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Katherine Goll
University of Arkansas, Fayetteville

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**The Impact of Personality, Religiosity and Interpersonal Orientation on Ideological
Contracts**

by

Katherine E. Goll

Advisor: Dr. Anne O'Leary-Kelly

**An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of
Science in Business Administration in Management.**

**Sam M. Walton College of Business
University of Arkansas
Fayetteville, Arkansas**

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Introduction

In recent years exciting new discoveries in the field of organizational behavior have been made. Focus has returned to the psychological contract, and in 2003 Thompson and Bunderson introduced the ideological contract (Thompson & Bunderson, 2003); an entirely new form of exchange currency, which has been identified and differentiated from other currencies that make up the psychological contract. Ideological contracts, or ideological currency as they are also referred to, have earned their own place under the broader heading of the psychological contract (Thompson & Bunderson, 2003). In this article, I examine the relationship between personality, religiosity and interpersonal orientation traits and ideological contracts. Additionally, I delve into the most likely ideologies that compose ideological contracts in order to address the small amount of research in the domain of ideological currency.

Grounded in social exchange theory, Rousseau's psychological contract is defined as "the beliefs individuals hold regarding the terms and conditions of the exchange agreement between themselves and their organizations" (Thompson & Bunderson, 2003). The psychological contract provides a framework in which to examine the ideological contract. Research involving psychological contracts has shown that employees do, in fact, psychologically construct the terms of their employment (Thompson & Bunderson, 2003).

Psychological contract research also explains two distinct currencies of exchange: economic and socioemotional. Economic currency is primarily an economic exchange in which the employee contributes the appropriate amount of time and skill and is rewarded with pay and benefits from an organization (Thompson & Bunderson, 2003). This is a transactional contract and carefully monitored by both the employee and an organization. Socioemotional currency is more difficult to monitor, as it is a relational contract that consists of variations in a person's emotions, relationships with others and personality throughout their lifetime. An example of socioemotional currency exchange would be an employee pledging loyalty to an organization in exchange for job security (Thompson & Bunderson, 2003).

Although economic and socioemotional exchange currencies are essential currencies in the employment exchange, they are not all encompassing. Neither of these exchange currencies fulfill the notion of ideological rewards or pursuit of causes (Thompson & Bunderson, 2003). Thompson and Bunderson identified the ideological contract, which fulfilled these notions. They defined ideological currency as "credible commitments to pursue a valued cause or principle (not limited to self-interest) that are implicitly exchanged at the nexus of the individual organization relationship" (Thompson & Bunderson, 2003).

The defining aspect of an ideology-infused contract is that the employee must feel that their membership is "at least partially premised on a belief that the organization will provide a context in which the individual can contribute, directly or indirectly to the cause" (Thompson & Bunderson, 2003). Employees feel a personal connection to their cause of choice and when an organization implies that it will back the same or similar cause, an employee forms a bond, or ideological contract, with an organization based on their espousal of the similar cause. The employee must believe that an organization is obligated to exhibit a credible commitment to a cause, and in turn, the employee holds himself or herself accountable to perform their role in aiding the organization in pursuing the cause.

Perceived obligations of an organization or employee may include taking the initiative to serve the needs of others, acting as a public advocate for a particular cause or sacrificing work or non-work time to contribute to the ideological mission of an organization. Ideological contracts

commonly occur around causes such as environmental sustainability, spirituality in the workplace and human rights (Thompson & Bunderson, 2003). An example of a human rights cause would be Walmart's Fighting Hunger Together program. An employee who deems ending hunger in the United States as a very important cause is likely to display a greater loyalty to Walmart and participate in the Fighting Hunger Together program. The employee will in turn expect Walmart to follow through on their promises and pledges to fight hunger.

Creation of an Ideological Contract

Employees who pursue ideological contracts tend to be future-oriented and find the pursuit of the ideology to be an intrinsic reward. They are willing to be tolerant of the failures of an organization in the short term if they believe an organization is still committed to the long-term ideological objective (Thompson & Bunderson, 2003). With that said, there are certain 'hot button' issues that are deemed non-negotiable as they are attached to issues that the employee connects with having moral significance. Although each individual will have their own set of morals and beliefs, it is likely that most individuals will expect their future employer to offer ideological currency at some point in their life.

Hypothesis 1: Junior and seniors students at the University of Arkansas- Fayetteville campus expect their future employers to offer ideological currency.

Personality, Religiosity and Interpersonal Orientation

Personality, religiosity and interpersonal orientation may be able to predict if an employee will form an ideological contract. Personality traits have been shown to positively correlate with psychological contract formation in past studies (Raja, Johns, Ntalianis, 2004). It is my belief that the Big Five personality traits, religiosity and interpersonal orientation will have moderate to strong relationships with ideological contract formation. If these factors are found to be predictors of ideological contract formation, organizations will be able to use this information to make hiring and promotion decisions. An organization could test job applicants' personalities, religiosity and interpersonal orientation to see if the applicant is likely to form ideological contracts and act accordingly to build loyalty between the future employee and the organization.

Extraversion: Extroverts have many positive emotions, seek excitement, are assertive, gregarious and ambitious (McCrae & Costa, 2008). They aspire for recognition, material gain, status and power (Raja, Johns, Ntalianis, 2004). Performance and job satisfaction are positively related to extraversion (Raja, Johns, Ntalianis, 2004). Purely economic contracts are too restrictive and do not offer opportunities to gain the recognition, status and power that extroverts desire (Raja, Johns, Ntalianis, 2004). Extroverts are likely to form ideological contracts because they have an optimistic outlook on life. Their optimism may allow them greater hope that by working together the world can be improved. Ideological contracts encompass these optimistic thoughts; therefore, I predict a positive relationship between extraversion and an individual's desire for an ideological contract.

