terms of their mean network strength, this finding suggests that the employees with slightly more tenure benefit from their strong ties more than do the newest employees. It is possible that the newest employees rate ties as strong (i.e., indicating frequent communication, as assessed in the current study), but are not yet benefitting from a truly strong tie (i.e., a tie who provides accurate information that necessitates little processing). However, it is possible that these different results are simply the product of different sub-sample sizes. Future researchers should employ a more comprehensive assessment of network strength. The present study assessed only frequency of communication. Future researchers should also assess the enduring nature of the relationship and the level of organizational intimacy, as suggested by Granovetter (1973).

Individual Differences as Predictors of Network Characteristics

There were no significant main effects for individual differences predicting network characteristics. One interpretation of these findings is that a new employee's personality alone is not enough to determine his/her social network. That is, there may be organizational or other boundaries affecting how new employees interact with other organizational members. For example, an employee high on extraversion may strongly desire to build a large network and he/she may have the social facility to do so; but, there may be an organizational boundary in his/her way (e.g., organizational norms may not support non-task related conversations).

Limitations and Suggestions for Future Research

The current study used a set of 15 specific employee obligations and 23 organization obligations to assess PC congruence. These specific obligations were generated based on the promises and expectations described by Robinson, et al. (1994), Rousseau (1990), and Turnley and Feldman (1999). However, an EFA conducted on the data failed to identify the expected underlying factor structure; that is, clear factors of transactional and relational obligations did not emerge. Additionally, while the rater-identified categories were internally consistent (as assessed via Cronbach's alpha), the categories were not consistent with how previous research (e.g., Robinson, et al., 1994; Rousseau, 1990) has categorized obligations. For example, Robinson et al. (1994) and Rousseau (1990) both categorized the employee obligation of "providing notice" as a transactional obligation, but in the current research it was categorized as a relational obligation. This suggests that the current results should be interpreted carefully. For example, when interpreting results regarding organization relational obligations—it

should be noted that the obligation of “job security” which is typically considered to be a relational obligation was actually categorized as a transactional obligation.

The lack of consistent factor structures has larger implications as well. A consistent method for assessing PCs must be identified so that all researchers can be confident they are assessing the same constructs. It may be necessary to shift focus from individual obligations to an overall assessment of PC congruence. This is an important area for future researchers as it is imperative to understand the role these individual obligations collectively play in describing one’s overall PC.

Data were collected at a single point in time and so direction of causality is not certain. It was assumed that network structure affected perceived obligations. It is also reasonable to argue that newcomers who had more organizational information prior to beginning employment formed different types of networks than those who did not. However, amount and accuracy of organizational information known prior to employment were not correlated with any of the network characteristics. This provides some supporting evidence for the directionality assumption.

This study was unique in that it considered both the new employee and the organization (operationalized as the immediate supervisor). Prior research (e.g., Tekleab & Taylor, 2003) has identified the immediate supervisor as the primary agent who represents the organization’s side of PCs. This decision is supported by Liden, et al. (2005), Jablin (2001), and Shore & Tetrick (1994). My data indicate that supervisors perceive greater organization obligations and organization relational obligations than do employees. It is possible that supervisors, in isolation, do not provide an unbiased

representation of the organization; i.e., supervisors may feel pressure to represent their organization in a positive light. Future researchers should consider collecting and aggregating responses from multiple organizational agents (e.g., HR managers, organizational leaders, supervisors); Rousseau (1995) used a similar methodology where she collected data from HR managers, interviewers, and top managers. Such a strategy may enable a more accurate assessment of organization obligations.

Conclusion

This study provides insight into new employees' social network formation and the manner in which specific social networks influence the congruence of a new employee's PC with that of his/her organization. This research suggests that congruence on organizational relational obligations was most influenced by social networks. For especially new employees (i.e., tenure < 100 days), low status networks were most beneficial for establishing congruent PCs; large or diverse networks were not beneficial. During the first year of employment, networks with a large range and strong ties were the most beneficial in establishing congruent PCs. Overall, results indicate that social networks play a role in developing congruent PCs among new employees.

Appendix A. Supervisor Measures

- **Psychological Contract (Tekleab & Taylor, 2003):**

All of the items in this section will be answered using the following response scale:

- 1 = To a very small extent
- 2 = To a small extent
- 3 = To a moderate extent
- 4 = To a great extent
- 5 = To a very great extent

To what extent do you believe that the employee for whom you are completing this questionnaire is obligated to provide each of the following to (organization name)?

1. Deal honestly with (company).
2. Work extra hours if needed to get the job done.
3. Follow (company) policies and procedures.
4. Cooperate well with his/her colleagues.
5. Assist his/her colleagues with their work.
6. Use the organization's properties honestly.
7. Take personal initiative to attend additional training courses.
8. Remain with this organization for at least some years.
9. Take work home regularly.
10. Give advanced notice if taking a job elsewhere.
11. Protection of proprietary information.
12. Attendance and participation in organizational meetings.
13. Volunteer to do tasks that fall outside his/her job description.
14. Develop new skills as needed.
15. Perform his/her job in a reliable manner.

To what extent do you believe that (organization name) is obligated to provide each of the following to the employee for whom you are completing this questionnaire?

1. Fair treatment.
2. Feedback on performance.
3. Training.
4. Provide leadership and direction.
5. Opportunities for career development within the organization.
6. Opportunities to use his/her skills and capacities.
7. A good atmosphere at work.
8. Respect for his/her personal situation.
9. Opportunities for flexible working hours depending on his/her personal needs.

10. Opportunities for promotion and advancement.
11. Competitive pay.
12. Pay based on current level of performance.
13. Long-term job security.
14. Career development.
15. Health care benefits.
16. Retirement benefits.
17. Supervisory support.
18. Organizational support.
19. Challenge in the job.
20. Responsibility.
21. Decision-making input.
22. Recognition.
23. Support with personal problems.

- Organizational Demographics

Please indicate whether your organization employs any of the following socialization practices.

Socialization Practice	Yes	No
Realistic job preview		
<i>If yes, does this preview provide information on (check all that may apply):</i>		
<input type="checkbox"/> Work load <input type="checkbox"/> Tasks required for the job <input type="checkbox"/> Compensation <input type="checkbox"/> Company benefits <input type="checkbox"/> Typical career progressions <input type="checkbox"/> Organizational culture <input type="checkbox"/> Organizational leadership <input type="checkbox"/> Future organizational changes <input type="checkbox"/> Staffing plans <input type="checkbox"/> Training opportunities		
On-the-job training		
<i>If yes, does this on-the-job-training provide information on (check all that may apply):</i>		
<input type="checkbox"/> Work load <input type="checkbox"/> Tasks required for the job <input type="checkbox"/> Compensation <input type="checkbox"/> Company benefits <input type="checkbox"/> Typical career progressions <input type="checkbox"/> Organizational culture <input type="checkbox"/> Organizational leadership <input type="checkbox"/> Future organizational changes <input type="checkbox"/> Staffing plans <input type="checkbox"/> Training opportunities		
Off-site training		
<i>If yes, does this off-site training provide information on (check all that may apply):</i>		
<input type="checkbox"/> Work load <input type="checkbox"/> Tasks required for the job <input type="checkbox"/> Compensation <input type="checkbox"/> Company benefits <input type="checkbox"/> Typical career progressions <input type="checkbox"/> Organizational culture <input type="checkbox"/> Organizational leadership <input type="checkbox"/> Future organizational changes <input type="checkbox"/> Staffing plans <input type="checkbox"/> Training opportunities		

Socialization Practice	Yes	No
Employee handbook		
<i>If yes, does this employee handbook provide information on (check all that may apply):</i>		
<input type="checkbox"/> Work load <input type="checkbox"/> Tasks required for the job <input type="checkbox"/> Compensation <input type="checkbox"/> Company benefits <input type="checkbox"/> Typical career progressions <input type="checkbox"/> Organizational culture <input type="checkbox"/> Organizational leadership <input type="checkbox"/> Future organizational changes <input type="checkbox"/> Staffing plans <input type="checkbox"/> Training opportunities		
New employee orientation		
<i>If yes, does this employee orientation provide information on (check all that may apply):</i>		
<input type="checkbox"/> Work load <input type="checkbox"/> Tasks required for the job <input type="checkbox"/> Compensation <input type="checkbox"/> Company benefits <input type="checkbox"/> Typical career progressions <input type="checkbox"/> Organizational culture <input type="checkbox"/> Organizational leadership <input type="checkbox"/> Future organizational changes <input type="checkbox"/> Staffing plans <input type="checkbox"/> Training opportunities		
Formal mentoring program		

Please answer the following questions regarding your organization's hiring procedures.

1. Applicants are typically interviewed by/meet with _____ member(s) of the organization during the hiring process.

2. Applicants are typically interviewed by/meet with _____ during the hiring process (check all that apply):
 - a. Potential coworkers
 - b. Potential supervisor(s)
 - c. Middle managers
 - d. Senior-level executives
 - e. Organizational members from their department/team
 - f. Organizational members from multiple departments/teams
 - g. All of the above
 - h. Others, if others please list: _____

Appendix B. Employee Measures

- Today's Date: _____
- Start Date at your current organization: _____
- Psychological Contract:

All of the items in this section will be answered using the following response scale:

- 1 = To a very small extent
- 2 = To a small extent
- 3 = To a moderate extent
- 4 = To a great extent
- 5 = To a very great extent

To what extent do you believe that you are obligated to provide each of the following to (organization name)?

1. Deal honestly with (company).
2. Work extra hours if needed to get the job done.
3. Follow (company) policies and procedures.
4. Cooperate well with his/her colleagues.
5. Assist his/her colleagues with their work.
6. Use the organization's properties honestly.
7. Take personal initiative to attend additional training courses.
8. Remain with this organization for at least some years.
9. Take work home regularly.
10. Give advanced notice if taking a job elsewhere.
11. Protection of proprietary information.
12. Attendance and participation in organizational meetings.
13. Volunteer to do tasks that fall outside his/her job description.
14. Develop new skills as needed.
15. Perform his/her job in a reliable manner.

To what extent do you believe that (organization name) is obligated to provide each of the following to you?

1. Fair treatment.
2. Feedback on my performance.
3. Training.
4. Provide leadership and direction.
5. Opportunities for career development within the organization.
6. Opportunities to use your skills and capacities.
7. A good atmosphere at work.

8. Respect for your personal situation.
9. Opportunities for flexible working hours depending on your personal needs.
10. Opportunities for promotion and advancement.
11. Competitive pay.
12. Pay based on current level of performance.
13. Long-term job security.
14. Career development.
15. Health care benefits.
16. Retirement benefits.
17. Supervisory support.
18. Organizational support.
19. Challenge in the job.
20. Responsibility.
21. Decision-making input.
22. Recognition.
23. Support with personal problems.

- Measure of Breach (as used by Robinson and Morrison, 2000)

To what extent do you believe your employer has fulfilled each of the following obligations? Please respond using the following scale:

- 1 = To a very small extent
- 2 = To a small extent
- 3 = To a moderate extent
- 4 = To a great extent
- 5 = To a very great extent

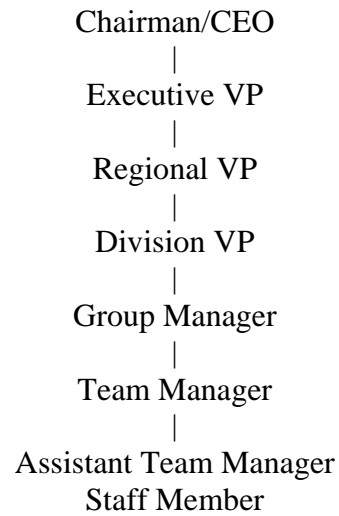
1. Almost all the promised made by my employer during recruitment have been kept so far.
2. I feel that my employer has come through in fulfilling the promises made to me when I was hired.
3. So far my employer has done an excellent job of fulfilling its promises to me.
4. I have not received everything promised to me in exchange for my contributions.
5. My employer has broken many of its promises to me even though I've upheld my side of the deal.

- Measure of Social Network: (Morrison, 2002)

Please write the initials of people at the organization who have been the greatest sources of job-related or organization-related information for you.

Contact #1	
Contact #2	
Contact #3	
Contact #4	
Contact #5	
Contact #6	
Contact #7	
Contact #8	
Contact #9	
Contact #10	
Contact #11	
Contact #12	
Contact #13	
Contact #14	
Contact #15	

Please indicate the number of levels between each contact and the CEO (or President) of your organization. For example, if your organization is structured like the following:



51

And, if you list a Staff Member as a contact, then the corresponding number is 7 (because there are 7 levels between the Staff Member and the Chairman/CEO). Likewise, if you list a Group Manager as a contact, then the corresponding number is 4 because there are 4 levels between the Group Manager and the Chairman/CEO).

This is just an abstract example of how your organization may be structured. Please think about the structure of your organization when answering the following question. If you don't know exactly how many levels are between each of your contacts and the President, please approximate.

Contact #1	
Contact #2	
Contact #3	
Contact #4	
Contact #5	
Contact #6	
Contact #7	
Contact #8	
Contact #9	
Contact #10	
Contact #11	
Contact #12	
Contact #13	
Contact #14	
Contact #15	

52

What is the name of the group or department in which you work? _____

In the table below, please indicate the group or department in which each contact works.

Contact #1	
Contact #2	
Contact #3	
Contact #4	
Contact #5	
Contact #6	
Contact #7	
Contact #8	

Contact #9	
Contact #10	
Contact #11	
Contact #12	
Contact #13	
Contact #14	
Contact #15	

How frequently do you communicate with each of your Contacts (listed in question #8)? Communication includes all forms of communication (e.g., face-to-face, phone, email, IM).

1=Monthly or less

2=Weekly

3=Multiple times a week

4=Daily

5=Multiple times each day

53

Contact #1	
Contact #2	
Contact #3	
Contact #4	
Contact #5	
Contact #6	
Contact #7	
Contact #8	
Contact #9	
Contact #10	
Contact #11	
Contact #12	
Contact #13	
Contact #14	
Contact #15	

Please use the following checklist to indicate the nature of information you receive from your network. Please check all types of information that you receive from anyone within your network. For example, if you obtained information related to training opportunities from anyone within your network, you would check the box under “Training Opportunities.”

54

Your Network	Nature of Information									
	Work Load	Tasks Required for Successful Job Performance	Compensation (i.e., pay)	Benefits (e.g., health benefits, 403-b)	Typical Career Progressions within the Organization	Organizational Culture (e.g., personality of the organization, the assumptions, norms, and values within an organization)	Organizational Leadership (i.e., managers in general)	Future Organizational Changes (e.g., growth, downsizing, new business areas)	Staffing Plans (i.e., promotions, demotions, terminations, new hires)	Training Opportunities

Did you know any of this information prior to your employment with the organization?

Yes _____

No _____

If no, please skip the next **three** questions.

If yes, please answer the next **three** questions.

(1) Which type of information did you have prior to your employment with the organization?

Please check all that apply:

_____ Work load

_____ Tasks required for successful job performance

_____ Compensation

_____ Benefits

_____ Typical career progression within the organization

Organizational culture
 Organizational leadership
 Future organizational changes
 Staffing plans
 Training opportunities
 Other (please describe):

55

(2) How accurate was the information you had prior to your employment with the organization?
 Extremely inaccurate
 Somewhat accurate
 Neither accurate nor inaccurate
 Accurate
 Extremely Accurate

If some pieces of information were accurate while others were inaccurate, what percentage would you classify as being accurate?
 %

(3) How did you obtain this information? Please check all that apply.
 Friend
 Previous co-worker
 Media-based information about the organization (e.g., on-line, television, radio, newspaper, magazines)
 Reputation of the firm
 Promotional materials from the organization
 Other (please describe):

- **Extraversion Measure (Goldberg, 1999)**

Each question will be answered using the following scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

1. I am the life of the party.
2. I feel comfortable around people.
3. I start conversations.
4. I talk to a lot of different people at parties.
5. I don't mind being the center of attention.
6. I don't talk a lot.
7. I keep in the background.
8. I have little to say.
9. I don't like to draw attention to myself.
10. I am quiet around strangers.

- **Self-Monitoring Measure (Snyder & Gangestad, 1986)**

Each question will be answered using the following scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

1. I find it hard to imitate the behavior of other people.
2. At parties and social gatherings, I do not attempt to do or say things that others will like.
3. I can only argue for ideas which I already believe.
4. I can make impromptu speeches even on topics about which I have almost no information.
5. I guess I put on a show to impress or entertain people.
6. I would probably make a good actor.
7. In groups of people, I am rarely the center of attention.
8. In different situations and with different people, I often act like very different persons.
9. I am not particularly good at making other people like me.
10. I'm not always the person I appear to be.
11. I would not change my opinions (or the way I do things) in order to please someone else or win their favor.

12. I have considered being an entertainer.
13. I have never been good at games like charades or improvisational acting.
14. I have trouble changing my behavior to suit different people and different situations.
15. At a party, I let others keep the jokes and stories going.
16. I feel a bit awkward in company and do not show up quite as well as I should.
17. I can look anyone in the eye and tell a lie with a straight face (if for a right end).
18. I may deceive people by being friendly when I really dislike them.

- **Proactive Personality Measure (Bateman & Crant, 1993)**

Each question will be answered using the following scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

1. I am constantly on the lookout for new ways to improve my life
2. I feel driven to make a difference in my community, and maybe the world.
3. I tend to let others take the initiative to start new projects.
4. Wherever I have been, I have been a powerful force for constructive change.
5. I enjoy facing and overcoming obstacles to my ideas.
6. Nothing is more exciting than seeing my ideas turn into reality.
7. If I see something I don't like, I fix it.
8. No matter what the odds, if I believe in something I will make it happen.
9. I love being a champion for my ideas, even against others' opposition.
10. I excel at identifying opportunities.
11. I am always looking for a better way to do things.
12. If I believe in an idea, no obstacle will prevent me from making it happen.
13. I love to challenge the status quo.
14. When I have a problem, I tackle it head-on.
15. I am great at turning problems into opportunities.
16. I can spot a good opportunity long before others can.
17. If I see someone in trouble, I help out in any way I can.

- **Careerism Measure (Rousseau, 1990)**

Each question will be answered using the following scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

1. I took this job as a stepping stone to a better job with another organization.
2. I expect to work for a variety of different organizations in my career.
3. I do not expect to change organizations often during my career.
4. There are many career opportunities I expect to explore after I leave my present employers.
5. I am really looking for an organization to spend my entire career.

Appendix C. Tables

Table 1. Rater Categorization of Employee Obligations for Employees and Supervisors.

Relational Obligations

1. Work extra hours if necessary to get the job done.
2. Remain with this organization for at least some years.
3. Take work home regularly.
4. Give advanced notice if taking a job elsewhere.
5. Volunteer to do tasks that fall outside his/her job description.
6. Develop new skills as needed.

Transactional Obligations

7. Deal honestly with the company.
8. Follow company policies and procedures.
9. Use the organization's properties honestly.
10. Protection of proprietary information.

Table 2. Rater Categorization of Organization Obligations for Employees and Supervisors.