Neuroticism: Neuroticism is associated with anxiety, emotional instability, self-consciousness and impulsiveness (McCrae & Costa, 2008). People who display this trait shy away from situations demanding they take control and show a negative correlation with job satisfaction, job complexity, career success and performance (Raja, Johns, Ntalianis, 2004). Neurotics avoid engaging in "relationships that require long-term commitments on their part and demand high social skills, trust in others, and initiative" (Raja, Johns, Ntalianis, 2004). Based on

the lack of trust that is shown by individuals high in neuroticism, it is unlikely that the individual would trust an organization to fulfill its side of an ideological contract. I predict a negative relationship between an individual's level of neuroticism and their interest in forming an ideological contract.

Conscientiousness: Conscientiousness is characterized by self-discipline, achievement, the need for order, and risk aversion (McCrae & Costa, 2008). Individuals who display high conscientiousness tend to have high job performance and satisfaction. They are more concerned with accomplishing a task than economic rewards. Conscientious individuals tend to form long-term employment exchange relationships. They will choose an environment where there are opportunities for achievement, success and growth opportunities. Conscientious individuals are driven by risk aversion and the need for achievement (Raja, Johns, Ntalianis, 2004). It seems likely that the conscientious individual will be too risk adverse to engage in an implicit relationship such as an ideological contract. Therefore, I predict a negative relationship between a conscientious individual and the wish to form an ideological contract.

Openness to Experiences: Individuals who exhibit high openness to experiences are characterized by their vivid imagination, creative ideas, curiosity and interest in new experiences (McCrae & Costa, 2008). These individuals usually display good interpersonal relationships. They tend to experience higher job performance and expect an organization to provide interesting and challenging work (Taliman & Bruning, 2008). There is a great desire to go beyond the necessary tasks of the job and attempt new ideas and approaches in their work (Taliman & Bruning, 2008). It is likely that individuals high in openness to experiences will want to form ideological contracts because they are open to new ideas. Since ideological contracts are a new form of employment contract, it seems probable that individuals high in openness to new experiences will be interested in embracing them. This leads me to predict a positive relationship between an individual's openness to experiences and their interest in forming an ideological contract.

Agreeableness: Trust, cooperation, altruism and compliance are characteristics of an individual who scores high in agreeableness (McCrae & Costa, 2008). High team performance, job satisfaction and job performance are all associated with an agreeable individual. Agreeable people expect that an organization will be as equally beneficial for them as they will be for an organization. They tend to trust organizations and expect an organization to support and aid them in the workplace (Taliman & Bruning, 2008). An agreeable employee will most likely keep up their end of the exchange contract to meet an organization's needs, which fulfills a portion of the reciprocal nature of the ideological contract. Since an individual high in agreeableness is likely to keep up their end of an exchange contract and trust the organization to keep up the other end of the contract, I predict that there will be a positive relationship between agreeable individuals and their desire to form an ideological contract.

Religiosity: Religiosity is defined as "a set of behaviors or meanings which are connected to the action of a religious person (Ntalianis, Filotheos & Darr, 2005)". Religious individuals are described as polite, honest, loving and helpful. They prefer harmony, safety and stability in their relationships, which leads to greater concern for family security. In addition, religious individuals have a greater concern for security than achievement and economic performance (Ntalianis, Filotheos & Darr, 2005). Religious individuals tend to value greater causes, even at the expense of their personal desires. They establish long-term contracts, which are consistent with their values and justify their needs (Ntalianis, Filotheos & Darr, 2005). Religious individuals are likely to form ideological contracts, as these contracts fulfill the want for working

towards greater causes. Because religious individuals tend to be honest, it can be predicted that they will assume that an organization will be honest in fulfilling its part of an ideological contract. I believe there will be a positive relationship between religiosity and ideological contract formation.

Interpersonal Orientation: Individuals who have high interpersonal orientation display compassion, empathy, concern and an orientation toward supporting, helping and understanding (Omoto, Snyder & Hackett, 2010). High interpersonal orientation has been linked with extraversion (volunteerism and civic engagement), agreeableness (volunteerism) and conscientiousness (expectations of good citizenship). Individuals high in interpersonal orientation tend to go out of their way to assist others (Omoto, Snyder & Hackett, 2010). Many of the common causes linked with ideological contracts incorporate human rights and a want to volunteer. An individual who displays high interpersonal orientation is likely to want to form an ideological contract in order to aid an organization in its humanitarian efforts. I predict that there will be a positive relationship between an individual high in interpersonal orientation and their desire to form an ideological contract.

Hypothesis 2: The Big Five personality traits, religiosity and interpersonal orientation affect the formation of an ideological contract

Future Employer/ Organization Expectations and Preferences

The expectations and preferences students have of their future employers and organizations have the potential to be very important for organizations. Recruiters can use information about what future employees expect from organizations and what they would wish to see in order to recruit new hires. By questioning future employees about their expectations towards common causes it can be determined what causes are more likely to have a hand in ideological contract formation. By comparing future employee expectations and preferences, organizations may be able to gain insight into what future employees truly wish to see happening in an organization. If this information is properly acted upon, it may attract more applicants as well as lead to higher levels of retention for current employees.

Hypothesis 3: Employee preferences for future employers/organizations will be greater than employee expectations for future employers/organizations.

Methods

Sample and Procedure

The sample for this study consisted of junior and senior students from the University of Arkansas, Fayetteville Campus. Students were classified as juniors or seniors based on credit hour completion. Invitations to participate in this survey were distributed via email by the Dale Bumpers College of Agricultural Food and Life Sciences, the Fay Jones School of Architecture, the Sam M. Walton College of Business and the College of Education and Health Professions. A brief explanation of the survey and its purpose were provided in the email, which contained the link to the survey. The first page displayed after selecting the survey link explained the purpose of the study, assured respondents of strict anonymity and reminded participants that participation in the study was completely voluntary. The survey and its distribution were approved by the Institutional Review Board.

Of the 262 students who responded positively to being a junior or senior student at the University of Arkansas, Fayetteville Campus, 42 responses (16%) came from students pursuing a major or minor from the Dale Bumpers College of Agricultural Food and Life Sciences, 13 responses (5%) came from students pursuing a major or minor from the Fay Jones School of Architecture, 84 responses (32%) came from students pursuing a major or minor from the Sam M. Walton College of Business and 96 responses (37%) came from students pursuing a major or minor from the College of Education and Health Professions. The remaining responses came from students pursuing a major or minor from the J. William Fulbright College of Arts and Sciences (16 responses making up 6% of responses) and the College of Engineering (11 responses making up 4% of responses). The responses from students in the J. William Fulbright College of Arts and College of Engineering are due to the overlap of students pursuing majors and/or minors in multiple Colleges. For example: a student who received the survey from the Sam M. Walton College of Business may be pursuing a finance minor but his/her major is in the College of Engineering, which did not send the survey to their students. This student would select the College of Engineering as their predominant College.

From the 294 responses received, 231 of the respondents successfully completed the survey. The remaining 63 responses were unusable due to survey incompleteness. The mean age range for respondents fell into the category between 21 and 29 years of age ($s.d. = .85$) and 71% of the respondents were female.

Measures

I chose the “Big Five” model to measure personality traits as it has a history of relevance as it relates to organizational behavior (Raja, Johns, Ntalianis, 2004). In order to collect enough responses for this research I required an abbreviated version of the “Big Five” model. The original “Big Five” model created by Costa and McCrae is a 240-item NEP Personality Inventory (Gosling, Rentfrow & Swann, 2003). Taking approximately forty-five minutes to complete, the original test is too lengthy for my research purposes. I selected the Ten Item Personality Inventory (TIPI) test, as it is recommended over other shortened personality indicators due to its superior correlation with the original “Big Five” model (Gosling, Rentfrow & Swann, 2003).

Previous researchers, correlating the “Big Five” model of personality with psychological contracts, have chosen to omit two of the five personality traits listed in the “Big Five” model. The two traits commonly omitted were openness to experience and agreeableness. Openness to experience was omitted due to its “controversial structure, limited research history, and generally weak relevance to organizational behavior”, so it was also omitted (Raja, Johns, Ntalianis, 2004). It was predicted that agreeableness would be “less prone to experiencing breach and violation [of the psychological contract]” (Raja, Johns, Ntalianis, 2004). I have chosen to include all five personality traits of the “Big Five” model because I believe there is a chance of a strong correlation between the perceptions, expectations and obligations that form the ideological contract and the two previously mentioned omitted personality traits. The personality traits included in this research are extraversion, neuroticism, conscientiousness, openness to experience and agreeableness. In the spirit of investigation, I also chose to incorporate a few specific traits including measures of religiosity and interpersonal orientation.

Two opposing questions per personality trait were presented to the survey participants. Examples of these opposing questions per personality trait from the TIPI test include: “I see myself as anxious, easily upset” and “I see myself as calm, emotionally stable” (neuroticism measurements). Participants rated their level of agreement on a sliding scale. Once results were

collected, the scales were aligned per personality trait and averaged. The data was correlated with the other factors listed in **Table 1**.

Religiosity

Religiosity was measured using an adapted scale (Rohrbaugh & Jessor, 1975). Participants rated their level of agreement on a sliding scale. Examples of these questions include: “Religion gives me a great amount of comfort and security in life” and “Prayer or religious meditation is a regular part of my daily life”. Results were average and the information was entered into the correlations matrix in **Table 1**.

Interpersonal orientation

In order to measure the different aspects of interpersonal orientation, I used items from several published scales. I measured empathic concern, compassionate love for others, universal orientation and communal orientation using four key questions (Omoto, Snyder & Hackett, 2010). Examples of these questions include: “I spend a lot of time concerned about the well-being of humankind” (compassionate love for others), and “When I see someone being taken advantage of, I feel kind of protective towards them” (empathic concern) (Omoto, Snyder & Hackett, 2010). Participants rated their level of agreement on a sliding scale. Upon collection, the results were averaged and entered into the correlation matrix shown in **Table 1**.

Future Employer/ Organization Expectations and Preferences

The final section of the survey questions students about their expectations and preferences from their future employers. This information was measured with an altered sliding scale. Results were averaged and added to the correlation matrix. The results were also broken down into responses per question and analyzed as can be seen in **Graphs 1 and 2**.

Ideological Contract

This scale was adapted to be relevant for junior and senior students who may become an employee of any type of organization (Bal & Vink, 2011). This section was split into three questions measuring what the participants’ believe an employer’s responsibility is in fulfilling an ideological contract and seven questions measuring what participants believe they should provide as future employees to fulfill their end of an ideological contract. Results were averaged and placed in the correlation matrix as well as analyzed further in **Graph 3 and Graph 4**.

Results

Table 1 presents the means, standard deviation and correlations between the aggregated variables. The dependent variables (personality traits, religiosity and interpersonal orientation) were averaged and integrated into the correlation matrix as can be seen in **Table 1**. The personality trait measurements were aligned because opposing questions were asked to measure the same personality trait. An example of two opposing questions for the extroversion measurement is as follows: “I see myself as extraverted, enthusiastic” and “I see myself as reserved, quiet”.