Relational Obligations

1. Fair treatment.
2. Feedback on performance.
3. Training.
4. Provide leadership and direction.
5. Opportunities for career development within in the organization.
6. Opportunities to use his/her skills and capacities.
7. A good atmosphere at work.
8. Respect for his/her personal situation.
9. Opportunities for flexible working hours depending on his/her personal needs.
10. Long-term job security.
11. Career development.
12. Supervisory support.
13. Organizational support.
14. Challenge in the job.
15. Responsibility.
16. Decision-making input.
17. Recognition.
18. Support with personal problems.

Transactional Obligations

19. Opportunities for promotion and advancement.
20. Competitive pay.
21. Pay based on current level of performance.
22. Health care benefits.
23. Retirement benefits.

Table 3. Descriptive Statistics.

Variable	Mean	Minimum	Maximum	Standard Deviation
1. Tenure (in days)	217.32	1.00	360.00	121.52
2. Total number of socialization practices employed by organization	3.60	0.00	6.00	1.49
3. Number of organizational members employee met with during interview/hiring process	6.12	2.00	17.00	3.92
4. Amount of organizational information employee had prior to employment+	4.22	1.00	10.00	2.60
5. Percentage of pre-employment organizational information that was accurate	72.92	10.00	99.00	28.97
6. Employee ratings of employee obligations	60.39	38.00	75.00	7.44
7. Employee ratings of organizational obligations	88.57	46.00	115.00	14.36
8. Supervisor ratings of employee obligations	60.04	46.00	73.00	5.95
9. Supervisor ratings of organizational obligations	94.66	68.00	115.00	11.24
10. Employee-Supervisor congruence on employee transactional obligations ¹	3.26	0.00	4.47	1.13
11. Employee-Supervisor congruence on employee relational obligations ²	4.08	0.00	6.68	1.38
12. Employee-Supervisor congruence on organization transactional obligations ³	3.80	0.00	6.32	1.23
13. Employee-Supervisor congruence on organization relational obligations ⁴	6.50	0.00	10.07	1.76
14. PC breach	9.58	5.00	23.00	3.66
15. Mean network status	3.72	1.00	10.00	1.81
16. Network size	5.59	1.00	15.00	3.43
17. Network range adjusted for network size	3.87	0.00	11.00	2.55
18. Mean network strength	4.20	2.20	5.00	0.66
19. Extraversion	34.16	21.00	45.00	5.78
20. Self-Monitoring	49.45	30.00	68.00	7.32
21. Proactive personality	58.90	44.00	77.00	7.18
22. Careerism	15.50	7.00	25.00	3.84

+Determined by summing the different categories of information an employee indicated he/she knew about pre-employment

¹ The maximum possible congruence score (if there were no disagreement) here is: 8.0

² The maximum possible congruence score (if there were no disagreement) here is: 9.80

³ The maximum possible congruence score (if there were no disagreement) here is: 8.94

⁴ The maximum possible congruence score (if there were no disagreement) here is: 16.97

Table 4. Variable Intercorrelations.

Variable	1	2	3	4	5	6	7	8	9
1. Tenure (in days)	--								
2. Total number of socialization practices employed by the organization	0.01	--							
3. Number of organizational members employee met with during interview/hiring process	0.00	0.11	--						
4. Amount of organizational information employee had prior to employment+	-0.09	0.00	-0.14	--					
5. Percentage of pre-employment organizational information that was accurate	0.15	-0.04	0.03	-0.10	--				
6. Employee ratings of employee obligations	0.09	0.05	-0.11	0.10	-0.17	--			
7. Employee ratings of organizational obligations	0.10	0.09	-0.03	0.17	-0.03	.41*	--		
8. Supervisor ratings of employee obligations	0.05	0.04	0.05	0.05	0.11	0.02	-0.01	--	
9. Supervisor ratings of organizational obligations	-0.06	.30*	-0.01	-0.05	-0.02	-0.12	0.02	-0.13	--
10. Employee-Supervisor congruence on employee transactional obligations	0.00	0.01	-.23*	0.20	0.06	.45*	.28*	.27*	-.11
11. Employee-Supervisor congruence on employee relational obligations	-.17*	-0.10	.19*	-.08	0.16	-.23*	-0.13	0.13	-0.02
12. Employee-Supervisor congruence on organization transactional obligations	-.19*	0.14	0.11	-0.08	0.03	0.02	.35*	-0.12	0.10
13. Employee-Supervisor congruence on organization relational obligations	-0.05	0.04	-0.08	-0.02	-0.08	.31*	.57*	0.00	-0.20
14. PC breach	-0.04	-0.06	0.14	-0.08	0.00	-.27*	-0.15	-0.02	0.14
15. Mean network status	0.11	0.09	-0.01	0.11	0.01	-0.03	-0.06	0.14	0.09
16. Network size	-.19*	0.14	0.07	-.14	0.15	0.02	-0.03	-0.12	-0.07
17. Network range adjusted for network size	-.20*	0.13	.22*	-0.15	0.10	0.08	-0.04	0.07	0.00
18. Mean network strength	0.11	-0.14	-0.16	0.22	-0.07	0.16	.20*	0.00	-0.11
19. Extraversion	-0.10	-0.12	-0.02	-0.02	-0.11	0.06	0.13	0.01	0.03
20. Self-Monitoring	-0.09	0.10	-0.01	-0.02	0.03	0.07	0.07	0.11	-0.11
21. Proactive personality	0.00	0.00	-0.14	.36*	-0.15	.25*	.33*	0.14	-0.05
22. Careerism	0.10	0.01	-0.02	-0.05	0.07	-0.05	-0.06	0.16	0.07

*p<.05

+Determined by summing the different categories of information an employee indicated he/she knew about pre-employment

Table 4. Continued.

Variable	10	11	12	13	14	15	16	17	18	19	20	21	22
1. Tenure (in days)													
2. Total number of socialization practices employed by the organization													
3. Number of organizational members employee met with during interview/hiring process													
4. Amount of organizational information employee had prior to employment+													
5. Percentage of pre-employment organizational information that was accurate													
6. Employee ratings of employee obligations													
7. Employee ratings of organizational obligations													
8. Supervisor ratings of employee obligations													
9. Supervisor ratings of organizational obligations													
10. Employee-Supervisor congruence on employee transactional obligations	--												
11. Employee-Supervisor congruence on employee relational obligations	0.01	--											
12. Employee-Supervisor congruence on organization transactional obligations	0.04	0.15	--										
13. Employee-Supervisor congruence on organization relational obligations	0.14	-0.09	.51*	--									
14. PC breach	-.25*	0.13	0.07	-0.08	--								
15. Mean network status	-0.02	0.02	0.02	-0.03	-0.02	--							
16. Network size	-0.06	0.04	-0.12	-0.03	-.22*	0.04	--						
17. Network range adjusted for network size	0.03	0.11	-0.02	-0.07	-0.14	0.18	.84*	--					
18. Mean network strength	.20*	-.016*	0.02	.23*	-0.07	-0.03	-0.12	-0.14	--				
19. Extraversion	0.09	-0.10	-0.01	-0.03	-0.11	-0.10	-0.07	0.11	0.11	--			
20. Self-Monitoring	0.13	-0.04	-0.10	0.03	-0.07	-0.03	0.12	0.01	0.04	.54*	--		
21. Proactive personality	0.15	-.30*	-0.01	0.12	0.00	0.00	0.04	0.03	0.16	.36*	.26*	--	
22. Careerism	-0.04	-0.02	-0.13	-0.14	0.18	-0.05	0.10	-0.09	-0.06	-0.14	.019*	0.13	--

*p<.05

+Determined by summing the different categories of information an employee indicated he/she knew about pre-employment

Table 5. Independent Samples T-Tests.

	<i>Employee Ratings</i>		<i>Supervisor Ratings</i>		<i>t</i>	<i>p</i>
	<i>Mean</i>	<i>Standard Deviation</i>	<i>Mean</i>	<i>Standard Deviation</i>		
Employee vs. Supervisor Ratings of Organization Obligations	88.57	14.36	94.66	11.24	-3.80	*
Employee vs. Supervisor Ratings of Employee Obligations	60.39	7.44	60.04	5.96	0.42	0.68
Employee vs. Supervisor Ratings of Employee Transactional Obligations	11.95	1.98	11.93	1.77	0.07	0.95
Employee vs. Supervisor Ratings of Employee Relational Obligations	48.44	5.97	48.11	4.91	0.49	0.63
Employee vs. Supervisor Ratings of Organization Transactional Obligations	19.96	3.72	20.36	3.20	-0.91	0.36
Employee vs. Supervisor Ratings of Organization Relational Obligations	68.60	11.38	74.30	8.71	-4.52	*

* $p < .10$ **Table 6.** Regression of PC Breach onto Four Dimensions of PC Congruence.

	<i>Dependent Variable:</i>		
	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>			
Congruence on Employee Transactional Obligations	-0.19	-2.12	0.01
Congruence on Employee Relational Obligations	0.09	1.04	0.30
Congruence on Organization Transactional Obligations	0.12	0.11	0.27
Congruence on Organization Relational Obligations	-0.09	-0.95	0.34

Table 7. Regression of Congruence on Employee Transactional Obligations onto Each Network Characteristic and Interaction Term.