Two of the Big Five personality traits, as measured by the TIPI test, have negative relationships with the dependent variables: employer expectations, employer preferences and ideological contract. Agreeableness displays a negative correlation with the survey participants’ expectations from their future employers or organizations in terms of ideological contract fulfillment. Agreeableness is also negatively correlated with the students’ preference towards their future employers’ or organizations’ actions in terms of ideological contract fulfillment. While both of these relationships are moderately strong, agreeableness has a weak relationship with ideological contract. Neuroticism shows only negative, weak correlations with the dependent variables. Extroversion displays weak, positive relationships with all dependent

variables. Openness to Experiences has a moderately strong, positive correlation with employer expectations, but displays weak, positive correlations with ideological contract and employer preferences. Conscientiousness has weak, positive relationships with the dependent variables.

Religiosity displays much stronger correlations than personality traits. Religiosity is positively correlated with employer expectations (0.669) and employer preferences (0.719).

Religiosity has the strongest correlation of any of the other measured traits at 0.719.

Interpersonal Orientation is positively correlated at moderate strength with all three dependent variables: employer expectations, employer preferences and ideological contract.

Table 1 Means, Standard Deviations and Correlations

	M	S.D.	1	2	3	4	5	6	7	8	9	10
1. Extroversion	4.52	1.59	1									
2. Agreeableness	2.89	1.23	-0.09 0.18	1								
3. Conscientiousness	5.85	1.11	0.11 0.09	-.216** 0.001	1							
4. Neuroticism	2.88	1.3	-.202** 0	.375** 0	-.383** 0	1						
5. Openness to Experiences	5.28	1.12	.338** 0	-.013 0.052	0.093 0.16	-.168* 0.01	1					
6. Religiosity	4.86	2	0.06 0.41	-.251** 0	.208** 0.002	-.141* 0.033	-.0 0.77	1				
7. Interpersonal Orientation	5.38	0.92	.192** 0	-.340** 0	.152* 0.021	-.01 0.138	.189** 0	.261** 0	1			
8. Ideological Contract	4.05	0.55	.163* 0.01	-.221** 0.001	.208** 0.001	-.07 0.292	.174** 0.01	.189** 0	.352** 0	1		
9. Employer Expectations	5.17	0.9	.286** 0	-.432** 0	.233** 0	-.228** 0	.406** 0	.669** 0	.564** 0	.354** 0	1	
10. Employer Preferences	4.76	0.87	.209** 0	-.434** 0	.240** 0	-.189** 0.004	0.12 0.07	.719** 0	.570** 0	.464** 0	.945** 0	1

*Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Responses for employer expectations, employer preferences and ideological contract were also measured. The results can be viewed in **Graphs 1, 2, 3 and 4**.

Graphs 1 measures the expectations participants have for their future employers/organizations. Percentages were calculated based on the participant responses above the median of 4= Neither Agree nor Disagree. The measurements above this median include: 5=Somewhat Agree, 6=Agree and 7=Completely Agree. 61% of participants indicated that they expect their future employer/organization to give cash donations to worthy causes (Donate), and 65% of participants expect their future employer/organization to sponsor events (Sponsor). Volunteering expectations ranged from 57% of participants who expect their employers/organizations to allow for employees to volunteering during working hours (Volunteer-In) to 72% of participants who expect encouragement to volunteer outside of working hours from their future employers/organizations (Volunteer-Out). Expectations for future employers/organizations to use efficient and 'green' technologies (Green) are reported at 85% and promotion of tolerance (Tolerance) is the highest expectation at 94%.

Employer preferences, as is represented in **Graph 2**, measure what participants would like to see their future employer/organization do. 80% of participants want their future employer/organization to donate and 84% wish their future employer/organization would sponsor events, arts or sports clubs. The percentage of participants who would prefer their future employer/organization to encourage volunteering during working hours is 77%, and 79% want to be encouraged to volunteer outside of working hours. 89% of participants want their future employer/organization to use 'green' and efficient technologies, and 90% of participants would prefer their future employer/organization promote tolerance.

Employer expectations and employer preferences were measured by asking identical questions with different prompts, as can be seen fully in the questionnaire. The results show that employer expectations have an overall lower percentage of 72% while preference lies at 83%.

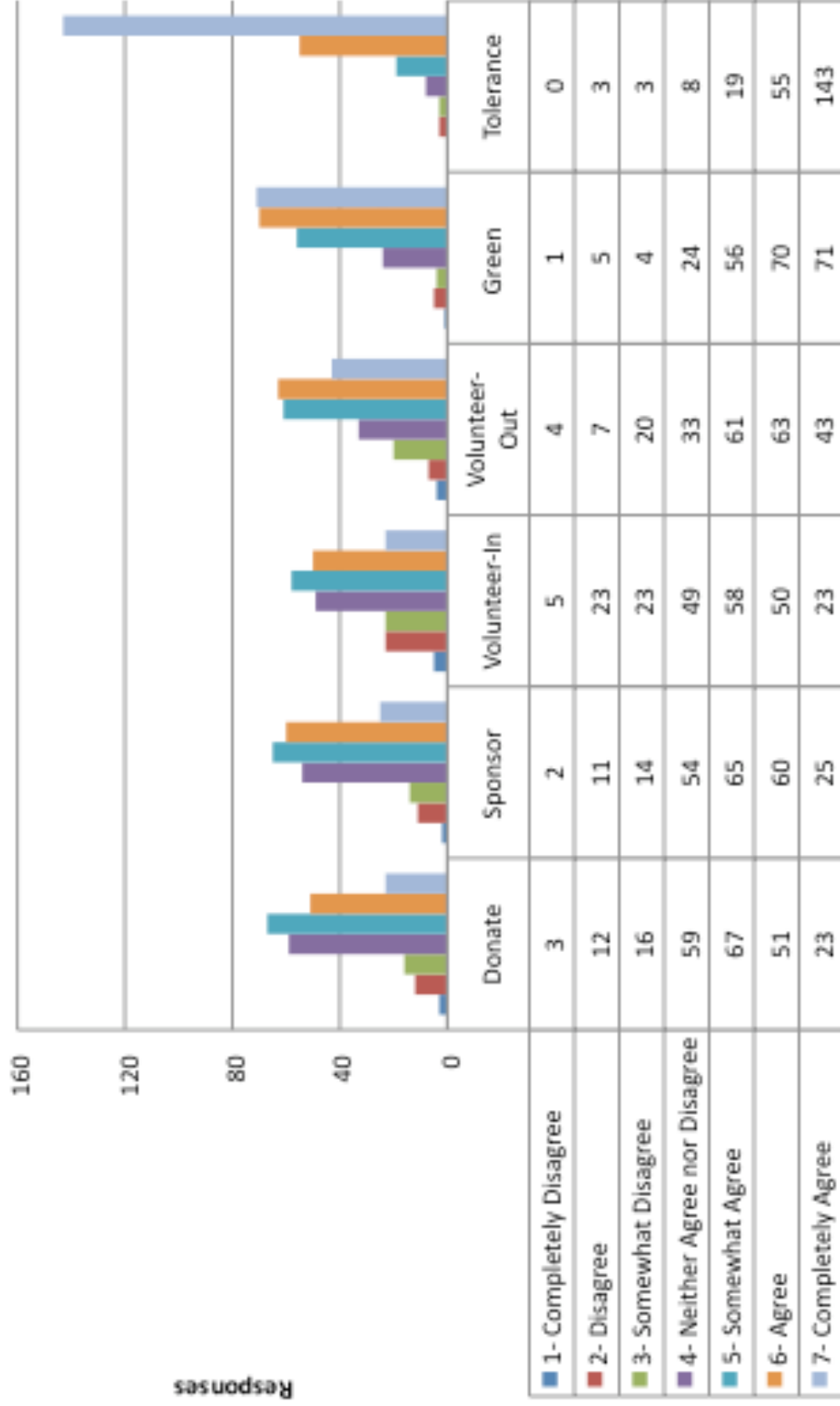
Graph 3 and Graph 4 demonstrate that the majority of survey participants consider major elements that compose ideological contracts *very important to extremely important*. **Graph 3** measures the participants' views of the duties of the employer/organization in upholding an ideological contract. Examples of these questions can be seen in full in the questionnaire under the heading, Ideological Contract Measurement. 66% of participants responded that it was very or extremely important that an employer provide opportunities to give meaning to their lives through their job (Meaning). 68% of participants believe that it is very or extremely important that an employer provide opportunities in order that they may fulfill their moral ideals in their job (Moral Ideals). 66% of participants believe it to be very or extremely important that their employer should provide opportunities to fulfill their societal ideals in their job (Societal Ideals).

Graph 4 measures what participants believe an employee should contribute to the organization in order to fulfill an ideological contract (Mission of the Organization, Image of the Organization, Policy Development, Innovation, Vision for Development, Persist and Policies). The percentages of participants who believe that it is 'very important' or 'extremely important' that an employee upholds his/her end of an ideological contract range from 60% to 92%. Examples of these sets of questions can be seen in full in the questionnaire under the heading Ideological Contract Measurement. 68% and 66% of participants believe that it is very or extremely important that an employee contributes to the mission (Mission of Org) and image of the organization (Image of Org), respectively. 75% of participants believe that it is very or extremely important that an employee has a vision for the development of their team (Vision for

Dev). Participants believe that it is very or extremely important that an employee persist if things do not go well (Persist-84%), execute policies (Policies-85%) and contribute to the innovation (Innovate-88%) of the organization. 92% of participants believe it to be very or extremely important that an employee contribute to the policy development in their organization (Policy Dev). Averaged percentage results show that participants believe they, as future employees, are 12% more responsible for fulfilling the employee side of the ideological contract than the expectations they have for what employers should provide.