<i>Dependent Variable:</i>		<i>Employee and Supervisor Congruence on Employee Transactional Obligations</i>					
		<i>R²</i>	<i>AdjR²</i>	<i>ΔR²</i>	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>							
Step One							
	Number of Organizational Members Met	0.06	0.05	.06*	-0.24	-2.46	0.02
Step Two							
	Number of Organizational Members Met	0.09	0.04	0.03	-0.22	-2.15	0.03
	Network Size				0.02	0.09	0.93
	Network Range				-0.10	-1.02	0.31
	Mean Network Status				0.02	0.12	0.91
	Mean Network Strength				0.14	1.40	0.16
Step Three							
	Number of Organizational Members Met	0.15	0.06	0.06	-0.23	-2.24	0.03
	Network Size				0.04	0.23	0.82
	Network Range				-0.18	-1.64	0.10
	Mean Network Status				-0.07	-0.37	0.71
	Mean Network Strength				0.16	1.43	0.15
	Size*Mean Strength				-0.01	-0.04	0.97
	Range*Mean Strength				-0.13	-0.58	0.56
	Size*Mean Status				0.19	1.79	0.08
	Range*Mean Status				0.15	0.59	0.56
	Mean Strength*Mean Status				0.04	0.14	0.89

**p* < .05

Table 8. Regression of Congruence on Employee Relational Obligations on Each Network Characteristic and Interaction Term.

<i>Dependent Variable:</i>	<i>Employee and Supervisor Congruence on Employee Relational Obligations</i>					
	<i>R²</i>	<i>Adj R²</i>	<i>ΔR²</i>	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>						
Step One	0.04	0.03	0.04			
Number of Organizational Members Met				0.20	1.99	0.05
Step Two	0.08	0.03	0.04			
Number of Organizational Members Met				0.14	1.37	0.17
Network Size				0.01	0.04	0.97
Network Range				-0.03	-0.28	0.78
Mean Network Status				0.15	0.83	0.41
Mean Network Strength				-0.11	-1.06	0.29
Step Three	0.11	0.01	0.03			
Number of Organizational Members Met				0.14	1.31	0.19
Network Size				-0.05	-0.29	0.77
Network Range				-0.04	-0.32	0.75
Mean Network Status				0.21	1.11	0.27
Mean Network Strength				-0.10	-0.86	0.39
Size*Mean Strength				-0.13	-0.56	0.58
Range*Mean Strength				0.20	0.88	0.38
Range ² *Mean Strength						
Size*Mean Status				0.06	0.53	0.60
Range*Mean Status				-0.31	-1.16	0.25
Range ² *Mean Status						
Mean Strength*Mean Status				0.39	1.52	0.13

Table 9. Regression of Congruence on Organization Relational Obligations onto Each Network Characteristic and Interaction Term.

<i>Dependent Variable:</i>	<i>Employee and Supervisor Congruence on Organization Relational Obligations</i>					
	<i>R²</i>	<i>Adj R²</i>	<i>ΔR²</i>	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>						
Step One	0.06	0.02	0.06			
Network Size				-0.08	-0.45	0.65
Network Range				0.02	0.10	0.92
Mean Network Status				0.00	-0.04	0.97
Mean Network Strength				0.22	2.22	0.03
Step Two	0.13	0.05	0.07			
Network Size				-0.01	-0.08	0.93
Network Range				-0.03	-0.14	0.89
Mean Network Status				0.07	0.68	0.50
Mean Network Strength				0.19	1.79	0.08
Size*Mean Strength				0.14	0.64	0.52
Range*Mean Strength				-0.33	-1.53	0.13
Size*Mean Status				-0.21	-0.80	0.43
Range*Mean Status				0.05	0.19	0.85
Mean Strength*Mean Status				-0.06	-0.58	0.57

Table 10. Regression of Congruence on Organization Transactional Obligations onto Each Network Characteristic and Interaction Term.

<i>Dependent Variable:</i>		<i>Employee and Supervisor Congruence on Organization Transactional Obligations</i>					
		<i>R²</i>	<i>AdjR²</i>	<i>ΔR²</i>	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>							
Step One		0.04	0.03	.04**			
	Tenure				-0.19	-1.94	0.06
Step Two		0.06	0.02	0.02			
	Tenure				-0.22	-2.15	0.03
	Network Size				-0.25	-1.39	0.17
	Network Range				0.14	0.78	0.44
	Mean Network Status				0.06	0.56	0.58
	Mean Network Strength				0.01	0.13	0.90
Step Three		0.12	0.02	0.06			
	Tenure				-0.26	-2.52	0.01
	Network Size				-0.24	-1.31	0.19
	Network Range				0.14	0.73	0.47
	Mean Network Status				0.07	0.64	0.53
	Mean Network Strength				0.09	0.83	0.41
	Size*Mean Strength				-0.44	-1.91	0.07
	Range*Mean Strength				0.29	1.31	0.19
	Size*Mean Status				-0.06	-0.22	0.82
	Range*Mean Status				0.16	0.61	0.54
	Mean Strength*Mean Status				-0.06	-0.57	0.57

***p* < .10

Table 11. Follow-up Analyses for Network Strength: Regression of Congruence on Organization Relational Obligations onto Alternative Operationalizations of Network Strength.

<i>Dependent Variable: Employee and Supervisor Congruence on Organization Relational Obligations</i>			
	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>			
Total Network Strength	-0.01	-0.13	0.89
Strongest Network Tie	0.03	0.24	0.81
Weakest Network Tie	0.17	1.46	0.15

Table 12. Independent Samples T-Tests.

	<i>Less than 100 Days Tenure</i>		<i>More than 100 Days Tenure</i>		<i>t</i>	<i>p</i>
	<i>Mean</i>	<i>Standard Deviation</i>	<i>Mean</i>	<i>Standard Deviation</i>		
Network Size	6.26	3.35	5.21	3.44	1.68	0.09
Adjusted Network Range	4.56	2.4	3.45	2.57	2.24	0.03
Mean Network Status	3.65	1.74	3.76	1.86	-0.29	0.77
Mean Network Strength	4.18	0.63	4.21	0.68	-0.27	0.79

Table 13. Variable Intercorrelations for Employees with Less than 100 Days Tenure.

Variable	1	2	3	4	5	6	7	8	9	10
1. Number of organizational members employee met with during interview/hiring process	--									
2. Tenure (in days)	-0.30	--								
3. Network Size	-0.06	-0.02	--							
4. Mean Network Status	0.23	0.06	-.20	--						
5. Network range adjusted for network size	-0.17	0.17	.74*	-0.04	--					
6. Mean Network Strength	0.04	-0.25	-.25*	-0.03	-.63*	--				
7. Employee-Supervisor congruence on employee transactional obligations	-0.19	0.13	0.08	-0.29	-0.07	0.10	--			
8. Employee-Supervisor congruence on employee relational obligations	0.19	.44*	-0.24	-0.01	-0.24	-0.04	0.02	--		
9. Employee-Supervisor congruence on organization transactional obligations	-0.02	0.05	-0.20	0.26	-0.25	-0.13	0.18	-0.04	--	
10. Employee-Supervisor congruence on organization relational obligations	-0.13	0.16	-0.13	0.39	-0.31	0.30	0.19	0.01	.42*	--

*p<.05

Table 14. Variable Intercorrelations for Employees with More than 100 Days Tenure.

Variable	1	2	3	4	5	6	7	8	9	10
1. Number of organizational members employee met with during interview/hiring process	--									
2. Tenure (in days)	0.05	--								
3. Network Size	0.09	-.28*	--							
4. Mean Network Status	-0.06	0.15	0.07	--						
5. Network range adjusted for network size	.27*	-.26*	.85*	.22*	--					
6. Mean Network Strength	-0.18	0.04	-0.15	-0.03	-0.08	--				
7. Employee-Supervisor congruence on employee transactional obligations	-0.24	-0.04	-0.09	-0.02	-0.01	0.17	--			
8. Employee-Supervisor congruence on employee relational obligations	0.19	-.23*	0.06	-0.01	0.18	-0.14	0.01	--		
9. Employee-Supervisor congruence on organization transactional obligations	0.12	-0.16	-0.11	-0.03	0.00	0.07	0.02	0.17	--	
10. Employee-Supervisor congruence on organization relational obligations	-0.07	0.01	-0.01	-0.10	-0.05	.24*	0.17	-0.06	.52*	--

*p<.05

Table 15. Regression of Congruence on Organization Relational Obligations onto Network Characteristics and Interactions for Employees with Less than 100 Days Tenure.

<i>Dependent Variable:</i>	<i>Employee and Supervisor Congruence on Organization Relational Obligations</i>					
	<i>R²</i>	<i>Adj R²</i>	<i>ΔR²</i>	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>						
Step One	0.52	0.08	0.52			
Network Size				0.01	0.03	0.98
Network Range				0.39	1.75	0.10
Mean Network Status				-0.17	-0.46	0.65
Mean Network Strength				0.22	0.77	0.45
Step Two	0.67	0.40	0.15**			
Network Size				0.44	1.23	0.24
Network Range				0.55	1.86	0.09
Mean Network Status				-1.04	-2.48	0.03
Mean Network Strength				-0.50	-1.55	0.15
Size*Mean Strength				1.77	3.17	0.01
Range*Mean Strength				-1.55	-2.82	0.02
Size*Mean Status				-0.13	-0.35	0.73
Range*Mean Status				-0.12	-0.19	0.85
Mean Strength*Mean Status				0.36	0.41	0.69

***p* < .10

11

Table 16. Regression of Congruence on Organization Relational Obligations onto Network Characteristics and Interactions for Employees with More than 100 Days Tenure.