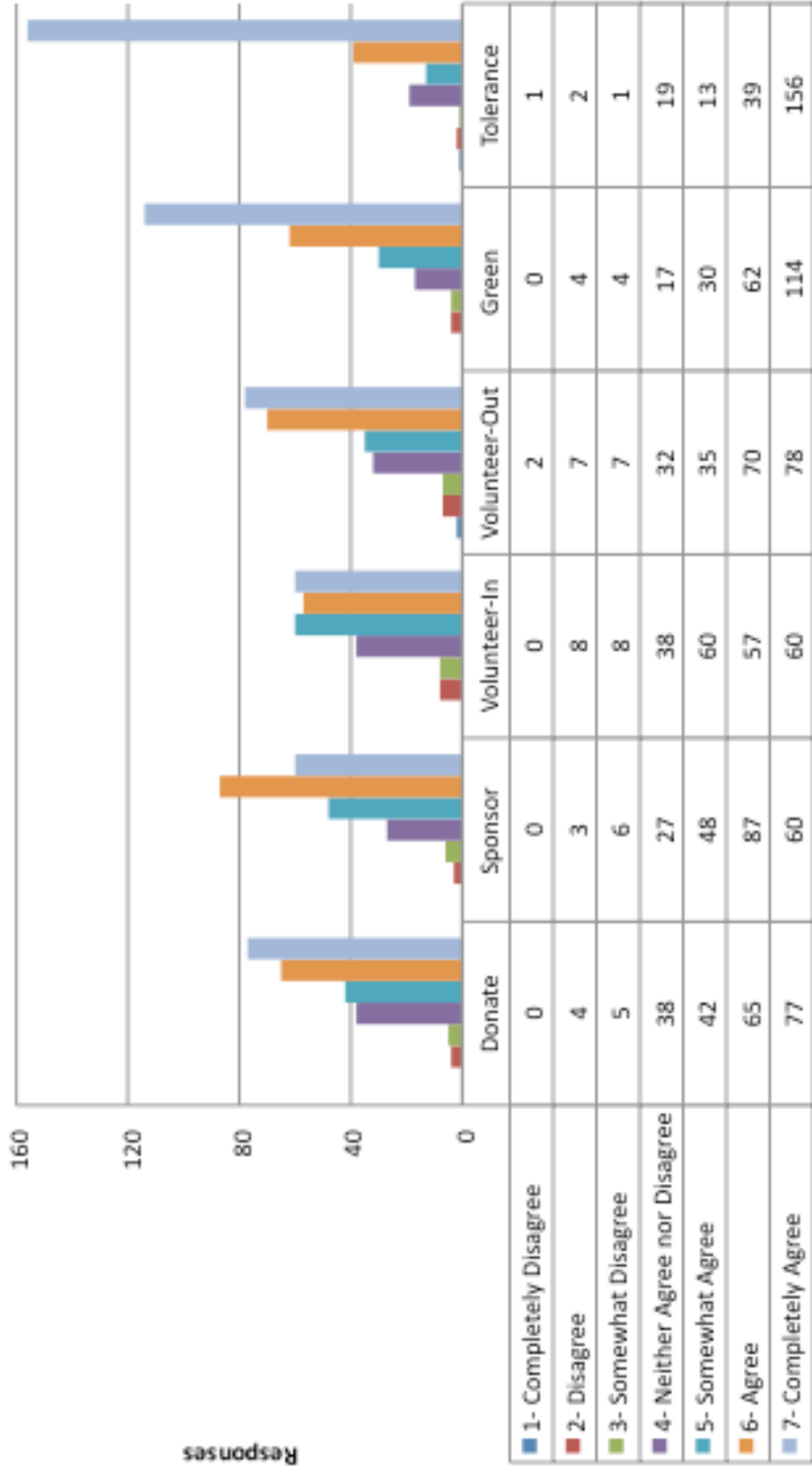
Graph 1

Employer Expectation Responses



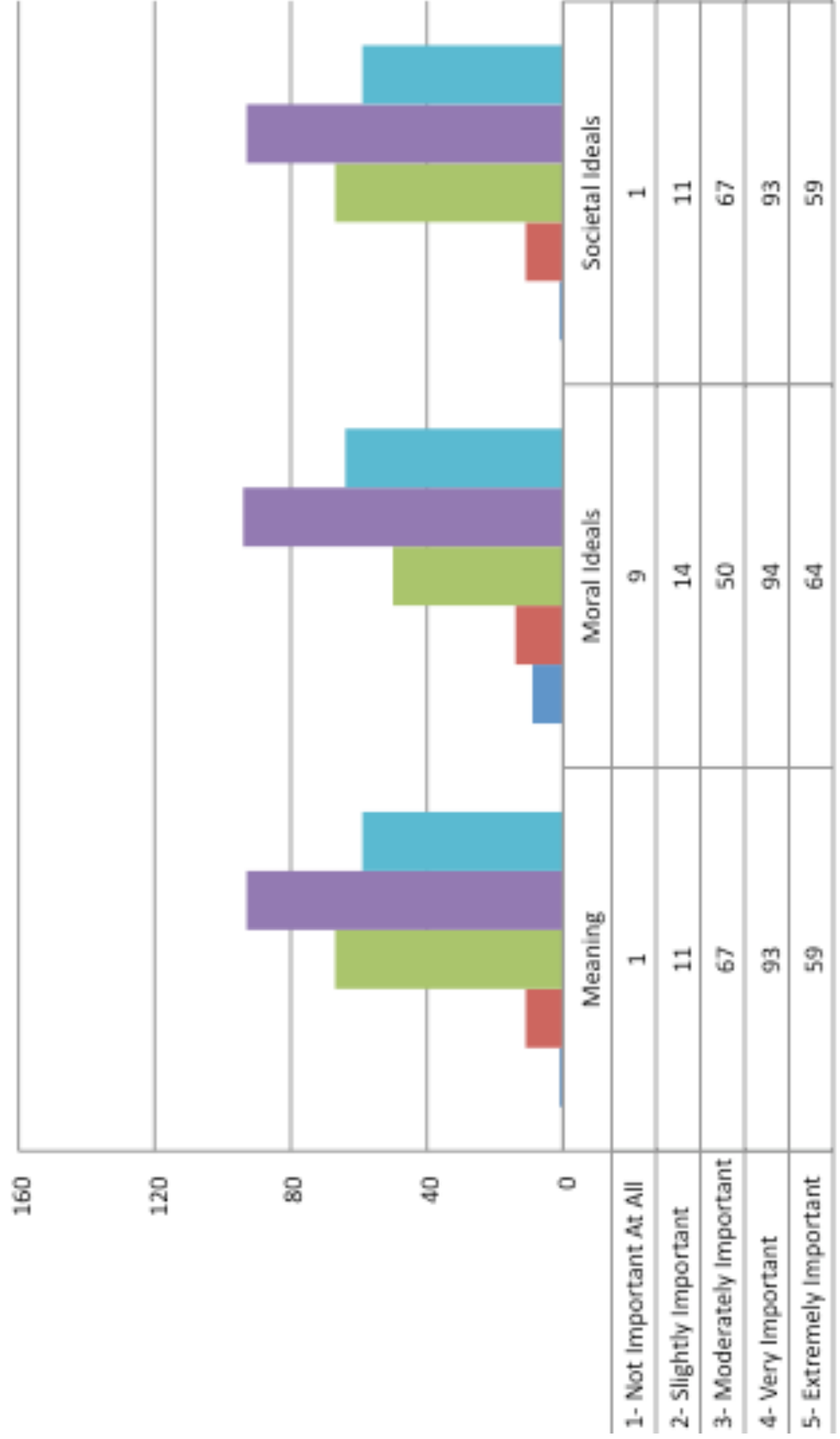
Graph 2

Employer Preference Responses



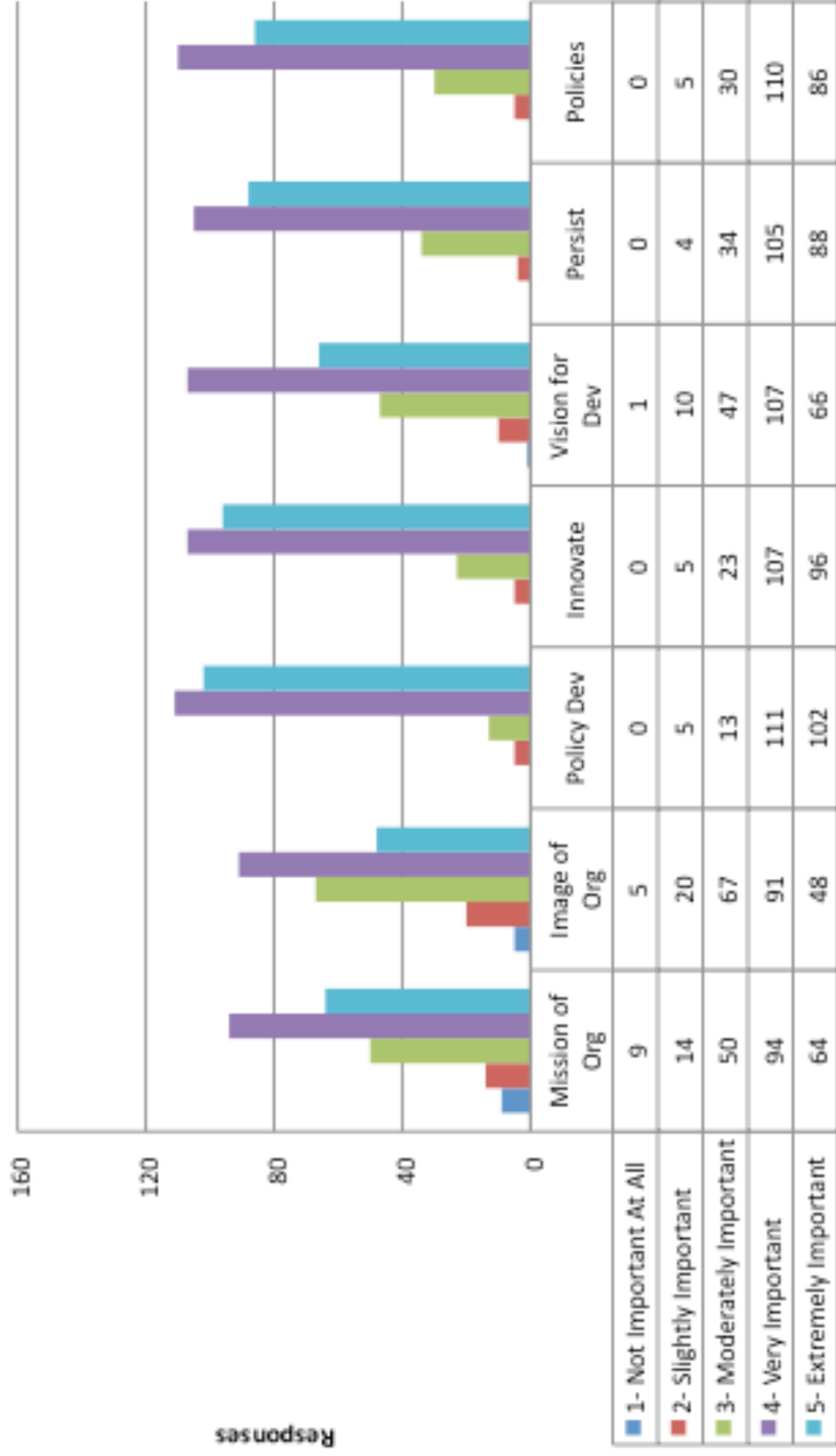
Graph 3

Ideological Contract - Employer Responsibilities



Graph 4

Ideological Contract- Employee Responsibilities



Discussion

This study investigated the role of the Big Five personality traits in forming an ideological contract as well as the expectations and preferences students exhibit for their future employers/organizations. Hypothesis 1 was proven correct in that the majority of junior and senior students from the University of Arkansas-Fayetteville campus found all of the questions that measure an individual's likelihood of forming an ideological contract to be very or extremely important. The questions for this section were broken into what opportunities the participant believes the employer should provide and in what ways the employee should contribute to the organization. Interestingly, averaged percentage results show that participants believe they, as future employees, are 12% more responsible for fulfilling the employee side of the ideological contract than the expectations they have for what employers should provide. This is valuable information for organizations in that future employees already have the expectation of being 12% more responsible for fulfilling their side of an ideological contract than they expect of an employer/organization. Digging deeper into the responses it can be seen that future employees expect their future employers/organizations to allow employees opportunities to fulfill their moral ideals in their job above giving meaning to their life through their job or fulfilling their societal ideals in their job. On the other side, employees expect themselves to contribute a great deal to policy development, innovate for the organization, execute policies and even persist if things are not going well in the organization. This is important for organizations to take note of. Future employees are telling organizations that they feel stronger about contributing to the organization in a multitude of ways than having the organization provide them opportunities to fulfill their moral and societal ideals and giving meaning to their life.

It was expected that personality traits would affect the formation of an ideological contract but Hypothesis 2 could not be fully proven by the correlation results. Openness to experiences and agreeableness were the only personality traits that displayed at least a medium-strength correlation. These results are rather curious as personality traits have been strongly correlated with psychological contracts in past studies and it was my belief that ideological contracts would follow suit. I believe the relationships may have been stronger if participants were given the full Big Five personality test instead of the TIPI test, which only measured each personality trait twice for a total of ten questions. My hypotheses regarding conscientiousness and agreeableness were both proven incorrect. I predicted that individuals high in conscientiousness would not be interested in forming an ideological contract due to their risk adverse nature, but the opposite appears to be true. The conscientious individual's interest in pursuing opportunities for growth and success may reach beyond themselves and into their community where they can help others grow and succeed. If this is the case, the conscientious individual would be much more likely to want to form an ideological contract. I am not entirely certain as to why agreeableness shows a negative relationship with the dependent variables. In previous studies agreeableness has been shown to be consistently positive when related to job expectations, job satisfaction and volunteerism. This should have been mirrored in this study.

Religiosity turned out to be much more likely to predict someone's likelihood of forming an ideological contract than personality traits. Religiosity is the only truly strong correlation to be found in the correlation matrix. Still, religiosity did not have a medium or strong correlation with ideological contract. Interestingly, out of all of the predictive traits only interpersonal orientation displays a medium-strength correlation with all three dependent variables. Once

again, I believe the relationships could have been stronger between religiosity and interpersonal orientation if more questions had been asked on the survey.

Hypothesis 3 was proven in that future employees wish for their future organization to do more than they actually expect an organization to do. Participants had lower expectations for their future employers/organizations than preferences by 11%. Although expectations are lower than preferences, expectations and preferences reflect each other rather closely. Participants consistently ranked a tolerant atmosphere and the use of efficient and green technologies as the causes of highest importance for both their expectations and preferences of their future employers/organizations. Future employees would like to see their future organization provide more volunteer time during traditional working hours and sponsor more events, arts and sports clubs. Organizations willing to go beyond employee expectations may find themselves with a larger job applicant pool and more loyal employees in the future.

Limitations and Future Research

This study has a few limitations. The greatest problem was the lack of equalized distribution to the colleges on the University of Arkansas Fayetteville campus. The survey link was distributed to junior and senior students by only four of the six colleges via email. Another limitation was the number of responses received. Of the 294 responses only 231 participants completed the survey. In the interest of time, the TIPI test was used in lieu of the full Big Five Personality Test. The full test may provide more reliable results as it measures personalities in greater depth and is not as prone to error. There is very little research on ideological contracts. This leaves a great deal to be discovered. To build upon the research findings presented in this paper one might consider measuring the affects of religiosity and interpersonal orientation in greater depth.

Conclusion

This study investigated the Big Five personality traits, religiosity and interpersonal orientation to see how they affect ideological contract formation. This research also included students' expectations and preferences for future employers/organizations as they relate to ideological contracts. Personality factors, religiosity and interpersonal orientation did not display convincing evidence that they affect ideological contract formation. However, this study did find that junior and senior students are already anticipating forming ideological contracts with their future employers/organizations. The students already have strong convictions about what causes they believe in and will form their ideological contracts based on these causes. This is valuable knowledge for managers and human resources as these students are the employees of tomorrow.

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Questionnaire

Employer/Organization Expectations and Preferences:

In the following two sections please note the underlined and italicized words.

Scale: 1=Completely disagree, 2=Disagree, 3=Somewhat disagree, 4=Neither agree nor disagree, 5=Somewhat agree, 6=Agree, 7=Completely agree

What, if any, of the following do you EXPECT from your future employer/organization?

I *expect* my employer/organization to:

1. Donate by giving cash to worthy causes.
2. Sponsor events, arts or sports clubs.
3. Release employees during paid work time, individually or in teams, for certain amounts of time to undertake specific community projects.
4. Encourage employees to volunteer outside of normal working hours.
5. Use 'green' and more efficient technologies
6. Promote tolerance (racial, religious, gender, age, lifestyle choice, etc)
7. Other _____

What, if any, of the following would you PREFER your future employer/organization undertake?

I would *prefer* that my employer/organization:

1. Donates by giving cash to worthy causes.
2. Sponsors events, arts or sports clubs.
3. Releases employees during paid work time, individually or in teams, for certain amounts of time to undertake specific community projects.
4. Encourages employees to volunteer outside of normal working hours.
5. Uses 'green' and more efficient technologies.
6. Promotes tolerance (racial, religious, gender, age, lifestyle choice, etc).
7. Other _____

Ideological Contract Measurement:

Please consider the following questions as if you have a full time job in which you are using the degree you will earn from the University of Arkansas. Indicate the level of importance the following statements are to you.

Scale: 1=not important at all, 2=slightly important, 3=moderately important, 4=very important, 5=extremely important

I believe an employer should provide:

1. opportunities to give meaning to my life thorough my job.
2. opportunities to fulfill my moral ideals in my job.
3. opportunities to fulfill my societal ideals in my job.

I believe an employee should:

1. contribute to the mission of the organization.
2. contribute to the image of the organization.
3. contribute to the policy development in the organization.
4. contribute to the innovation in their organization.
5. have a vision on the development of their team.
6. persist if things do not go so well in the organization.
7. execute policies of the organization.