<i>Dependent Variable:</i>	<i>Employee and Supervisor Congruence on Organization Relational Obligations</i>					
	<i>R²</i>	<i>AdjR²</i>	<i>ΔR²</i>	<i>Beta</i>	<i>t</i>	<i>p</i>
<i>Predictors</i>						
Step One	0.07	0.02	0.07			
Network Size				-0.06	-0.30	0.77
Network Range				0.03	0.12	0.90
Mean Network Status				-0.07	-0.63	0.53
Mean Network Strength				0.24	2.15	0.03
Step Two	0.13	0.02	0.06			
Network Size				0.00	-0.02	0.98
Network Range				-0.01	-0.02	0.98
Mean Network Status				0.00	0.03	0.97
Mean Network Strength				0.22	1.79	0.08
Size*Mean Strength				0.05	0.20	0.84
Range*Mean Strength				-0.24	-0.98	0.33
Size*Mean Status				-0.20	-0.66	0.51
Range*Mean Status				0.05	0.19	0.85
Mean Strength*Mean Status				-0.01	-0.10	0.92

Table 17. Independent Samples T-Tests.

	<i>University Employee</i>		<i>Non-University Employee</i>		<i>t</i>	<i>p</i>
	<i>Mean</i>	<i>Standard Deviation</i>	<i>Mean</i>	<i>Standard Deviation</i>		
Network Size	5.6	3.42	5.58	3.47	0.03	0.98
Adjusted Network Range	4.11	2.64	3.69	2.5	0.83	0.41
Mean Network Status	3.90	1.60	3.58	1.96	0.92	0.36
Mean Network Strength	4.06	0.60	4.30	0.62	-1.96	0.05

Appendix D. Figures

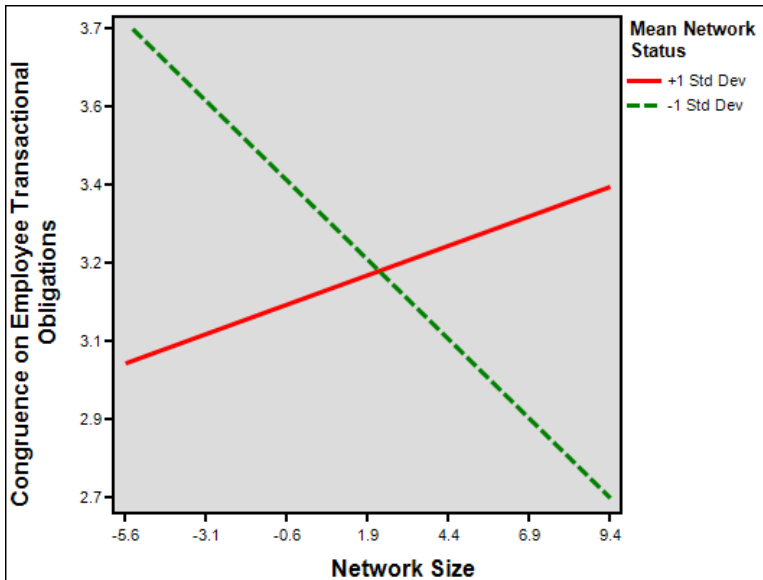


Figure 1. Mean Network Status Moderating the Relationship between Network Size and Congruence on Employee Transactional Obligations.

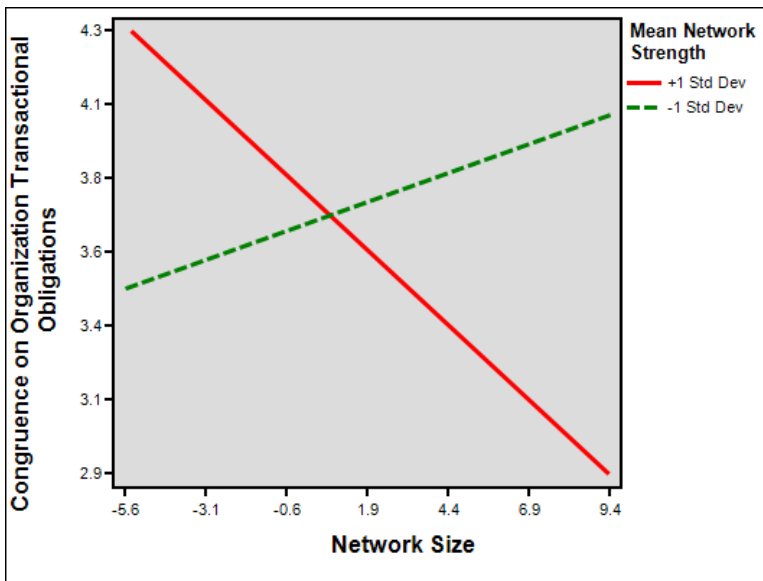


Figure 2. Mean Network Strength Moderating the Relationship between Network Size and Congruence on Organization Transactional Obligations.

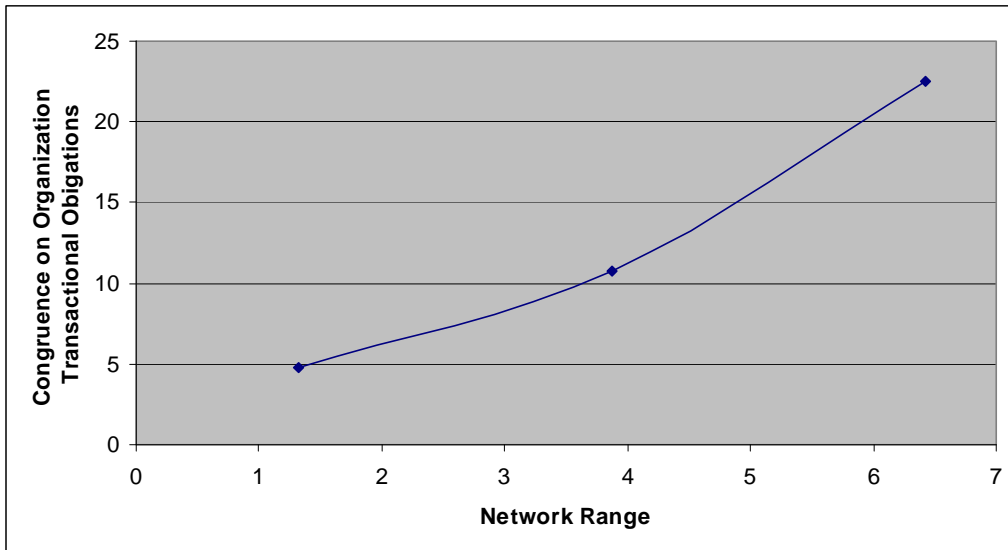


Figure 3. Curvilinear Relationship for Network Range Predicting Congruence on Organization Transactional Obligations.

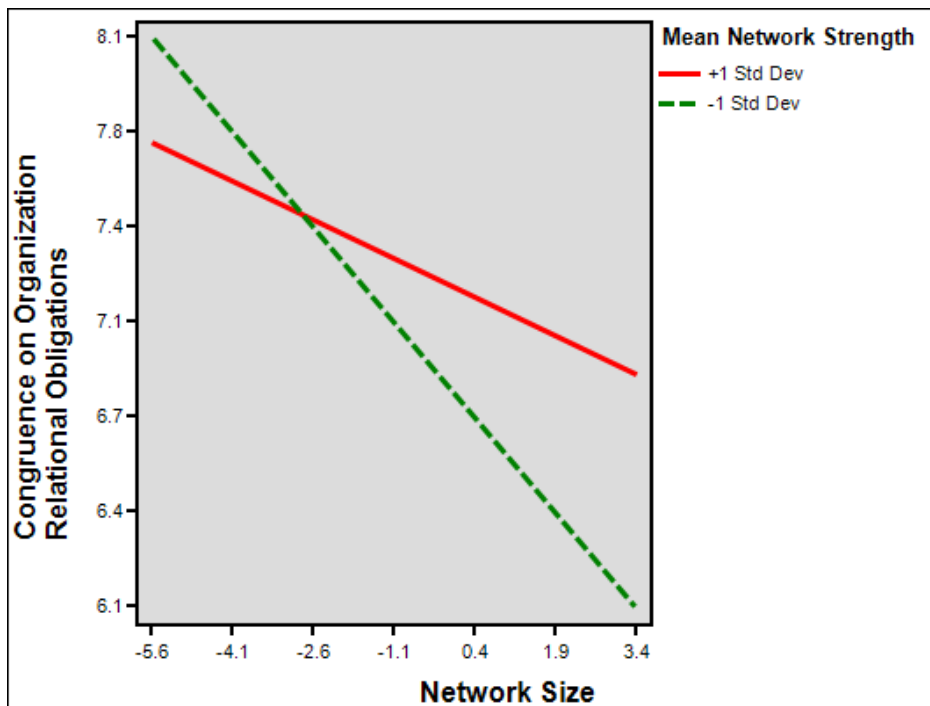


Figure 4. Mean Network Strength Moderating the Relationship between Network Size and Congruence on Organization Relational Obligations.

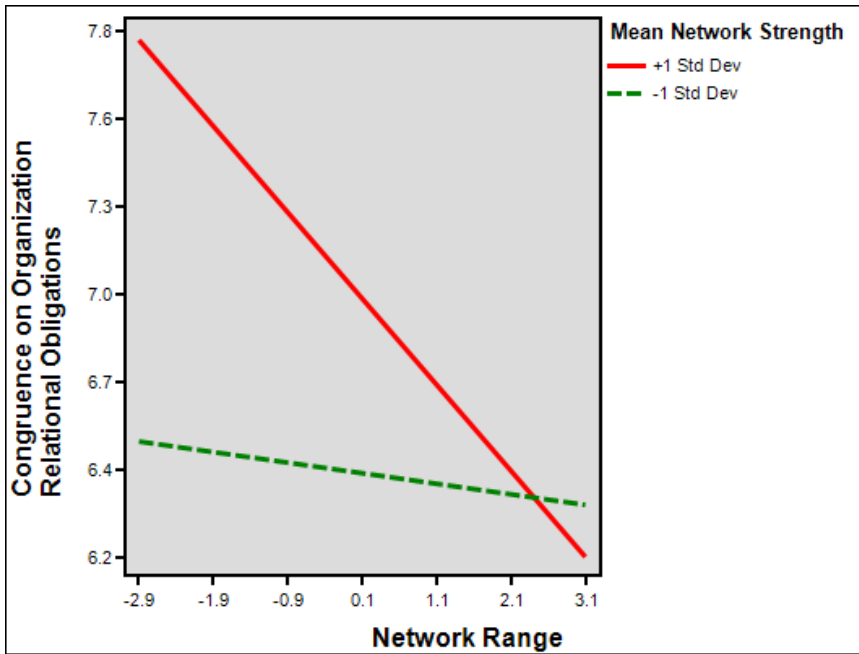


Figure 5. Mean Network Strength Moderating the Relationship between Network Range and Congruence on Organization Relational Obligations.

REFERENCES

REFERENCES

- Anderson, N., & Ostroff, C. (1997). Selection as socialization. In N. Anderson & P. Herriot (Eds.), *International Handbook of Selection and Assessment*, pp. 413-440. Chichester: Wiley.
- Ashford, S. J. & Black, S. J. (1996). Proactivity during organizational entry: The role of desire for control. *Journal of Applied Psychology*, 81, 199-214.
- Ashford, S.J., & Cummings, L.L. (1985). Proactive feedback seeking: The instrumental use of the information environment. *Journal of Occupational Psychology*, 58, 67-79.
- Ashford, S.J., & Taylor, M.S. (1990). Adaptation to work transitions: An integrative approach. In G.R. Ferris & K.M. Rowland (Eds.), *Research in personnel and human resource management* (Vol. 8, pp.1-39). Greenwich, CT: JAI Press.
- Ashmos, D.P., & Huber, G.P. (1987). The systems paradigm in organization theory: Correcting the record and suggesting the future. *Academy of Management Review*, 12, 607-621.
- Atkin, C. (1973). Instrumental utilities and information seeking. In P. Clarke (Ed.), *New models for communication research* (Vol. III). Beverly Hills, CA: Sage Publications.
- Baba, M.L. (1995). The cultural ecology of the corporation: Explaining diversity in work group responses to organizational transformation. *Journal of Applied Behavioral Science*, 31, 202-233.
- Bal, P.M., De Lange, A.H., Jensen, P.G.W, & Van Der Velde, M.E.G. (2008). Psychological contact breach and job attitudes: A meta-analysis of age as a moderator. *Journal of Vocational Behavior*, 72, 143-158.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, 84, 191-215.

- Baron, R. A. (1995). Interpersonal relations in organizations. In K. R. Murphy (Ed.), *Individual Differences and Behaviors in Organizations* (pp. 334-370). San Francisco: Jossey-Bass.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance. *Personnel Psychology*, *44*, 1-26.
- Barrick, M.R, Stewart, G.L., & Piotrowski, M. (2002). Personality and job performance: Test of the mediating effects of motivation among sales representatives. *Journal of Applied Psychology*, *87*, 43-51.
- Bieri, J., Atkins, A. L., Briar, S., Leaman, R. L., Miller, H., & Tripodi, T. (1966). *Clinical and social judgment: The discrimination of behavioral information*. New York: Wiley.
- Birnbaum, M. H. & Stegner, S. E. (1979). Source credibility in social judgment: Bias, expertise, and the judge's point of view. *Journal of Personality and Social Psychology*, *37*, 48-74.
- Birnbaum, M. H., Wong, R. & Wong, L. (1976). Combining information from sources that vary in credibility. *Memory and Cognition*, *4*, 330-336.
- Blau, P.M. (1964). *Exchange and power in social life*. New York: Wiley.
- Boorman, S.A. (1975). A combinatorial optimization model for transmission of job information through contact networks. *Bell Journal of Economics*, *6*, 216-249.
- Brass, D.J. (1984). Being in the right place: A structural analysis of individual influence in an organization. *Administrative Science Quarterly*, *29*, 518-539.
- Brass, D.J. (1995). A social network perspective on human resources management. In G. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 13). Greenwich, CT: JAI Press.
- Brass, D.J. (2000). Networks and frog ponds: Trends in multilevel research. In K.Klein, & S.W.J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions*. (pp. 557-571). San Francisco: Jossey-Bass.
- Brass, D.J., Butterfield, K.D., & Skaggs, B.C. (1998). Relationships and unethical behavior: A social network perspective. *Academy of Management Review*, *23*, 14-31.

- Brehmer, B. & Hagafors, R. (1986). Use of experts in complex decision making: A paradigm for the study of staff work. *Organizational Behavior and Human Decision Processes*, 38, 181-195.
- Brockett, R. G., & Hiemstra, R. (1991). Self-direction in adult learning: Perspectives on theory, research, and practice. New York: Routedledge.
- Brunswik, E. (1940). Thing constancy as measured by correlation coefficients. *Psychological Review*, 47, 69-78.
- Brunswik, E. (1943). Organismic achievement and environmental probability. *Psychological Review*, 50, 255-272.
- Brunswik, E. (1955). Representative design and probabilistic theory in a functional psychology. *Psychological Review*, 62, 193-217.
- Brunswik, E. (1956). Perception and representative design of experiments. Berkeley: University of California Press.
- Budner, S. (1962). Intolerance of ambiguity as a personality variable. *Journal of Personality*, 30, 29-50.
- Bunderson, J.S. (2001). How work ideologies shape the psychological contracts of professional employees: Examining doctors' responses to perceived breach. *Journal of Organizational Behavior*, 22, 1-25.
- Burke, R.J., & Bolf, C. (1986). Learning with organizations: Sources and content. *Psychological Reports*, 59, 1187-1198.
- Burkley, M. & Blanton, H. (2005). *When am I my group? Self-Enhancement versus self-justification accounts of perceived prototypicality*. *Social Justice Research*, 18, 445-463.
- Burt, R.S. (1992). *Structural holes: The social structure of competition*. Cambridge, MA: Harvard University Press.
- Burt, R.S. (1997). The contingent value of social capital. *Administrative Science Quarterly*, 42, 339-365.
- Campbell, K.E., Marsden, P.V., Hurlbert, J.S. (1986). Social resources and socioeconomic status. *Social Networks*, 8, 97-117.

- Chao, G.T., Walz, P.M., & Gardner, P.D. (1992). Formal and informal mentorships: A comparison on mentoring functions and contrast with nonmentored counterparts. *Personnel Psychology, 45*, 619-636.
- Chen, Z.X., Tsui, A.S., & Zhong, L. (2008). Reactions to psychological contract breach: a dual perspective. *Journal of Organizational Behavior, 29*, 527-548.
- Cohen, J. (1988). *Statistical power analysis for the behavior sciences*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Colby, P.M., & Emmons, R.A. (1997). Openness to emotion as predictor of perceived, requested, and observer reports of social support. In G.R. Pierce, B. Lakey, I.G. Sarason, B.R. Sarason (Eds.), *Sourcebook of social support and personality* (pp. 445-472). New York: Plenum Press.
- Comer, D.R. (1991). Organizational newcomers' acquisition of information from peers. *Management Communication Quarterly, 5*, 64-89.
- Conrad, C. (1994). *Strategic organizational communication – toward the twenty-first century*. Orlando, FL: Harcourt Brace.
- Coyle-Shapiro, J., & Kessler, I. (2000). Consequences of the psychological contract for the employment relationship: A large scale survey. *Journal of Management Studies, 37*, 903-930.
- Crant, J.M. (2000). Proactive behavior in organizations. *Journal of Management, 26*, 435-462.
- Crocker, J., Fiske, S.T., & Taylor, S.E. (1984). Schematic bases of belief change. In J.R. Eiser (Ed.), *Attitudinal judgment* (pp. 192-226). New York: Springer.
- Daft, R. (1986). Organizational information requirements, media richness and structural design. *Management Science, 32*, 554-571.
- Day, D.V., & Kilduff, M. (2003). Self-monitoring personality and work relationships: individual differences in social networks. In M.R. Barrick & A.M. Ryan (Eds.), *Personality and work: Reconsidering the role of personality in organizations* (pp.205-228). San Francisco: Jossey-Bass.
- Deery, S.J., Iverson, R.D., & Walsh, J.T. (2006). Toward a better understanding of psychological contract breach: A study of customer service employees. *Journal of Applied Psychology, 91*, 166-175.

- Delany, J. (1980). Aspects of donative resource allocation and the efficiency of social networks: Simulation models of job vacancy information transfers through personal contacts. Unpublished doctoral dissertation, Yale University.
- DeVos, A., Buyers, D., & Schalk, R. (2003). Psychological contract development during organizational socialization: Adaptation to reality and the role of reciprocity. *Journal of Organizational Behavior, 24*, 537-559.
- De Cuyper, N. & De Witte, H. (2006). The impact of job insecurity and contract type on job attitudes, well-being and behavioural reports: A psychological contract perspective. *Journal of Occupational and Organizational Psychology, 79*, 395-409.
- Dugoni, B.L., & Ilgen, D.R. (1981). The effects of realistic job previews and the adjustment of new employees. *Academy of Management Journal, 24*, 579-591.
- Edwards, J.R. (1995). Alternatives to difference scores as dependent variables in the study of congruence in organizational research. *Organizational Behavior and Human Decision Processes, 64*, 307-324.
- Emmons, R.A., Diener, E., & Larsen, R.J. 1985. Choice of situations and congruence models of interactionism. *Personality and Individual Differences, 6*, 693-702.
- Erbe, W. (1977). Gregariousness, group membership, and the flow of information. In S. Leinhardt (Ed.), *Social Networks: A developing paradigm*. New York: Academic Press.
- Erickson, B.H. (1988). The relational basis of attitudes. B.Wellman & S.D. Berkowitz, (Eds.), *Social structures: A network approach. Structural analysis in the social sciences, Vol. 2.* (pp. 99-121). Cambridge, NY: Cambridge University Press.
- Feldman, D.C. (1976). A contingency theory of organizational members. *Administrative Sciences Quarterly, 21*, 433-452.
- Feldman, M.S. (1989). *Order without design*. Stanford, CA: Stanford University Press.
- Fiske, S.T. (1993). Social cognition and social perception. *Annual Review of Psychology, 44*, 155-194.
- Fulk, J. (1993). Social construction of communication technology. *Academy of Management Journal, 36*, 921-950.

- Gabarro, J.J. (1987). The development of working relationships. In J.W. Lorsch (Ed.), *Handbook of organizational behavior* (pp.172-189). Upper Saddle River, NJ: Prentice Hall.
- Gakovic, A., & Tetrick, L.E. (2003). Psychological contract breach as a source of strain for employees. *Journal of Business & Psychology, 18*, 235-246.
- Gangestad, S.W., & Snyder, M. (2000). Self-monitoring: Appraisal and reappraisal. *Psychological Bulletin, 126*, 530-555.
- Gouldner, A.W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review, 25*, 161-178.
- Gioia, D.A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal, 12*, 433-448.
- Goldberg, L.R. (1999). A broad-bandwidth, public domain, personality inventory measuring the lower-level facets of several five-factor models. In I. Mervielde, I. Deary, F. De Fruyt, & F. Ostendorf (Eds.), *Personality Psychology in Europe*, Vol. 7 (pp. 7-28). Tilburg, The Netherlands: Tilburg University Press.
- Gouldner, A.W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review, 25*, 161-178.
- Graen, G.B., & Scandura, T.A. (1987). Towards a psychology of dyadic organizing. In L.L. Cummings & B.M. Staw (Eds.), *Research in organizational Behavior* (Vol. 9, pp. 175-208). Greenwich, CT: JAI Press.
- Granovetter, M.S. (1973). The strength of weak ties. *American Journal of Sociology, 78*, 1360-1380.
- Granovetter, M.S. (1976). Network sampling: Some first steps. *American Journal of Sociology, 81*, 1287-1303.
- Granovetter, M.S. (1982). The strength of weak ties: A network theory revisited. In P.V. Marsden & N. Lin (Eds.), *Social structure and network analysis*, (pp. 105-130). Beverly Hills, CA: Sage Publications.
- Granovetter, M.S. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology, 91*, 481-510.
- Graziano, W.G., Jensen-Campbell, L.A., & Hair, E.C. (1996). Perceiving interpersonal conflict and reacting to it: The case for agreeableness. *Journal of Personality and Social Psychology, 70*, 820-835.

- Griffin, A.E.C., Colella, A., & Goparaju, S. (2000). Newcomer and organizational socialization tactics: an interactionist perspective. *Human Resource Management Review, 10*, 453-474.
- Hall, D.T. 1971 A theoretical model of career subidentity development in organizational settings. *Organizational Behavior and Human Performance, 6*, 50-76.
- Hansen, M.T. (1999). The search-transfer problem: The role of weak ties in sharing knowledge across organizational subunits. *Administrative Science Quarterly, 44*, 82-111.
- Hollenbeck, J.R., Ilgen, D.R., Sego, D.J, Hedlunc, J., Major, D., Phillips, J. (1995). Multilevel Theory of Team Decision Making : Decision Performance in Teams Incorporating Distributed Expertise. *Journal of Applied Psychology, 80*, 292-316.
- Hui, C., Lee, C., Rousseau, D.M. (2004). Psychological contract and organizational citizenship behavior in China: Investigating generalizability and instrumentality. *Journal of Applied Psychology, 89*, 311-321.
- Ibarra, H. (1995). Race, opportunity, and diversity of social circles in managerial networks. *Academy of Management Journal, 38*, 673-703.
- Ilgen, D.R., & Pulakos, E.D. (1999). Introduction: Employee performance in today's organizations. In D.R. Ilgen & E.D. Pulakos (Eds.), *The changing nature of performance* (pp. 1-20). San Francisco: Jossey-Bass.
- Irving, P.G., & Meyer, J.P. (1994). Reexamination of the met-expectations hypothesis: A longitudinal analysis. *Journal of Applied Psychology, 79*, 937-949.
- Jablin, F.M. (1987). Organizational entry, assimilation, and exit. F.M. Jablin, & L.L Putnam (Eds.), *Handbook of organizational communication: An interdisciplinary perspective* (pp. 679-740). Beverly Hills, CA: Sage.
- John, O.P., & Srivistava, S. (1999). The Big Five trait taxonomy: History, measurement, and theoretical perspectives. In E. Pervin & O. John (Eds.), *Handbook of personality* (pp. 102-138). New York: Guilford Press.
- Johnson, J.L., & O'Leary-Kelly, A.M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior, 24*, 627-647.
- Joshi, M.P., Kathuria, R., & Porth, S.J. (2003). Alignment of strategic priorities and performance: an integration of operations and strategic management perspectives. *Journal of Operations Management, 21*, 353-369.

- Kammeyer-Mueller, J.D., & Wanberg, C.R. (2003). Unwrapping the organizational entry process: Disentangling multiple antecedents and their pathways to adjustment, *Journal of Applied Psychology*, 88, 779-794.
- Katz, D., & Kahn, R.L. (1966). *The social psychology of organizations*. New York: John Wiley.
- Kotter, J. (1973). The psychological contract: Managing the joining-up process. *California Management Review*, 15, 91-99.
- Katz, R. (1980). Time and work: Toward an integrative perspective. In B.M. Staw & I.L. Cummings (Eds.), *Research in organizational behavior*, vol. 2: 81-121. Greenwich, CT: JAI Press.
- Katz, D., & Kahn, R.L. (1978). *The social psychology of organizations (2nd ed.)*. New York: Wiley.
- Krackhardt, D. (1999). The ties that torture: Simmelian tie analysis in organizations. *Research in the Sociology of Organizations*, 16, 183-210.
- Kram, K.E. (1985). Improving the mentoring process. *Training & Development Journal*, 39, 40-43.
- Kramer, M.W. (1993). Communication after job transfers: Social exchange processes in learning new roles. *Human Communications Research*, 20, 147-174.
- Landis, J.R. & Koch, G.G. (1977). The measurement of observer agreement for categorical data. *Biometrics*, 33, 159-174.
- Langan-Fox, J. (2001). Communication in organizations: Speed, diversity, networks, and influence on organizational effectiveness, human health, and relationships. In N. Anderson, D.S. Ones, H.K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work and organizational psychology, (Vol 2): Organizational psychology*. (pp. 188-205). Thousand Oaks, CA: Sage.
- Lee, C., Tinsley, C. H., & Chen, Z. X. (2000). Psychological normative contracts of work group members in the U. S. and Hong Kong. In D. M. Rousseau & R. Schalk (Eds.), *Psychological contracts in employment: Cross-cultural perspective* (pp. 87-103). Thousand Oaks, CA: Sage.
- Lester, S.W., Turnley, W.H., Bloodgood, J.M., & Bolino, M.C. (2002). Not seeing eye to eye: Differences in supervisor and subordinate perceptions of and attributions for psychological contract breach. *Journal of Organizational Behavior*, 23, 39-56

- Lin, N. (1982). Social resources and instrumental action. In P.V. Marsden & N.Lin (Eds.), *Social structure and network analysis*. Beverly Hills, CA: Sage.
- Louis, M.R. (1980). Surprise and sense-making: What newcomers experience in entering unfamiliar organizational settings. *Administrative Science Quarterly*, 25, 226-251.
- Louis, M.R. (1990). Acculturation in the workplace: Newcomers as lay ethnographers. In B. Schneider (Ed.), *Organizational Climates and Cultures*, (pp. 85-127). San Francisco: Jossey-Bass.
- Louis, M.R., Posner, B.Z., & Powell, G.N. (1983). The availability and helpfulness of socialization practices. *Personnel Psychology*, 36, 857-866.
- Meyer, G.W. (1994). Social information processing and social networks: A test of social influence mechanisms. *Human Relations*, 47, 1013-1036.
- Miller, V.D., & Jablin, F.M. (1991). Information seeking during organizational entry: Influences, tactics, and a model of the process. *Academy of Management Review*, 16, 92-120.
- Moynihan, L. M., & Peterson, R. S. (2004). The role of personality in group processes. In B. Schneider & D. B. Smith (Eds.), *Personality and organizations* (pp. 317-345). Mahwah, NJ: Erlbaum.
- Moreland, R.L., & Levine, J.M. (1982). Socialization in small groups: Temporal changes in individual-group relations. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 15, pp. 137-192). New York: Academic Press.
- Moreland, R.L., & Levine, J.M. (2001). Socialization in organizations and work groups. M.E. Turner (Ed). *Groups at work: Theory and research. Applied social research*. (pp. 69-112). Mahwah, NJ: Lawrence Erlbaum Associates.
- Morrison, E. (1993a). A longitudinal study of the effects of information seeking on newcomer socialization. *Journal of Applied Psychology*, 78, 173-183.
- Morrison, E. (1993b). Newcomer information seeking: exploring types, modes, sources, and outcomes. *Academy of Management Journal*, 36, 557-589.
- Morrison, E.W. (2002). Newcomers' relationships: The role of social network ties during socialization. *Academy of Management Journal*, 45, 1149-1160.

- Morrison, E.W., & Robinson, S.L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22, 226-256.
- Morrison, E. W., & Robinson, S. L. (2004). The employment relationship from two sides: Incongruence in employees' and employers' perceptions of obligations. In J. A. M. Coyle-Shapiro, L. M. Shore, M. S. Taylor, & L. E. Tetrick (Eds.). *The Employment Relationship: Examining Psychological and Contextual Perspectives* (pp. 161-180). Oxford University Press.
- Mount, M.K., Barrick, M.R., & Stewart, G.L. (1998). Five-Factor Model of personality and performance in jobs involving interpersonal interactions. *Human Performance*, 11, 145-165
- Murray, S., Rankin, J., & Magill, D. (1981). Strong ties and job information. *Sociology of Work and Occupation*, 8, 119-136.
- Nelson, D.L., & Quick, J.C. (1991). Social support and newcomer adjustment in organizations: Attachment theory at work? *Journal of Organizational Behavior*, 12, 543-554.
- Noe, R. A. (1988). An investigation of the determinants of successful assigned mentoring relationships. *Personnel Psychology*, 41, 457-479.
- Nord, W.E. (1980). The study of organizations through a resource-exchange paradigm. In K.J. Gergen, M.S. Greenberg, & R.H. Willis (Eds.), *Social exchange: Advances in theory and practice* (pp. 119-140). New York: Plenum Press.
- Nordhaug, O. (1989). Reward functions of personnel training. *Human Relations*, 42, 373-388.
- Norton, R.W. (1975). Measurement of ambiguity tolerance. *Journal of Personality Assessment*, 39, 607-619.
- Ostroff, C., & Kozlowski, S.W.J. (1992). Organizational socialization as a learning process: The role of information acquisition. *Personnel Psychology*, 45, 849-874.
- Phillips, J.M. (1998). Effects of realistic job previews on multiple organizational outcomes: a meta-analysis. *Academy of Management Journal*, 41, 673-690.
- Podolny, J.M., & Baron, J.N. (1997). Resources and relationships: Social networks and mobility in the workplace. *American Sociological Review*, 12, 278-287.

- Posner, B.Z., & Powell, G.N. (1985). Female and male socialization experiences: An initial investigation. *Journal of Occupational Psychology*, 58, 81-85.
- Purvis, L.J.M., & Cropley, M. (2003). Psychological contracting: Process of contract formation during interviews between nannies and their “employers”. *Journal of Occupational and Organizational Psychology*, 76, 213-241.
- Reichers, A.E., (1987). An interactionist perspective on newcomer socialization rates. *Academy of Management Review*, 12, 278-287.
- Reis, H.T., Collins, W.A., & Berscheid, E. (2000). The relationship context of human behavior and development. *Psychological Bulletin*, 126, 844-872.
- Rentsch, J.R. (1990). Climate and culture: Interaction and qualitative differences in organizational meanings. *Journal of Applied Psychology*, 75, 668-681.
- Riggio, R.E., Riggio, H.R., Salinas, C. (2003). The role of social and emotional communication skills in leader emergence and effectiveness *Group Dynamics: Theory, Research, and Practice*, 7, 83-103.
- Robinson, S.L., & Brown, G. (2004). Psychological contract breach and violation in organizations. In R.W. Griffin and A.M. O’Leary-Kelly (Eds.), *The Dark Side of Organizational Behavior*. San Francisco, CA: Jossey-Bass.
- Robinson, S.L., & Morrison, E.W. (1995). Psychological contracts and OCB: The effects of unfulfilled obligations. *Journal of Organizational Behavior*, 16, 289-298.
- Robinson, S.L., & Rousseau, D.M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15, 245-259.
- Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, 37, 137-152.
- Ross, L., Greene, D., & House, P. (1977). The “false consensus effect”: An egocentric bias in social perception and attribution processes. *Journal of Experimental Social Psychology*, 13, 279-301.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological Monographs*, 80, 1-28.
- Rousseau, D.M. (2001). Schema, promise and mutuality: The building blocks of the psychological contract. *Journal of Occupational and Organizational Psychology*, 74, 511-541.

- Rousseau, D.M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2, 121-139.
- Rousseau, D.M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behavior*, 11, 389-400.
- Rousseau, D.M. (1995). *Psychological contracts in Organizations: Understanding written and unwritten agreements*. Thousand Oaks, CA: Sage Publications.
- Rousseau, D.M., & Greller, M.M. (1994). Human resource practices: Administrative contract makers. *Human Resource Management*, 33, 385-402.
- Rousseau, D.M., & Tijoriwala, S.A. (1999). What makes a good reason to change? Motivated reasoning and social accounts in organizational change. *Journal of Applied Psychology*, 84, 514-528.
- Rumelhart, D.E., & Norman, D.A. (1978). Accertion, tuning, and restructuring: three modes of learning. In R. Klatsy & J.W. Cotton (Eds.), *Semantic factors in cognition* (pp. 37-53). Hillsdale, NJ: Lawrence Erlbaum.
- Saks, A.M. (1994). Moderating effects of self-efficacy for the relationship between training method and anxiety and stress reactions of newcomers. *Journal of Organizational Behavior*, 15, 639-654.
- Saks, A.M. (1996). The relationship between the amount and helpfulness of entry training and work outcomes. *Human Relations*, 49, 429-451.
- Salancik, G.R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 23, 224-253.
- Schachter, S. (1959). *The psychology of affiliation: Experimental studies of the sources of gregariousness*. Stanford, CA: Stanford University Press.
- Schein, E.H. (1968). Organizational socialization and the profession of management. *Industrial Management Review*, 9, 1-16.
- Scott, J. (2000). *Social network analysis: A handbook*. Thousand Oaks, CA: Sage Publications
- Shore, L. M., & Tetrick, L. E. (1994). The psychological contract as an explanatory framework in the employment relationship. In C. L. Cooper, & D. M. Rousseau (Eds.). *Trends in Organizational Behavior* (pp. 91-109). Chichester: Wiley.

- Snyder, M., & Gangestad, S. (1986). On the nature of self-monitoring: Matters of assessment, matters of validity. *Journal of Personality and Social Psychology*, *51*, 125–139.
- Snyder, M., Gangestad, S., & Simpson, J.A. (1983). Choosing friends as activity partners: The role of self-monitoring. *Journal of Personality and Social Psychology*, *45*, 1061-1072.
- Stewart, G.L. (2003). Toward an understanding of the multilevel role of personality in teams. In M. R. Barrick & A. M. Ryan (Eds.), *Personality and work: Reconsidering the role of personality in organizations* (pp. 183-204). San Francisco: Jossey-Bass.
- Swann, W.B., & Read, S.J. (1981). Self-verification processes: how we sustain our self-conceptions. *Journal of Experimental Social Psychology*, *35*, 656-666.
- Taormina, R.J. (1997). Organizational socialization: A multidomain, continuous process model. *Domains of Organizational Socialization*, *5*, 29-47.
- Thomas, H.D.C., & Anderson, N. (1998). Changes in newcomers' psychological contract violations: Unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behavior*, *21*, 25-42.
- Tong, E.M.W., Bishop, G.D., Dion, S.M., Enkelmann, H.C.W, Why, Y.P., Ang, J. & Khader, M. (2004). *Social support and personality among male police officers in Singapore*. *Personality and Individual Differences*, *36*, 109-123.
- Tsui, A., & Wang, D. (2002). Employment relationships from the employer's perspective: Current research and future directions. In C.L. Cooper & I.T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology*. (Vol. 17, pp. 77-114).
- Turk, D.C., & Salovey, P. (1985). Cognitive structures, cognitive processes, and cognitive-behavior modification: II. Judgments and inferences of the clinician. *Cognitive Therapy and Research*, *9*, 19-33.
- Van Maanen, J., & Schein, E.H. (1979). Toward a theory of organizational socialization. In B. Staw (Ed.), *Research in Organizational Behavior*, (Vol. 1, pp.209-264). Greenwich, CT: JAI Press.
- Venkatraman, N. (1989). The concept of fit in strategy research: toward verbal and statistical correspondence. *Academy of Management Review*, *14*, 423–444.

- Wanous, J.P. (1992). Organizational entry: *Recruitment, selection, orientation, and socialization of newcomers*. Reading, MA: Addison-Wesley.
- Wanous, J.P. (1993). Newcomer orientation programs that facilitate organizational entry. H. Schuler, J. Farr, & M. Smith (Eds.), *Personnel selection and assessment: Individual and organizational perspectives*. (pp. 125-139). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Wanous, J.P. & Reichers, A.E. (2000). New employee orientation programs. *Human Resources Management Review*, 10, 435-451.
- Watson, D., & Clark, L.A. (1997). Extraversion and its positive emotional core. In R. Hogan, J.A. Johnson, & S.R. Briggs (Eds.), *Handbook of personality psychology* (pp. 767-793). San Diego: Academic Press.
- Weick, K.E. (1995). *Sensemaking in organizations*. Thousand Oaks, CA: Sage Publications.
- Welch Larson, D. (1994). The role of belief systems and schema in foreign policy decision-making. *Political Psychology*, 15, 17-33.
- Wessman, A.E., & Ricks, D.G. (1966). *Mood and personality*. New York: Holt, Rinehart, & Winston.
- Winter, D.G. (2002). The motivational dimensions of leadership: Power, achievement, and affiliation. In R.E. Riggio, S.E. Murphy, & F.J. Pirozzolo (Eds.), *Multiple intelligences and leadership*. Mahwah, NJ: Lawrence Erlbaum.
- Zhao, H., Wayne, S.J., Glibkowski, B.C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology*, 60, 647-680.

CURRICULUM VITAE

Kathryn Engel was born in Jacksonville, FL. She graduated from Sandalwood High School in 1996. Kathryn received her Bachelor of Science from the University of Georgia in 2000.